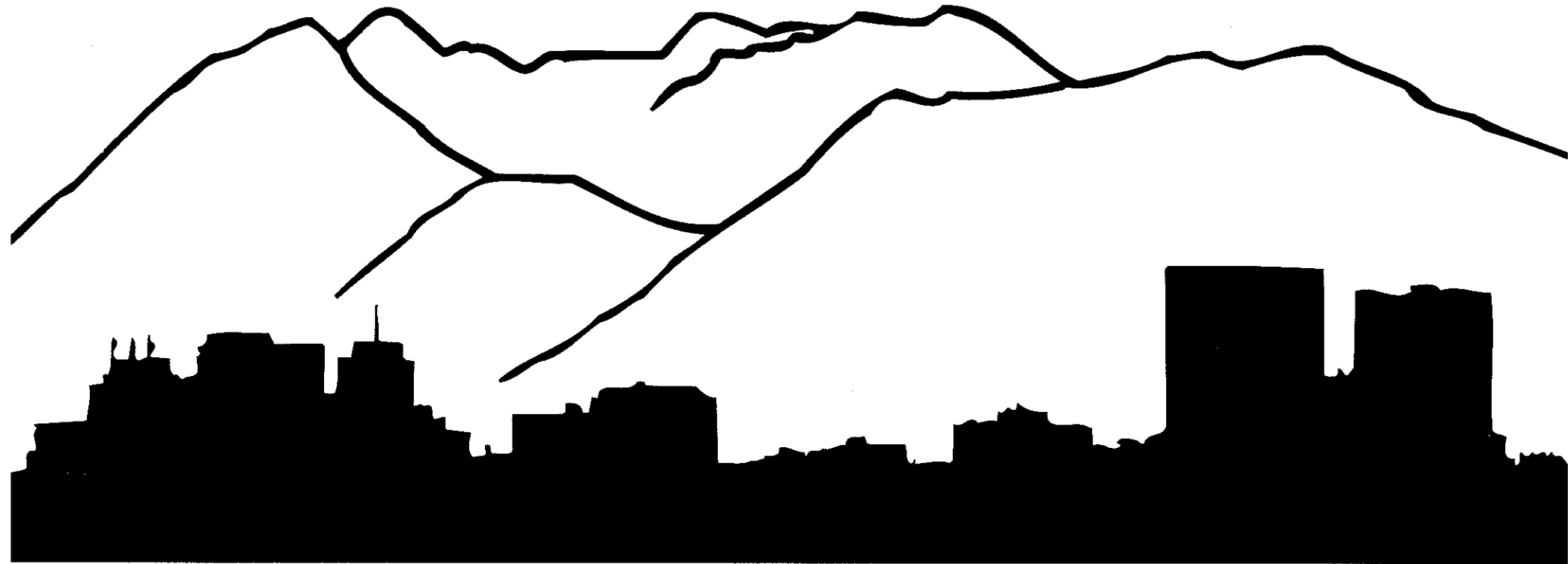




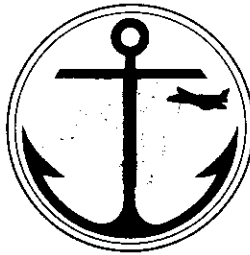
Tom Fink  
Mayor

# Municipality of Anchorage



## 1993 Public Utilities Operating and Capital Budgets

# Municipality of Anchorage



P.O. BOX 196650  
ANCHORAGE, ALASKA 99519-6650  
TELEPHONE: (907) 343-4431  
FAX: (907) 272-1991

*Tom Fink, Mayor*

OFFICE OF THE MAYOR

Dear Residents of Anchorage:

The attached document covers all Municipal Utilities except the Anchorage Telephone Utility which will be submitted under a separate cover.

The Amended and Approved 1993 Public Utility Operating Budgets have been designed to provide detailed information on the revenue, expenditure, net income and rate structure of each of the Municipal Utilities. Additionally, the 1993 Capital Improvement Budget information as well as the 1993-1998 Utility Capital Improvement Program information are contained herein. These documents represent our fiscal plans for the operation of our utilities during 1993 and the outyears, and reflect our efforts to minimize rate increases while protecting the financial integrity of each utility.

Assembly action on November 17, 1992 added \$112,000 to the original Utility appropriations for support of the Anchorage Economic Development Corporation (AEDC). Additionally, the Assembly added \$1 million to AWWU's capital budget for support of the Old Girdwood Sewer project.

Similar to prior practice, each utility prepared its budget following planning assumptions and guidelines provided to them from the Mayor's office. The administrative review process entailed a detailed review of each utility's financial plan as well as the operating and capital budgets.

The utilities continue to be managed in a cost-effective manner. Each of the utility managers is committed to providing the best possible service at the most reasonable rate. Since customers are of primary concern to the utilities, the focus of 1993 will be on the continuation of good service while maintaining reasonable rates. These goals will be accomplished through compliance with established business plans and through systems upgrades to keep the utilities cost-effective technologically.

Sincerely,

A handwritten signature in black ink that reads "Tom Fink".

Tom Fink  
Mayor

CLERK'S OFFICE  
**AMENDED AND APPROVED**

Date: 11-17-92

*vetoed 11-20-92*

*veto overridden 11-24-92*

Submitted by: Chairman of the Assembly at  
the Request of the Mayor

Prepared by: Office of Management and  
Budget

For Reading: November 10, 1992

ANCHORAGE, ALASKA  
AO NO. 92-145(S) (As Amended)

AN ORDINANCE ADOPTING AND APPROPRIATING FUNDS FOR THE 1993 PUBLIC UTILITIES  
OPERATING AND CAPITAL BUDGETS FOR THE MUNICIPALITY OF ANCHORAGE

WHEREAS, the Mayor has presented his recommended 1993 Public Utilities Operating Budget and Capital Improvement Budget for the Municipality of Anchorage to the Assembly in accordance with Article XIII of the Municipal Charter; and

WHEREAS, the Assembly reviewed the budgets as presented; and

WHEREAS, on November 10 and November 17, 1992 duly advertised public hearings were held in accordance with Article XIII, Section 13.04 of the Municipal Charter; and

WHEREAS, the 1993 funds are now ready for appropriation by ordinance.

NOW, THEREFORE, the Assembly hereby ordains:

Section 1. That the 1993 Public Utilities Operating and Capital Improvement Budgets are hereby adopted for the Municipality of Anchorage.

Section 2. The 1993 appropriations for Utility Operating Budgets are:

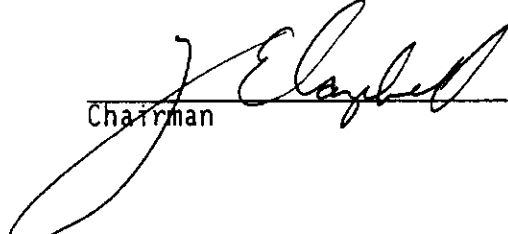
Fund No.		As Proposed Appropriation	Assembly Addition AEDC	Final Approved
0530	Municipal Light and Power	\$ 73,425,000	\$ 54,000	\$ 73,479,000
0540	Anchorage Water Utility	31,539,527	0	31,539,527
0550	Anchorage Wastewater Utility	28,925,987	0	28,925,987
0560	Refuse Collection	5,550,800	15,000	5,565,800
0562	Solid Waste Disposal	11,830,270	15,000	11,845,270
0570	Port of Anchorage	6,692,000	28,000	6,720,000
0580	Merrill Field	1,984,000	0	1,984,000
	Total Utility Operating Funds	\$159,947,584	\$112,000	\$160,059,584

1     Section 3. The 1993 appropriations for Utilities Capital Improvement Funds  
2 are:  
3

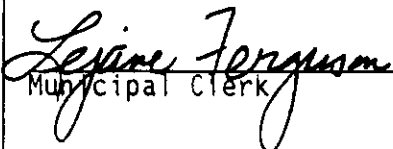
Fund No.	<u>Capital Improvement Funds</u>	<u>Proposed Amount</u>	<u>Assembly Additions</u>	<u>Total 1993 Capital Funds</u>
4				
5				
6				
7	0531 Municipal Light and Power	\$ 13,645,000	\$	\$13,645,000
8	0541 Anchorage Water Utility	17,897,000		17,897,000
9	0551 Anchorage Wastewater Utility	11,382,000	1,000,000	12,382,000
10	0561 Refuse Collection	215,000		215,000
11	0563 Solid Waste Disposal	1,019,000		1,019,000
12	0571 Port of Anchorage	15,168,000		15,168,000
13	0581 Merrill Field	6,666,000		6,666,000
14				
15				
16	Total Utility Capital Improvement	\$ 65,992,000	\$1,000,000	\$66,992,000

17  
18     Section 4. This ordinance shall take effect January 1, 1993.

19  
20     PASSED AND APPROVED by the Anchorage Assembly this 17th day of  
21 November, 1992.

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26       
27     Chairman

28     ATTEST:

29  
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31       
32     Municipal Clerk

CLERK'S OFFICE  
**AMENDED AND APPROVED**

Date: 11-17-92

*revised 11-20-92  
revo overridden 11-24-92*

Submitted by: Chairman of the Assembly at  
the Request of the Mayor  
Prepared by: Office of Management and  
Budget  
For Reading: October 27, 1992

ANCHORAGE, ALASKA  
AR NO. 92- 273

A RESOLUTION ADOPTING THE 1993-1998 PUBLIC UTILITIES CAPITAL IMPROVEMENT PROGRAM

WHEREAS, the Assembly has reviewed the 1993-1998 Public Utilities Capital Improvement Program submitted by the Mayor; and

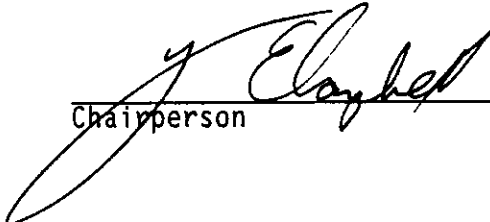
WHEREAS, on November 10 and November 17, 1992 duly advertised public hearings were held on the 1993-1998 Public Utilities Capital Improvement Program.

NOW, THEREFORE, the Assembly hereby resolves:

Section 1. That the 1993-1998 Public Utilities Capital Improvement Program, as summarized on the attached table, is hereby adopted.

Section 2. That this resolution shall become effective immediately upon approval.

PASSED AND APPROVED by the Anchorage Assembly this 17th day of November, 1992.

  
Chairperson

ATTEST:

  
Municipal Clerk

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**1993-1998 PUBLIC UTILITIES  
PROPOSED CAPITAL IMPROVEMENT PROGRAM BY UTILITY  
(In Thousands)**

<u>Title</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>TOTAL</u>
Municipal Light and Power	\$13,645	\$17,889	\$20,272	\$21,265	\$21,348	\$20,227	\$114,646
Anchorage Water Utility	17,897	21,635	14,345	4,760	10,255	4,890	73,782
Anchorage Wastewater Utility	<del>11,382</del> 12,382	10,415	6,414	7,265	12,175	5,230	52,881
Refuse Collection	215	178	340	726	383	415	2,257
Solid Waste Disposal	1,019	1,480	5,316	1,406	774	10,767	20,762
Port of Anchorage	15,168	1,175	2,155	15,100	3,080	2,020	38,698
Merrill Field Airport	6,666	7,600	520	1,200	980	950	17,916
<b>TOTAL</b>	<del>\$65,992</del> 66,992	\$60,372	\$49,362	\$51,722	\$48,995	\$44,499	\$320,942

MUNICIPALITY OF ANCHORAGE

CLERK'S OFFICE

MEMORANDUM

Nov 23 10 45 AM '92

DATE: November 20, 1992

TO: Municipal Clerk for Assembly

FROM: Mayor Tom Fink *Tom Fink*

SUBJECT: Line Item Veto of Assembly Action on AO 92-145(S) - An Ordinance Adopting and Appropriating Funds for the 1993 Public Utilities Operating Budgets for the Municipality of Anchorage

I hereby line item veto the Assembly appropriations amending AO 92-145(S), attached, made on November 17, 1992 to each of the following Public Utility Operating Budgets for 1993:

<u>Fund</u>	<u>Utility</u>
0530	Municipal Light and Power
0560	Refuse Collection
0562	Solid Waste Disposal
0570	Port of Anchorage

Anchorage Economic Development Corporation (AEDC) is a private, non-profit organization which has been provided start-up capital by the Municipal utilities for five consecutive years. The corporation should stand on its own from private sector dollars.

The \$112,000 added by the Assembly is an added burden to the Anchorage ratepayers and should be eliminated.

util/veto

**1993  
PUBLIC UTILITIES  
OPERATING AND  
CAPITAL IMPROVEMENT BUDGETS**

**1993 - 1998  
PUBLIC UTILITIES  
CAPITAL IMPROVEMENT PROGRAM**



**Municipality of Anchorage  
Tom Fink, Mayor**



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## SOLID WASTE SERVICES

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# ***BUDGET OVERVIEW***

# **ANCHORAGE WATER AND WASTEWATER UTILITY**

## **1992 ACCOMPLISHMENTS**

**Completion of the Eagle River Wastewater Treatment Facility State I Expansion Project.** Construction began in 1989 on this \$22 million tertiary treatment facility. The facility was designed to treat an average of 2.5 million gallons of wastewater per day, more than double the capacity before expansion. The expansion will serve the Eagle River-Chugiak area until at least 2005.

**Completion of the Alyeska Basin Water Project in Girdwood.** The water service needs for the Girdwood core area are met by the replacement and new construction of approximately 32,000 linear feet of 8 and 12-inch water main. This \$7.9 million dollar infrastructure project is important to continued growth and development in Girdwood.

**Construction of the Airport Water Project is Nearing Completion.** The final phases of the project, construction of the Kincaid Reservoir and 8200 linear feet of 48, 30 and 12-inch water main, will be completed in late 1993. Design and construction of 6200 linear feet of 16-inch water main along West Northern Lights Boulevard, and construction of 4400 linear feet of 30-inch water transmission main along Raspberry and Sand Lake Roads, was completed earlier this summer. This \$11 million water storage and distribution project will provide the Anchorage International Airport area with sufficient water supply, pressure, distribution, and fire flow for existing development, and will contribute to economic development throughout Alaska as well as at the airport.

**Completion of the Campbell Creek C-5 Trunk Project.** This \$9.5 million project involved the construction and replacement of 20,300 linear feet of sewer trunk. The final part of the project included pinpointing the cause of, and correcting a significant infiltration problem at Campbell Lake. In addition, nearly 30 other smaller, but significant water and wastewater projects were constructed, or are under construction in 1992. Another 12 projects are being designed for construction in 1993.

**Water Service Area Expansion.** Effective July 15, the Alaska Public Utilities Commission approved AWWU's application to extend water service to include those areas of Eagle River through Eklutna that were not previously certificated to any other water utility. The utility's application was chosen over that of Eklutna Utilities Inc., which has also applied to APUC for the right to serve this area. Except for those water utilities that are now certificated to operate within specific segments of this area, AWWU is now responsible to plan and provide water service as it is needed.

**Mt. Spurr Eruption Response.** The recent eruption of Mt. Spurr and the subsequent ash fallout required record-breaking amounts of water to clean up the city for several days after the event. Water production was in excess of 48 million gallons per day on August 19, while 55 million gallons were used on the same day (the excess amount was in storage reservoirs.) During one peak 4-hour period, AWWU's rate of production met system demands

of 75 million gallons a day. In all three categories, i.e. production, usage and demand, records were broken. After initial response activities were accomplished, AWWU crews worked with Public Works Department to clean 80 blocks of streets and sidewalks; 13 health care centers; and 15 elementary, and 6 junior and senior high schools. Approximately 2200 man hours were expended on these activities.

**Increased Safe Drinking Water Requirements.** Few contaminants have generated as much public concern as lead and copper in public drinking water supplies. In May 1991, the levels of lead and copper in drinking water become a regulatory issue pursuant to EPA regulations. As required, AWWU developed and carried out a significant "at the tap" sample collection, testing and monitoring program. This ongoing program demonstrates that public water in Anchorage does not have a lead/copper or corrosion problem, and in fact, all measured water quality parameters were significantly below set action levels.

**Ongoing Maintenance of Existing Plant.** Several facilities were painted including the exterior of Pt. Woronzof Wastewater Treatment Facility, the Campbell and Chester Creek lift stations and the exterior of the King Street Operations building. 38 VT100 chlorinators in service throughout the water distribution system, and not on a routine preventive maintenance program, were overhauled and reconditioned. Also at Pt. Woronzof, the headworks equipment damaged in the 1989 flood was upgraded. This work will greatly reduce maintenance costs due to sand that continues to enter the facility since the flood. Malfunctioning and stopped water meters continued to be replaced. Larger meters where accuracy was questionable were targeted. In the four most significant cases, accounts that had previously been metered at a total of 1.2 million gallons of water used per month were found to be more accurately using 5.1 million gallons per month.

**Implementation of New Water and Sewer Permit Inspection Fees and Late Payment Fees.** The utility is now recovering more costs associated with water and sewer inspections. Revenue for water and sewer permits, inspections and hydrant permits totaled \$122,500 through August 31, up from \$85,700 for the same period in 1991. A late payment fee of 0.875% with a minimum charge of \$1.00 on all accounts with past due balances of more than \$2.50 is also being collected.

#### FUTURE EVENTS

**Anchorage Loop Water Transmission Main Project.** The Anchorage Loop Water Transmission Main is a \$52 million project, of which \$17.5 million is near completion. Additional significant undertakings on the Anchorage Loop Water Transmission Main will require State funding. This project will benefit the entire community and State of Alaska. Anchorage has the water supply to serve its needs into the future, however, Anchorage's transmission system has not kept pace with rapid development and growth that occurred in the late 1970's and 1980's. The existing distribution network can not move the water south and west to added demand areas without lowering existing levels of service in existing service areas.

It is anticipated that when 600 new single family homes are constructed in south and west Anchorage, the recovery rate of the new Kincaid Reservoir will be hampered; it will be difficult to meet water supply commitments due to water being drawn out of the system prior to reaching the Kincaid Reservoir. This was recently demonstrated by the high water demand created by the ash fallout of the August 18th Mt. Spurr eruption.

Such infrastructure development supports economic growth in the community, and this project will promote such growth and development. An example is recent development at Anchorage International Airport. Increased fire flow capabilities will support development such as the two major aircraft maintenance hangar facilities planned and/or under construction in North Air Park, for Alaska Airlines and Federal Express.

**Girdwood Wastewater Treatment Facility (GWTF) Upgrade.** The Girdwood Wastewater Treatment Facility requires an upgrade to the original plant constructed in 1977. Upgrading the facility would include surge lagoon rehabilitation, and improved solids handling through the upgrading of the electrical, heating, and ventilation systems, and expansion of laboratory and operator facilities.

Present development patterns and growth rates in Girdwood have made expansion of the WWTF essential. Upgrading the facility will increase the hydraulic capacity of major plant components and improve reliability as well as increase labor efficiency. This project is estimated to cost \$2.5 million and will support growth until the year 2000.

**Eagle River Reservoir.** The Eagle River area, though tied into the Eklutna water transmission main, does not have the water storage reserve capacity to support system reliability and fire protection. A water storage reservoir at an elevation of 1,000 feet or greater is planned. The reservoir is estimated to cost approximately \$4 million and will store approximately 3.5 million gallons of water. The update currently under way to the Anchorage Water Master Plan will identify potential acceptable sites for this facility.

**Anchorage Infrastructure Rehabilitation Program.** AWWU has determined that deferred replacement and rehabilitations of water and sanitary sewer infrastructure has come to a critical point. Therefore the Utility's R&R program is of a high priority. Over \$17 million is programmed through the next six years to address system deficiencies. This program will replace aging woodstave or corroded water mains, sewer mains with high annual maintenance costs, or unserviceable and failing sewer trunk lines. This program presently encompasses more than thirty projects such as: Northstar Sewer R&R, Manor/Harvard Woodstave R&R, Chester Valley Sewer R&R, Whitney Road - Alaska Railroad Yard Water R&R, Sixth Avenue Woodstave R&R, C-5-7 Sewer Trunk R&R, and Middle Fish Creek Sewer Trunk R&R.

# ANCHORAGE WATER UTILITY

## WATER

### UTILITY FORMAT - 1993 OPERATING BUDGET (\$ in Thousands)

FINANCIAL OVERVIEW	Actual 1988	Actual 1989	Actual 1990	Actual 1991	ProForma 1992	Budget 1993	Forecast 1994	Forecast 1995	Forecast 1996	Forecast 1997	Forecast 1998
Revenues	20,390	24,060	25,206	25,452	26,498	26,967	28,165	28,553	29,605	29,995	30,861
Expenses	20,464	24,076	23,462	25,325	26,358	26,848	27,625	28,011	28,625	29,028	29,755
Net Income (Regulatory)	(74)	(16)	1,744	126	140	61	540	522	980	968	1,126
W/Force Authorized per Budget	312	285	285	285	285	275	275	275	275	275	275
Capital Improvements	5,642	2,872	10,388	21,315	14,556	17,897	21,635	14,345	4,760	10,255	4,890
Bond Sales	-0-	-0-	-0-	-0-	-0-	5,000	-0-	-0-	-0-	-0-	-0-
Net Plant	165,234	286,900	291,173	292,740	290,394	288,743	283,709	279,021	273,461	267,659	261,814
Utility Revenue Distribution	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Retained Earnings (12/31)	19,131	19,115	20,860	20,986	21,127	21,188	21,728	22,250	23,230	24,197	25,323
Construction Cash Pool	8,569	8,664	7,660	5,749	2,618	2,591	291	291	291	291	291
Bond Redemption Cash	6,962	3,501	4,775	4,741	5,276	5,926	6,571	6,576	6,578	6,581	6,588
General Cash Pool	6,840	7,492	7,377	5,933	5,075	4,035	3,295	3,064	3,231	3,337	3,659
Total Cash	22,371	19,657	19,812	19,249	16,737	17,262	15,810	16,525	17,636	18,688	19,958
IGC's - General Government	734	807	941	1,154	1,282	1,477	1,580	1,659	1,742	1,829	1,921
MUSA - 1.25%	-0-	306	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
MUSA - Regular	2,661	959	1,527	1,561	1,371	1,417	1,438	1,444	1,454	1,461	1,417
Rate of Return	5.47	6.45	7.96	6.73	7.27	6.75	7.80	7.78	8.19	8.12	8.38
TOTAL DEBT	101,994	109,571	110,114	108,884	107,634	111,306	109,775	108,146	106,408	104,554	102,586
Debt Service Coverage	1.03	1.39	1.41	1.36	1.25	1.24	1.26	1.25	1.29	1.29	1.31
Debt/Equity Ratio	84/16	85/15	84/16	84/16	84/16	84/16	83/17	83/17	82/18	81/19	80/20
Rate Change	(6.89%)	28.00%	0.00%	6.00%	0.00%	0.00%	6.00%	0.00%	5.00%	0.00%	3.00%
Rate Charge	18.25	23.35	23.35	24.75	24.75	24.75	26.24	26.24	27.55	27.55	28.37

## ANCHORAGE WASTEWATER UTILITY

WASTEWATER		UTILITY FORMAT - 1993 OPERATING BUDGET (\$ in Thousands)									
FINANCIAL OVERVIEW	Actual 1988	Actual 1989	Actual 1990	Actual 1991	ProForma 1992	Budget 1993	Forecast 1994	Forecast 1995	Forecast 1996	Forecast 1997	Forecast 1998
Revenues	19,550	21,067	21,321	22,614	23,124	23,756	24,641	26,560	27,839	27,954	28,861
Expenses	21,496	20,265	20,261	21,786	23,045	23,671	23,917	24,204	24,594	25,029	25,489
Net Income (Regulatory)	(1,946)	802	1,060	828	79	85	724	2,356	3,245	2,925	3,372
W/Force Authorized per Budget	312	285	285	285	285	275	275	275	275	275	275
Capital Improvements	7,061	8,030	7,824	8,553	5,314	12,382	10,415	6,414	7,265	12,175	5,230
Bond Sales	-0-	-0-	5,625	-0-	4,953	-0-	3,000	1,500	1,500	1,500	1,500
Net Plant	221,471	221,319	233,734	252,177	250,045	248,362	244,784	241,671	239,098	235,527	232,529
Utility Revenue Distribution	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Retained Earnings (12/31)	(91)	711	1,770	2,598	2,677	2,763	3,486	5,842	9,087	12,013	15,385
Construction Cash Pool	6,674	4,662	5,760	1,026	1,840	647	147	147	147	147	147
Bond Redemption Cash	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
General Cash Pool	3,378	3,049	5,325	7,951	7,318	4,285	3,984	3,371	3,576	3,346	3,506
Total Cash	16,466	12,270	13,958	10,424	9,157	4,932	4,131	3,517	3,723	3,492	3,652
IGC's - General Government	807	1,089	1,225	1,443	1,622	1,861	1,991	2,090	2,195	2,305	2,420
MUSA - 1.25%	-0-	260	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
MUSA - Regular	2,832	874	831	1,031	1,101	1,169	1,187	1,203	1,234	1,254	1,276
Rate of Return	3.49%	8.90%	7.04%	6.36%	5.92%	5.39%	6.17%	7.96%	8.43%	7.75%	7.80%
TOTAL DEBT	81,354	78,156	85,457	79,304	80,017	75,283	73,199	69,496	65,640	61,604	57,506
Debt Service Coverage	1.00	1.10	1.17	1.27	1.14	1.00	1.00	1.14	1.23	1.18	1.23
Debt/Equity Ratio	100/0	99/1	91/9	90/10	90/10	89/11	88/12	85/15	81/19	77/23	72/28
Rate Change	0.00%	0.00%	7.00%	4.70%	3.19%	0.00%	6.00%	7.00%	4.00%	0.00%	4.00%
Rate Charge	18.85	18.85	20.15	21.10	21.65	21.65	22.95	24.56	25.54	25.54	26.56

# MUNICIPAL LIGHT & POWER

## 1992 ACCOMPLISHMENTS

### Natural Gas Contracts

ML&P made great strides toward stabilizing the cost of natural gas in 1991. In ten years, the cost of natural gas has increased from \$ .8611 per mcf (million cubic feet) in 1982 to \$ 2.9353 in 1991, 341 percent. After several years of negotiations, management signed contracts with three major oil companies reducing the cost of gas and transportation by nearly 70 cents or 23.7 percent per mcf. Estimated savings of over \$5 million per year will be passed on to ML&P customers through the cost of power adjustment which began in December, 1991.

### Tree Trimming

The heavy snowfalls of Alaskan winters pose serious problems when tree branches contact utility lines. With the heavy snowfalls in the winter and high winds during the spring and fall, it is essential that ML&P keep tree branches clear of power lines. Each year a crew spends several weeks during the summer trimming rights-of-way of overhanging and potentially dangerous branches. In October 1991, Anchorage received an early introduction to winter when 18 inches of heavy wet snow fell overnight. Damage was minimal to utility property but many customers' trees suffered severe damage and had to be removed. In order to help prevent a similar incident from happening in the future, ML&P has started a tree replacement program. The intent is to replace a customer's potentially dangerous tree with a sturdy, slow growing variety. The customer will receive a tree of their choice from a select group of trees to be provided by a local nursery. The program is voluntary and is intended to provide customers with a satisfactory alternative to having hazardous trees on their property.

## FUTURE EVENTS

Environmental concerns are currently being expressed about products that were considered safe only a few years ago. Items like PCB's were routinely used for fire retardation in switch gear and neither fuel nor lubricants needed space age special containment facilities. Today these items are considered hazardous materials and require costly handling and disposal treatment. Starting as early as 1993, ML&P will be required to pay a fee for emissions into the atmosphere. New regulations are written by legislators each session. The cost of complying with these new regulations, which are presumed to provide a more environmentally safe community, is mounting yearly and the customers of the utility will have to absorb the cost of complying with these new standards. ML&P will spend in excess of a million dollars in 1992 for environmental compliance and the cost will continue to grow as new compliance regulations are adopted.

Dust from volcanic eruptions poses serious problems for any type of engine. ML&P's generators are powered by large gas-fired turbines that use air as the working fluid. Dust laden air causes significant damage to the combustors, compressors and turbine blades. Because of new innovative equipment, ML&P was able to maintain regular operation and suffered no power outages during the ash fallouts from the eruptions of Mt. Spurr. A Pulse Clean Filter was installed



as part of Unit #8 in 1984 and in 1991 Unit #7 was retro-fitted with a similar filter. A new filter is currently being installed on Unit #5. Each unit costs approximately \$450,000, but the ability to maintain efficiency and prevent compressor fouling has been offset in fuel savings and those savings will continue for many years.

In 1991, ML&P joined Electric Power Research Institute (EPRI). Since that time the utility has benefitted from several long-term innovations made available to it through the Research Center. One of these is participation in the "REMLIFE" (Remaining Hot Section Component Life) program. Use of new technology acquired through REMLIFE was used to extend the operation of #7 generator saving \$300,000 to \$500,000 in maintenance and fuel in 1992. If this process can be extended, we may be able to salvage the new replacement cost of two Row 1 rotating blade sets amounting to a new replacement cost of nearly \$900,000.

In 1992, ML&P continued with the cooperation of their insurance provider to install a new \$1,000,000 sprinkler system in the Generation Plants. Funding for this system was made available, in the most part, by reduced premiums in exchange for increased safety.

ML&P is currently renovating the switch yard at Plant #1 to improve downtown reliability. Environmental issues are also being addressed with the installation of basins under transformer tanks and the addition of fire walls to provide added protection. The effects of the 1964 earthquake and the related oil spill at the site are being addressed as a portion of this construction, resulting in an extensive, costly project.

ML&P generators are powered by gas turbines. During the combustion process, various nitrogen oxide gases (NOx) are formed. In order to reduce the amount of NOx being emitted into the atmosphere, ML&P negotiated with General Electric to install a new state-of-the-art Dry Low NOx system in our largest turbine as a research and demonstration project. The unit reduces the NOx emissions from the turbine, improving air quality as well as increasing the efficiency of the unit. The new Dry Low NOx unit puts ML&P in the forefront worldwide with the latest in environmental technology - just one more step in providing environmentally safe, low cost service to our customers. Phase II of this project is planned to start in November of 1992.

In the spring of 1991, the Customer Service Division relocated to another building at 1120 East 1st Avenue. The two-story, 9600 square foot building centralizes customer service functions, greatly increasing the efficiency of communications and improving customer accessibility. The building features a drive-through lane as well as full account service for residential and small business customers.

Hours for customer service have been extended; they are now open from 8:00 a.m. to 5:30 p.m. Monday through Friday for both drive-through and walk-in customers.

## MUNICIPAL LIGHT AND POWER

MUNICIPAL LIGHT AND POWER											
UTILITY FORMAT - 1993 OPERATING BUDGET (\$ in Thousands)											
FINANCIAL OVERVIEW	Actual 1988	Actual 1989	Actual 1990	Actual 1991	ProForme 1992	Budget 1993	Forecast 1994	Forecast 1995	Forecast 1996	Forecast 1997	Forecast 1998
Revenues	68,505	71,713	72,900	73,031	70,985	73,220	77,500	80,400	83,500	87,000	90,600
Expenses	67,324	70,332	68,745	70,609	70,477	72,929	76,000	78,500	81,200	84,300	87,300
Net Income (Regulatory)	20,878	3,434	4,155	2,422	508	291	1,500	1,900	2,300	2,700	3,300
W/Force Authorized per Budget	194	198	203	209 <sup>(1)</sup>	216	216	219	220	222	224	226
Capital Improvements	6,306	8,014	10,546	13,231	11,000	12,000	13,000	14,000	15,000	16,000	17,000
Bond Sales	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Net Plant	137,864	133,968	133,494	135,237	135,500	135,800	136,100	136,400	136,700	137,100	137,800
Utility Revenue Distribution	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Retained Earnings (12/31)	31,736	35,874	40,377	42,922	43,100	43,200	45,300	47,000	49,500	52,300	55,200
Bond Construction Cash Pool	9,359	6,325	3,207	538	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Bond Reserve/Redemption Cash <sup>(2)</sup>	20,657	26,152	25,223	25,341	25,300	25,300	25,300	25,300	20,300	20,300	20,300
General Cash Pool	24,400	14,869	21,307	25,750	24,658	22,704	21,350	19,750	17,900	15,400	13,000
Total Cash	54,416	47,346	49,737	51,629	49,958	48,004	46,650	45,050	38,200	35,700	33,300
IGC's - General Government	1,417	1,466	1,299	1,234	1,502	1,779	1,850	1,950	2,050	2,150	2,250
MUSA - Regular	1,788	2,754	967 <sup>(3)</sup>	1,747	1,760	1,950	1,965	1,980	1,995	2,008	2,025
Reg. Rate of Return on Equity	9.7%	10.3%	11.8%	9.8%	8.5%	8.1%	9.0%	8.93%	8.89%	8.81%	8.48%
TOTAL DEBT	208,355	202,445	198,115	194,435	191,500	187,000	182,000	177,000	172,000	165,900	159,800
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
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	79.3/20.7	78.1/21.9	76.7/23.3	75.1/24.9	73.2/26.8
Rate Change/% of Rate Increase	-0-	-0-	-0-	-0-	4.5% <sup>(4)</sup>	-0-	3.2%	3.4%	3.3%	3.2%	3.2%
Typical Bill-Res. at 500kWh <sup>(5)</sup>	41.40	47.28	45.78	51.95	47.74	47.78	49.07	50.49	51.91	53.33	54.79
Extraordinary Gain (Loss) <sup>(6)</sup>	19,698	2,054									

- (1) The four regular part-time customer service positions have been combined and treated as two positions.  
 (2) 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.  
 (3) Includes return of 1989 1.25% gross receipts portion of MUSA as required by APUC order.

- 4) Pending APUC approval.  
 5) Rate charged to Residential customers as of March 31 each year on 500 kWh of power; includes Cost of Power Adjustment.  
 6) 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.

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## **SOLID WASTE SERVICES**

### **1992 ACCOMPLISHMENTS**

**December 1991** - Five SWS Disposal employees win work unit of the year for their part in finding the body of a homicide victim.

**March 1992** - American Diabetes Association of Alaska awards SWS two awards as part of their Leaders in Innovation Program. SWS was the top winner in the area of technology for the ARL bird control system. SWS received meritorious recognition in the conservation and environment area for the SWS household hazardous waste program.

**May 1992** - SWS was named organization of the year by the Alaska Chapter of American Public Works Association.

**August 1992** - SWS's household hazardous waste program received "System Excellence Award" from the Solid Waste Association of North American (SWANA). This was the only System Excellence Award given nationally by SWANA in 1992.

**September 1992** - SWS completed construction of Cell 3 at the Anchorage Regional Landfill. Cell 3 provides Anchorage with sufficient volume capacity for the next three years.

**Fall 1992** - SWS completed construction of the Merrill Field Gas Extraction System.

The design and bid for construction for the new transfer station for the Girdwood area was completed. The new facility will result in reduced operating costs to handle Girdwood's solid waste. This project will be completed in 1993.

## SOLID WASTE SERVICES - SOLID WASTE DISPOSAL

SOLID WASTE DISPOSAL		UTILITY FORMAT - 1993 OPERATING BUDGET (\$ in Thousands)									
FINANCIAL OVERVIEW	Actual 1988	Actual 1989	Actual 1990	Actual 1991	ProForma 1992	Budget 1993	Forecast 1994	Forecast 1995	Forecast 1996	Forecast 1997	Forecast 1998
Revenues	8,548	10,474	11,380	11,483	12,272	11,957	12,080	12,201	12,323	13,076	13,208
Expenses	7,595	11,457	10,367	10,370	11,803	11,845	11,296	11,559	12,120	12,553	13,075
Net Income (Regulatory)	953	(983)	1,021	1,113	470	112	784	642	203	523	133
W/Force Authorized per Budget	34(FT)/11(T)	34(FT)/8(T)	31(FT)/9(T)	31(FT)/9(T)	31(FT)/9(T)	31(FT)/11(T)	31(FT)/11(T)	31(FT)/11(T)	31(FT)/11(T)	31(FT)/11(T)	31(FT)/11(T)
Capital Improvements	1,218	1,006	4,922	2,133	4,500	1,019	1,481	5,316	1,406	774	10,767
Bond Sales	700	3,916	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	5,000
Net Plant (12/31)	26,526	28,518	31,978	32,464	35,253	34,462	34,071	37,525	36,823	35,354	43,728
Utility Revenue Distribution	-0-	-0-	85	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Retained Earnings (12/31)	5,646	4,662	5,684	6,794	7,263	7,375	8,160	8,802	9,006	9,528	9,661
Construction Cash Pool	2,796	5,181	1,453	2,809	1,496	1,496	1,496	1,496	1,496	1,496	1,496
Bond Redemption Cash	-0-	379	401	404	404	404	404	404	404	404	404
General Cash Pool	3,707	4,012	4,590	4,043	4,430	4,714	5,537	2,321	2,838	4,338	540
Total Cash (12/31)	6,504	9,572	6,444	7,255	6,330	6,614	7,437	4,221	4,738	6,238	2,440
IGC's - General Government	613	583	637	170	208	233	243	254	266	278	290
MUSA - 1.25%	-0-	124	117	128	131	133	139	140	142	143	153
MUSA - Regular	-0-	295	287	300	305	305	318	333	348	363	380
Profit Margin	11.15%	-9.39%	8.97%	9.69%	3.83%	0.94%	6.49%	5.26%	1.65%	4.00%	1.00%
TOTAL DEBT	25,260	28,660	28,020	27,510	26,810	26,000	25,445	24,820	24,193	23,443	27,608
Revenue Bond Coverage	NA	7.61	8.72	9.59	7.96	7.18	9.59	9.17	8.79	9.91	9.35
Debt/Equity Ratio	71/29	74/26	74/26	71/29	69/31	68/32	67/33	65/35	64/36	63/37	66/34
Rate Change Percent	18.18%	15.38%								5.50%	
User Rate/Ton	\$39.00	\$45.00			\$45.00					\$47.50	
Pick Up Rate	\$5.00	\$5.00			\$7.50					\$8.00	
Car Rate	\$5.00	\$5.00			\$5.00					\$5.50	

## SOLID WASTE SERVICES - REFUSE COLLECTIONS

REFUSE COLLECTIONS		UTILITY FORMAT - 1993 OPERATING BUDGET (\$ in Thousands)									
FINANCIAL OVERVIEW	Actual 1988	Actual 1989	Actual 1990	Actual 1991	ProForma 1992	Budget 1993	Forecast 1994	Forecast 1995	Forecast 1996	Forecast 1997	Forecast 1998
Revenues	4,941	5,223	5,395	5,683	5,631	5,684	5,738	5,794	6,237	6,298	6,358
Expenses	5,117	5,252	5,278	5,262	5,383	5,566	5,650	5,759	5,925	6,131	6,315
Net Income (Regulatory)	(176)	(29)	118	421	249	118	88	35	312	167	44
W/Force Authorized per Budget	26(FT)/3(T)	24(FT)/1(T)	23(FT)/2(T)	23(FT)/2(T)	21(FT)/3(T)	20(FT)/3(T)	20(FT)/3(T)	20(FT)/3(T)	20(FT)/3(T)	20(FT)/3(T)	20(FT)/3(T)
Capital Improvements	224	275	316	180	485	215	178	340	726	383	415
Bond Sales	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Net Plant (12/31)	3,775	3,549	3,438	3,166	3,271	3,097	2,905	2,887	3,222	3,140	3,052
Utility Revenue Distribution	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Retained Earnings (12/31)	3,524	3,495	3,613	4,034	4,282	4,400	4,488	4,522	4,834	5,001	5,045
Construction Cash Pool	1,129	907	808	963	963	963	963	963	963	963	963
Bond Redemption Cash	355	361	366	372	372	372	372	372	372	372	372
General Cash Pool	1,812	2,048	2,270	2,598	2,572	2,689	2,783	2,642	2,408	2,437	2,333
Total Cash (12/31)	3,296	3,316	3,443	3,933	3,907	4,024	4,119	3,977	3,744	3,773	3,669
IGC's - General Government	112	100	97	114	140	153	160	167	175	182	192
MUSA - 1.25%	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
MUSA - Regular	65	69	65	62	58	61	64	67	70	73	76
Profit Margin	-3.76%	-0.56%	2.18%	7.40%	4.41%	2.07%	1.53%	0.60%	5.00%	2.65%	0.69%
TOTAL DEBT	3,605	3,460	3,305	3,145	2,975	2,800	2,615	2,420	2,210	1,990	1,755
Debt Service Coverage	1.79	2.09	2.28	3.19	2.47	2.11	1.95	1.75	2.59	2.36	2.09
Debt/Equity Ratio	50/50	49/51	47/53	42/58	39/61	37/63	35/65	33/67	29/71	26/74	24/76
Rate Change Percent		5.10%	8.15%						7.00%		
Residential Cost/Month		\$14.30	\$15.00						\$16.05		
Commercial (3Yd-1x/Wk)/Month		\$45.50	\$50.50						\$54.00		

## PORT OF ANCHORAGE

### 1992 ACCOMPLISHMENTS

The Port of Anchorage began operation in September, 1961. 38,000 tons of marine cargo moved across its single berth during that first year. The Port has since expanded to a five-berth terminal providing facilities for the movement of containerized freight, iron and steel products, wood products, bulk petroleum and cement. Approximately 2.55 million tons of various commodities are expected to cross the docks in 1993.

Anchorage is served regularly by two major carriers which bring four ships weekly from the Pacific Northwest. Petroleum tankers supply jet fuel for airport operations, barges on-load petroleum products for western Alaska and ships from Japan and Korea call frequently transporting pipe, construction materials and automobiles.

A sixty-eight acre Industrial Park adjoins the Port to the east. Approximately sixty-five acres of the Park are under long-term lease to various Port users. Additionally, there are thirty-five acres for the staging and storage of marine cargo in transit. However, a majority of that acreage is presently occupied by the two major general cargo carriers. The Transit Area "A" Expansion project, scheduled for 1993, will add 1.5 acres of staging area. This will provide an interim solution to the needs of short term storage utilizing the Port.

The Port is currently participating in regional efforts to encourage development of natural resource industries. To facilitate movement of these cargoes and provide for the requirements of existing customers, the Port is concentrating its efforts in three areas: property expansion/acquisition to the east of existing Port facilities on federal property and to the north into tidelands being conveyed to the Port by the state; improving and expanding rail and road transportation network within the general Port area; and, upgrades/renovations to the dock so that it can adequately accommodate the heavier modern vessels.

#### Operating Budget - Port

Year-to-date total tonnage figures indicate a continued 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.

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 these 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.

	<u>1991 Actual</u>	<u>1992 Pro-Forma</u>	<u>1993 Budget</u>
Operating and non-operating revenue	\$6,926,594	\$7,298,000	\$6,903,500
Operating and non-operating expense	<u>5,808,593</u>	<u>6,821,000</u>	<u>6,719,500</u>
Net Income for Government Financial Reporting	1,118,001	477,000	184,000
Depreciation contributed plant	<u>553,307</u>	<u>572,000</u>	<u>572,000</u>
Net Income Regulatory	\$1,671,308	\$1,049,000	\$ 756,000
<u>Personnel</u>	21 FT	21 FT	21 FT

### Capital Budget

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.

### FUTURE EVENTS

Several new projects are scheduled for 1993. Transit Yard "A" will be expanded to include the existing public parking area. As part of this project, a new paved area will be created in the northwest portion of Lot 9B to accommodate public parking. A new Energy Absorbing Fendering System for the dock will be under design. This new system will satisfy protection requirements of both the dock and the higher tonnage vessels now calling at the Port. An initial study and design of the multiple year Port Area Transportation Improvement Program, Phase II will be accomplished in 1993. This transportation program will improve traffic flow for existing carriers



and address future transportation needs associated with development of the 1,400 acres of tidelands which are north of and contiguous to existing Port properties. A new small craft float for Terminal #3 will be built to replace the existing float which is approximately 20 years old. The corrosion prevention coating on the petroleum pipeline at P.O.L. Terminal #1 has deteriorated significantly over a long period of time and will require restoration in 1993. Also requiring replacement is the spill prevention liner in the Petroleum Valve Yard. This liner prevents soil contamination in the event of valve leakage. 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" and "EE" and construction of the New Fendering System, could begin in the latter part of 1993 construction season if State funding is provided. Tracts "A" and "EE" is a land development project of 14 acres which are adjacent to and east of the Port properties. These tracts are to be leased from Federal agencies. Approval by the U.S. Air Force of the Tract "EE" lease was received by the Port on September 22, 1992.

Capital Budget and Program - (000)  
1993 - 1998

<u>Category</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
Land Development	\$ 7,250			\$12,000		
Terminal Development	590	1,000	2,000	3,000	3,000	2,000
Harbor Development	100					
Repair & Renovations	7,250					
New Equipment	<u>23</u>	<u>175</u>	<u>155</u>	<u>100</u>	<u>80</u>	<u>20</u>
	\$ 15,168*	\$ 1,175	\$ 2,155	\$ 15,100	\$ 3,080	\$ 2,020

\* 2,600,000 of 1993 total are carryover appropriations approved in previous year CIB.

# PORT OF ANCHORAGE

PORT OF ANCHORAGE											
UTILITY FORMAT - 1993 OPERATING BUDGET (\$ in Thousands)											
FINANCIAL OVERVIEW	Actual 1988	Actual 1989	Actual 1990	Actual 1991	ProForma 1992	Budget 1993	Forecast 1994	Forecast 1995	Forecast 1996	Forecast 1997	Forecast 1998
Revenues	7,285	7,941	7,723	6,927	7,298	6,904	6,904	6,976	7,488	7,656	7,832
Expenses	4,841	5,097	4,789	5,256	6,249	6,148	6,139	6,116	6,256	6,305	6,372
Net Income (Regulatory)	2,444	2,844	2,934	1,671	1,049	756	775	860	1,232	1,351	1,460
W/Force Authorized per Budget	19	21	21	21	21	21	21	21	21	21	21
Capital Improv. Expenditures	3,800	1,406	9,563	4,364	3,762	1,668	6,025	9,105	4,400	8,880	7,720
Bond Sales	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	1,500	1,500
Net Plant	42,109	42,261	50,559	53,203	54,927	54,240	59,871	66,572	68,092	74,085	78,913
Utility Revenue Distribution	-0-	1,000	177.5	177.5	178.5	178.5	178.5	178.5	178.5	178.5	178.5
Retained Earnings (12/31)	27,173	29,017	31,773	33,266	33,758	34,335	34,931	35,612	36,665	37,837	39,118
Construction Cash Pool	7,931	12,287	7,377	6,340	2,578	910	1,155	1,000	2,100	1,000	1,283
Revenue Bond Reserves	2,570	2,772	2,971	2,979	2,979	2,979	2,979	2,979	2,979	2,979	2,979
General Cash Pool	13,860	6,589	3,715	1,750	2,520	3,654	2,742	2,489	2,429	4,615	5,575
Total Cash	24,361	21,648	14,063	11,069	8,077	7,543	6,876	6,468	7,508	8,594	9,837
IGC's - General Government	198	225	234	220	308	315	324	334	344	354	365
Rate of Return	6.66%	4.71%	4.49%	3.61%	2.35%	2.15%	1.98%	1.85%	2.31%	2.21%	2.16%
TOTAL DEBT	24,773	22,702	20,832	19,453	17,949	16,387	15,064	13,941	12,933	13,345	13,710
Debt Service Coverage	2.54	2.85	2.80	2.38	2.37	2.12	2.09	2.09	2.32	2.38	2.43
Debt/Equity Ratio	34/66	31/69	26/74	22/78	20/80	18/82	16/84	13/87	12/88	12/88	11/89
Rate Change - Pref. Use Agree.	0%	0%	0%	(6.00%)	0%	0%	0%	0%	15.00%	0%	0%
Rate Change - Indus. Park Leases	0%	0%	0%	3.5%	0%	0%	0%	0%	10.00%	0%	0%
Rate Change - Tariff	0%	0%	0%	0%	0%	4.4%	0%	0%	0%	0%	0%
Tonnage	1,906	2,308	2,195	2,313	2,418	2,555	2,637	2,723	2,812	2,904	3,000
Revenue/Ton	\$2.57	\$2.30	\$2.50	\$2.35	\$2.28	\$2.28	\$2.26	\$2.23	\$2.36	\$2.33	\$2.31

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Assembly Revision 11-17-92

## MERRILL FIELD MUNICIPAL AIRPORT

### 1992 ACCOMPLISHMENTS

Multipurpose Apron Improvements are under construction and when completed will provide convenient public fixed and rotor wing transient parking. Bush pilots have requested this facility as it is convenient to shopping centers and routine or emergency medical services. Prior to this project, there has not been a dedicated public helicopter landing area at Merrill Field. This addition will be state-of-the-art in terms of safety, lighting and wind information.

Storm drain improvements under construction will complete the rerouting to avoid the old landfill and meet the known NPDES (National Pollutant Discharge Elimination System) requirements. The original pipe was installed in 1965, was located under 30 feet of landfill and its failure caused water quality concerns.

Runway Trespass/incursion progress continues with added security fencing, improved electronic keypads, radio controlled gate openers, gate relocation, electromechanical gate operators, and installation of additional high output remote public address speakers.

Electrification of tiedowns will make it possible for aircraft owners to preheat their engines for winter flying; we have a waiting list for the existing 18 electrified tiedown spaces.

A tourist viewing area is being constructed for the general public, including scheduled tour buses, to observe aircraft operations. It is located in a safe, secure location and will be in a park-like setting.

### FUTURE EVENTS

- Multipurpose improvements for next year include replatting and demolition of four buildings near 7th Avenue and Orca Street, new lighted runway and taxiway signage and creation of runway object free areas.
- E-3 apron improvements includes installation of RAP (Reconstituted Asphalt Pavement) for dust control and asphalt strip paving of individual aircraft tiedowns.
- New air traffic control tower has been programmed for construction by the Federal Aviation Administration in their Federal Fiscal Year 1994 Capital Improvement Program Budget. It will be necessary for the Airport to provide land for this much needed facility.
- Completion of these projects will provide a safer operating environment for aviation users and will have a favorable economic impact on Merrill Field.

# MERRILL FIELD AIRPORT

## MERRILL FIELD AIRPORT

### UTILITY FORMAT - 1993 OPERATING BUDGET (\$ in Thousands)

FINANCIAL OVERVIEW	Actual 1988	Actual 1989	Actual 1990	Actual 1991	ProForma 1992	Budget 1993	Forecast 1994	Forecast 1995	Forecast 1996	Forecast 1997	Forecast 1998
Revenues	1,049	1,092	1,160	1,144	1,155	1,224	1,338	1,426	1,497	1,587	1,655
Expenses	847	913	967	952	1,068	1,184	1,246	1,311	1,356	1,424	1,465
Net Income (Regulatory)	202	179	193	192	87	40	92	115	141	163	190
W/Force Authorized per Budget	9 FT / 6 T	9 FT / 6 T	9 FT / 6 T	9 FT / 6 T	10 FT / 8 T	9 FT / 6 T	10 FT / 6 T	10 FT / 6 T	10 FT / 6 T	10 FT / 6 T	10 FT / 6 T
Capital Improvements	2,441	822	468	807	1,859	1,966	7,600	520	1,200	980	950
Bond Sales	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Net Plant	26,960	26,946	26,230	27,822	28,700	30,400	30,800	31,200	31,900	32,700	33,600
Utility Revenue Distribution	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Retained Earnings (12/31)	1,859	2,039	2,232	2,424	2,511	2,551	2,615	2,648	2,719	2,786	2,848
Construction Cash Pool	908	910	967	1,175	1,100	1,150	1,245	1,456	1,653	1,894	2,200
Bond Redemption Cash	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
General Cash Pool	(690)	(576)	(577)	(861)	(760)	(725)	(785)	(918)	(1,042)	(1,194)	(1,387)
Total Cash	218	344	390	314	340	425	460	538	611	700	813
IGC's - General Government	57	62	57	55	69	95	96	100	103	107	112
Rate of Return	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL DEBT	5	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Debt Service Coverage	1.25	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Debt/Equity Ratio	.1X	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Rate Change	-0-	-0-	7.1X	-0-	-0-	-0-	7.3X	3.2X	3.1X	3.0X	2.9X
Rate Charge:							44	14	14	14	14
-Lease (Sq Ft/Year)	\$ 0.14	\$ 0.14	\$ 0.15	\$ 0.15	\$ 0.15	\$ 0.15	\$ 0.15	\$ 0.155	\$ 0.16	\$ 0.165	\$ 0.17
-Drive Thru Perm. Parking	\$50.00/Mo	\$50.00/Mo	\$50.00/Mo	\$50.00/Mo	\$50.00/Mo	\$50.00/Mo	\$55.00/Mo	\$55.00/Mo	\$55.00/Mo	\$55.00/Mo	\$55.00/Mo
-Tail-In Perm. Parking	\$40.00/Mo	\$40.00/Mo	\$40.00/Mo	\$40.00/Mo	\$40.00/Mo	\$40.00/Mo	\$45.00/Mo	\$45.00/Mo	\$45.00/Mo	\$45.00/Mo	\$45.00/Mo
-Daily Parking	\$ 3.00/Day	\$ 3.00/Day	\$ 3.00/Day	\$ 3.00/Day	\$ 3.00/Day	\$ 3.00/Day	\$ 4.00/Day	\$ 4.00/Day	\$ 4.00/Day	\$ 4.00/Day	\$ 4.00/Day

**Anchorage Water and  
Wastewater Utility**

**Business Plan /  
Strategic Plan**

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1993 STRATEGIC PLAN  
OF THE ANCHORAGE WATER AND WASTEWATER UTILITY

A Plan to Guide AWWU  
for the Next One to Six Years

AWWU-3

Adopted:

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PREFACE

This Strategic Plan is intended to chart a positive future for the Anchorage Water and Wastewater Utility and to clearly communicate that direction to our employees and the public. The plan has three foundations:

- Acceptance of our mission to provide reliable and economical products and services.
- Commitment to a set of values and goals/objectives for the conduct of our business.
- Our assessment of the future economic and regulatory environment.

The AWWU Strategic Plan only sets direction; actual implementation depends on the participation, enthusiasm and commitment of each employee. The AWWU management team believes in the mission and the values expressed in this plan. We believe successful implementation of the objectives included in this plan will make us more responsive to customers and will help make AWWU a more productive work place. Employees have reviewed the plan in draft form, made suggestions, and now we look forward to the successful implementation of this plan, with their help.

\_\_\_\_\_  
General Manager

\_\_\_\_\_  
Manager, Finance Division

\_\_\_\_\_  
Assistant to the General Manager

\_\_\_\_\_  
Manager, Engineering Division

\_\_\_\_\_  
Manager, Operations Division

\_\_\_\_\_  
Manager, Technical Services Division

\_\_\_\_\_  
Manager, Customer Service Division

\_\_\_\_\_  
Manager, Regulatory Affairs Division

\_\_\_\_\_  
Manager, Employee Services Division



## I. EXECUTIVE SUMMARY

A brief discussion of the strategic plan is presented below. More detail is included in Sections II through VIII.

### A. AWWU'S MISSION AND VALUES

The Anchorage Water and Wastewater Utility's goals and operating guidelines are based on its mission which states that: "AWWU is committed to providing reliable, high quality water supply and wastewater disposal service in a cost effective manner to residential and commercial consumers in the Municipality of Anchorage, consistent with: a demonstrated public need; community health and safety standards; regulatory requirements; customer service requirements; and sound technical, financial and management practices."

### B. AWWU'S GOALS AND STRATEGIC DIRECTION

- Provide safe, adequate and reliable water and wastewater services.
- Promote financial stability.
- Increase productivity.
- Meet current and future regulatory requirements.
- Maintain a positive image.

The major objectives adopted by the AWWU management team are presented on page 14.

### C. AWWU LONG RANGE FINANCIAL PLAN

Separate long-range financial plans have been prepared for the Utility's Water and Wastewater Divisions. The purpose of the Utility's long-range financial plans are to establish the financial policies which will direct Municipal Officials and the management and employees of AWWU as they strive to develop and maintain a financially sound Utility. The plan establishes specific goals and the strategies for meeting those goals, as well as providing the framework within which a certain degree of consistency can be achieved with regards to the operation of the Utility.

### D. IMPLEMENTATION

Implementation of the plan will begin on January 1, 1993 following completion of Division Strategic Plans and approval of the Utility's budgets.

### E. APPENDIX A

The division objectives adopted by the AWWU management team to accomplish the Utility objectives have been summarized.

## II. INTRODUCTION

The Anchorage Water and Wastewater Utility (AWWU) has prepared an overall business plan and annual division operating plans for the last several years. The strategic plan, presented in this document, represents the product in an ongoing process of formalizing AWWU's utility and divisional level objectives.

### A. PURPOSE OF THE PLAN

The purpose of the strategic plan is to identify the financial and non-financial objectives and strategies of AWWU for the next one to six years. The plan provides the basis from which capital planning is conducted and annual work programs and budgets are prepared. It also provides a means to evaluate the strategic operations of the Utility and measure its success in accomplishing the major goals and objectives. Additionally, the strategic plan serves to communicate to AWWU employees, governing and regulatory bodies and other interested parties the mission, goals and objectives of the Utility.

### B. STRATEGIC PLANNING TEAM

The Strategic Planning Team was comprised of the General Manager, his Assistant, and the Division Managers. Technical information and support was provided from sources both outside and within the Utility. A draft of the plan has been made available to all AWWU employees and the AWWU Advisory Commission for their review and comment. A number of their suggestions were included in the final plan.

### C. AWWU'S STRATEGIC PLANNING PROCESS

Planning is a continuous process of analyzing current operations, monitoring the external environment, developing assumptions about the future, matching new information with the direction in which the organization is going, and revising that direction as appropriate to respond to changing circumstances.

The primary purpose of AWWU's planning process is to improve today's operating decisions in light of probable events. Alternatives were evaluated and agreements were reached among the Strategic Planning Team members as to the direction AWWU should take. During each annual budget process, a commitment of resources will be made to accomplish the specified objectives.

In determining AWWU's overall direction, the Strategic Planning Team reviewed and analyzed information in the following areas:

- Current AWWU operations
- External influences....economic, political, social/cultural, technological, environmental and regulatory factors
- Impacts of external influences on AWWU
- Significant issues facing AWWU and the community

D. AWWU'S STRATEGIC PLAN

In general, the Strategic Plan includes the highest priority, Utility-wide objectives. It also includes the Division level objectives which support/implement the Utility objectives and provides the basis for the development of division plans where operational level objectives and strategies are presented.

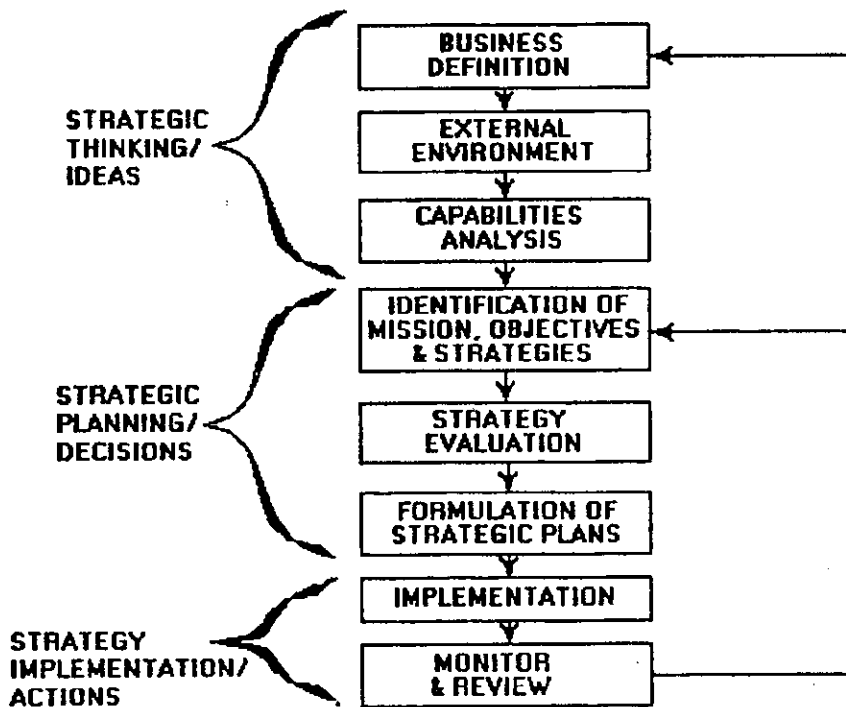
The goals and strategic direction outlined in the plan encompasses both ongoing programs and services, and new strategic initiatives. An important assumption is that much of AWWU's attention will be devoted to carrying on and improving its current services. Major new strategic initiatives will be undertaken to the extent existing resources can be reallocated or new resources can be made available.

E. ANNUAL PLANNING AND UPDATE PROCESS

Each year, in conjunction with the preparation of the annual operating budget, AWWU's Strategic Plan will be reviewed and updated. A less extensive review will be conducted subsequent to Assembly action on the budget.

# STRATEGIC PLANNING

A FOCUSED PROCESS



### III. DESCRIPTION OF AWWU

The Anchorage Water and Wastewater Utility (AWWU) is a municipally-owned and operated utility, regulated by the Alaska Public Utilities Commission as two separate utilities.

AWWU provides public water service and wastewater collection service to approximately 190,000 residents of the Municipality of Anchorage. Public water service includes the treatment, transmission, and distribution of potable water, from two treatment facilities located at Ship Creek and Eklutna and approximately 17 wells, to a majority of the residences and most of the commercial establishments in Anchorage from Eklutna to South Anchorage and Girdwood. The balance of the residential and commercial establishments receive their water service from individual wells or very small privately owned and operated water systems. Public wastewater collection service is provided in conjunction with three treatment facilities operating independently in different areas of the Municipality, namely Girdwood, Eagle River, and the Anchorage Bowl.

AWWU's certificated service area for public sewer service encompasses the entire Municipality; however, some areas within the Municipality are still served by individual on-site septic systems. The majority of these on-site systems are located north of the community of Eagle River and in South Anchorage. In South Anchorage, the area designated by ordinance as the Hillside Wastewater Management Plan area is precluded from receiving public sewer service and is intended to remain on on-site systems. In addition, AWWU provides wastewater treatment for the military bases.

AWWU's certificated water service area, approximately 125 square miles, encompasses the major developed portions of the communities of Eagle River, Girdwood and the Anchorage Bowl. There are still some small private water systems within the Municipality, located primarily north of Eagle River, on the hillside portion of South Anchorage, and to some extent in Southwest Anchorage.

In addition to basic public water service and wastewater collection service, AWWU also provides:

- The primary water supply, pumping, storage, and distribution facilities, including maintenance, necessary for fire protection within the Municipality
- Two sites for septic haulers to discharge into the wastewater collection system
- Hydrant use permits, water and sewer connect permits, septic dumping permits, and watershed use permits
- A full range of customer service functions
- Engineering, planning and real estate functions

During the period of rapid growth, some necessary rehabilitation and replacement (R&R) projects were deferred. During the late 1980s the Municipality of Anchorage experienced a period of decreased economic activity and population. As a result, AWWU focused more emphasis on rehabilitation and replacement (R&R)

of older and sometimes failing portions of our distribution and collection systems. Major R&R projects include:

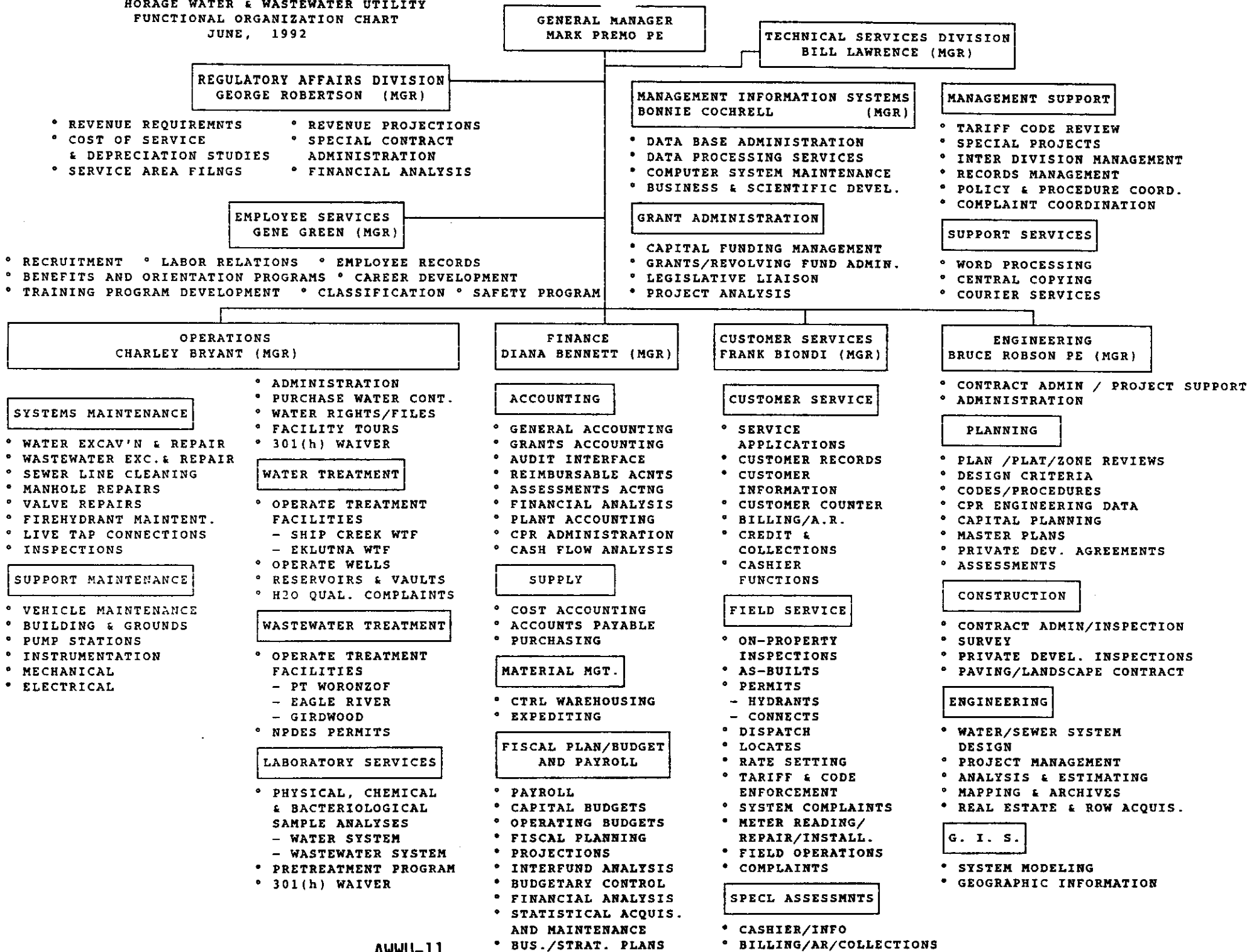
- C-5-7 Sewer Trunk
- Middle Fish Creek Trunk
- Northstar Subdivision Water/Sewer
- Corrosion Evaluation
- Woodstave Replacement Program

In the last three years Anchorage has again experienced economic and population growth. This has been evidenced by the expansion of major water facilities serving the Anchorage International Airport, the expansion, upgrade and integration of water facilities in Girdwood and by the growing demand for the Anchorage Loop Transmission Main.

AWWU programs and operations face scrutiny in a number of different regulatory environments, many of them overlapping in their authority. As a municipal department, AWWU is subject to municipal policies and procedures, purchasing and personnel rules, labor contract provisions, and general management and operations oversight by the Municipal Administration and Assembly, including capital and operating budget review and approval. In addition to this general oversight by the Municipality, AWWU is subject to regulatory oversight by the Alaska Public Utilities Commission and also to the Federal and State laws and regulations governing grants administration, water rights, drinking water quality, and wastewater disposal. The primary agencies providing this oversight are the U.S. Environmental Protection Agency and the State of Alaska Departments of Environmental Conservation and Natural Resources. Additionally, the Water & Wastewater Advisory Commission makes recommendations on budgets, regulatory matters and other issues.

A functional organizational chart is included on the following page.

HORAGE WATER & WASTEWATER UTILITY  
 FUNCTIONAL ORGANIZATION CHART  
 JUNE, 1992



#### IV. AWWU'S MISSION, PHILOSOPHY (VALUES), AND GOALS

This section outlines AWWU's basic mission and goals and presents the important values that define AWWU's philosophy of operations.

##### A. AWWU'S MISSION STATEMENT

The Anchorage Water and Wastewater Utility is committed to providing reliable, high quality water supply and wastewater disposal service in a cost effective manner to residential and commercial consumers in the Municipality of Anchorage, consistent with: a demonstrated public need; community health and safety standards; regulatory requirements; customer service requirements; and sound technical, financial and management practices.

##### B. PHILOSOPHY OF OPERATIONS

The following basic values govern the operation of AWWU:

###### 1. Public Responsibility/Trust

We maintain high ethical standards in managing the public's resources.

###### 2. Employees

Employees are our most valuable asset. We realize that the best plans will have little useful purpose unless our people believe in them and are motivated to work hard to make them happen. For that reason, we place an emphasis on making AWWU a place where people are encouraged to grow professionally and to try new approaches to their work. Teamwork and cooperation are also encouraged in order to meet our goals and to create and maintain a safe work environment.

###### 3. Quality

We strive to provide high quality water and wastewater service.

###### 4. Customer Service

We are a public organization whose purpose is to provide reliable, high quality water supply and wastewater disposal services to the residents of Anchorage. Customer service is our business, consequently, responsiveness to customers is strongly emphasized in all operations of the Utility.

###### 5. Productivity

We believe in being efficient and effective in every aspect of the Utility's operation in order to provide the best service at the lowest possible cost and to maintain rates at reasonable levels.



6. Financial Integrity

We are an enterprise activity mandated by the Municipal Charter to "be operated in accordance with the general standards common to utilities". We strive to develop and maintain financial systems that assure the appropriate use and accountability for the Utility's resources, and facilitate the attainment of a financial position which supports the provision of high quality service at the lowest possible cost.

7. Facility Integrity

We strive to provide high level maintenance to our facilities and to replace obsolete facilities in a timely manner.

C. AWWU GOALS

The major goals of AWWU are:

1. PROVIDE SAFE, ADEQUATE, AND RELIABLE WATER AND WASTEWATER SERVICES

AWWU will focus on maintaining the current high quality of the water supply; and on providing flexible, efficient and reliable water distribution and treatment and wastewater collection and treatment systems.

Success in this area will be measured by:

- Aggressive monitoring and reporting of product quality
- Number of damage claims filed
- Amount of damages paid
- Cost benefit of operational programs
- Number of permit violations
- Successful completion of projects and reduction of project backlogs
- Customer complaints/survey

2. PROMOTE FINANCIAL STABILITY OF AWWU

AWWU will attempt to minimize long term debt additions and to avoid, defer, or delay rate increases. The Utility will continue to improve its financial management and planning capabilities. AWWU will continue to respond to the uncertain economy by emphasizing ongoing cost analysis and strategic planning for capital decision making. AWWU will explore new revenue sources.

Success in this area will be measured by:

- Reasonable rates without reducing service levels
- Grant receipts
- Cash position
- Bond coverage
- Net income
- Debt/equity ratio
- Reliability of financial forecasts

3. INCREASE PRODUCTIVITY

AWWU will focus on enhancing the formal strategic planning process, improving internal communications, and maintaining a positive climate for performance and increased production. Employee morale will be cultivated through programs relating to employee recognition, involvement and training.

Success in this area will be measured by:

- Employee morale
- Productivity measures; workload indicators
- Strategic Plan implementation
- Safety indicators, i.e. number of claims, injuries and lost time
- Performance Standards achievement and improvement
- Communication to and from employees through the Employee Involvement Committee
- Employee grievances, mediations, and arbitrations
- Employee turnover

4. MEET CURRENT AND FUTURE REGULATORY REQUIREMENTS

AWWU will seek solutions as necessary to the regulatory requirements presently in existence for the Utility. Necessary steps will be taken to meet any new and more stringent water and wastewater regulations/standards.

Success in this area will be measured by:

- Response to proposed legislative and regulatory requirements
- Timely response to announced regulatory requirements
- Successful completion of EPA annual audit of programs and facilities
- Number of permit violations
- Continuance of 301(h) program

5. MAINTAIN A POSITIVE IMAGE

AWWU will endeavor to cultivate a positive community reaction to AWWU issues. AWWU will be responsive to customer needs and requirements. Customer services will be a high priority.

Success in this area will be measured by:

- Feedback from surveys
- Public Speaker Bureau presentations by Utility personnel
- Results of community meetings
- Numbers of customer complaints
- Visible public information activities
- Feedback from employees
- Public interest in treatment plant tours
- Public involvement and public information activities

## V. ASSUMPTIONS ABOUT THE FUTURE

During the development of AWWU's Strategic Plan, the Strategic Planning Team identified and evaluated numerous external factors affecting AWWU and the Municipality of Anchorage including consideration of the "Fiscal Trends Report," and developed certain assumptions about the future as it related to the major factors. As part of this process the team considered the following questions:

- What will Anchorage's future look like?
- How will it affect AWWU?
- What assumptions should AWWU make?

This section of the plan includes the major external factors considered and the specific assumptions made about each. The assumptions listed below were taken into account when AWWU's strategic direction was established.

### A. ECONOMIC

#### 1. Assumptions

- Federal road construction program will expand through 1996.
- AWWU's water service area will expand as outlying areas develop.
- The Anchorage economy will experience minimal growth for the next 3 years.
- The Anchorage economy will continue to be affected by a "boom or bust" cycle.
- The Anchorage economy will continue to be materially impacted by federal/state spending decisions, and the economics of the oil industry.
- The military will continue to be a positive and stabilizing force in the Anchorage economy for the next 2-3 years.
- Eklutna, Inc. will develop major portions of North Eagle River.
- Girdwood and Eagle River will see faster growth rates than the Anchorage Bowl.

#### 2. Impacts on AWWU

- AWWU's customer base will remain relatively stable through 1994.
- There will be minimal State related capital expansion as State revenues decline.
- Near-term growth will absorb a high percentage of existing commercial space through in-filling; intermediate growth will stimulate new development.
- AWWU should monitor specific projects, e.g.:
  - Expansion of the State Correctional Facility at Hiland Drive
  - Expansion of fish processing capability
  - International Airport industrial expansion
  - Approval of oil exploration in the Arctic National Wildlife Refuge (ANWR): Preparation phase, possible population increase
  - Port Expansion
  - Fire Island Development
  - Glacier/Winner Creek Development

- Fort Richardson/Ship Creek Fish Hatchery
- Expanded State/Federal Transportation Program
- AWWU will be asked to support economic development initiatives of the Municipality.
- Unplanned events could have negative financial impact on AWWU.

B. REGULATORY/ENVIRONMENTAL

1. Assumptions

- Safety regulations will increase.
- Environmental regulations will increase.
- Existing environmental quality standards will become more stringent.
- The Utility will continue to operate within 301(h) guidelines.
- Many existing private water and sewer systems will not meet changing regulatory requirements.
- The Utility will be economically regulated by the Alaska Public Utilities Commission.
- Enforcement of L.U.S.T. and contaminated spill cleanup regulations will financially impact AWWU.
- The APUC will approve AWWU serving most of North Eagle River, Chugiak, Peters Creek and Eklutna.
- Customers will become more concerned about water quality.
- Fluoride will continue to be an issue.

2. Impacts on AWWU

- Economic regulation costs will increase.
- There will continue to be demands for capital expenditures due to system upgrades and increased ground water contamination.
- Increased OSHA/environmental regulation will result in decreased responsiveness, increased operating costs, and adverse effect on the capital structure.
- AWWU will have to be prepared to expand into the Northern Communities (Eagle River to Eklutna).

AWWU-12

C. KEY RESOURCE AVAILABILITY - FINANCIAL, PHYSICAL, AND HUMAN

1. Assumptions

- ATU separation will affect IGC's.
- Less low cost money will be available through tax free issues, both as a result of market factors and more stringent regulation.
- Adverse weather/natural conditions will occur.
- Bond Rating will not change.
- Less grant money will be available.
- Low cost money will be available from the State of Alaska Clean Water Revolving Loan Fund.
- Necessary water rights will be maintained.
- Portions of the system have reached or exceeded their useful life.
- ADA will be enforced.

2. Impacts on AWWU

- Annual operating plans require flexibility to address unusually adverse weather.
- Fixed costs will only increase slightly.
- The cost of new capital could increase.
- Less contributed capital available to fund new projects.
- Smaller capital program in the intermediate term.
- Emphasis on rehabilitation and replacement program will increase.
- Increased IGCs
- Increased costs due to ADA

D. POLITICAL/SOCIAL

1. Assumptions

- Federal Government: There will be more requirements without commensurate funding.
- State Government: There will be limited funding available from the State capital budget and implementation of State fees.
- Local Government: Increased Assembly & Advisory Commission involvement.
- State and Municipal elections will result in newly elected/appointed officials.
- Rate increases will be a last resort.
- Customers will continue to expect the same high quality service, but will not be receptive to rate increases.

2. Impacts on AWWU

- Operations costs will continue to increase, due to increased regulation-resulting in lower productivity.
- Increased Federal requirements without Federal funding will mean increased costs for NPDES Permits, Clean Water Act and Safe Drinking Water Act standards.
- Administration, Assembly & Advisory Commission will more closely scrutinize AWWU's operations.
- Rate increases will be difficult to obtain.

## VI. AWWU'S MAJOR GOALS AND OBJECTIVES

- A. PROVIDE SAFE, ADEQUATE, AND RELIABLE WATER AND WASTEWATER SERVICE
  - 1. Decrease water and wastewater system failures, improve water delivery and wastewater collection, and prevent degradation of water quality.
  - 2. Develop a current "Disaster Preparedness" plan throughout the Utility and ensure awareness of the plan.
  - 3. Pursue completion of Loop Transmission Main.
- B. PROMOTE FINANCIAL STABILITY
  - 1. Complete and maintain separate long-range financial plan for AWU and ASU.
  - 2. Meet or exceed financial and regulatory requirements for recording and reporting accounting activity.
  - 3. Define service and staffing levels.
  - 4. Minimize rate increases through the application of improved financial management practices.
- C. INCREASE PRODUCTIVITY
  - 1. Maintain sufficient flexibility in organization and management to facilitate timely response to changing conditions.
  - 2. Hold all employees accountable for job performance.
  - 3. Achieve an open, communicative, and productive climate.
- D. MEET CURRENT AND FUTURE REGULATORY REQUIREMENTS
  - 1. Operate under the guidelines of the 301(h) waiver at the Pt. Woronzof WWTF.
  - 2. Seek a reasonable Clean Water Act Reauthorization.
  - 3. Comply with underground fuel storage tank regulations.
- E. MAINTAIN A POSITIVE IMAGE
  - 1. Conduct a public education program.
  - 2. Address customer inquiries/concerns.
  - 3. Maintain an active presence in professional/technical organizations.

## VII. AWWU'S LONG RANGE FINANCIAL PLAN

The Anchorage Water and Wastewater Utility consists of two separate and distinct business entities which are regulated by the Alaska Public Utilities Commission (APUC).

The management of AWWU believes the following two premises provide the foundation by which the Utility should operate. The first premise is that the Utility as a publicly regulated Municipality of Anchorage entity will remain in existence indefinitely. The second is that the Utility will be a true enterprise activity of the Municipality and as such will support its operating and capital activities through revenues raised solely from its ratepayers. Long-range financial planning is mandatory, with these two premises as the Utility's operating foundation.

Separate long-range financial plans have been prepared for the Utility's Water and Wastewater functions. The purpose of the Utility's long-range financial plans are to establish the financial policies which will direct Municipal Officials and the employees of AWWU as they strive to develop and maintain a financially sound Utility. The plan establishes specific goals and the strategies for meeting those goals, as well as providing the framework within which a certain degree of consistency can be achieved with regards to the operation of the Utility. The plans also provide the flexibility needed to facilitate analysis and quantification of the impacts of the changes that can be expected to occur within a dynamic environment.

These plans were prepared using the most current financial data available, along with realistic assumptions about future events. The attainment of specific financial goals has been considered in conjunction with the effects of increases in operating cost, capital expenditures, debt service requirements, service levels, and other financial needs. One of the major objectives of these financial plans is to ensure that consumers will receive the optimum level of service at the lowest possible cost.

These financial plans are analytical tools which combine the effects of historical financial results with proposed operating and capital budgets to facilitate an understanding of the Utility's current financial position and to provide an indication of the probable financial impacts of planned or contemplated action. These plans are designed to show the effects of a variety of financial transactions on the Utility's capital structure, cash balances and recurring rates, and will be updated quarterly so as to provide current information on the history and expected outcome of the Utility's operations.

# ANCHORAGE WATER UTILITY

WATER UTILITY FORMAT - 1993 OPERATING BUDGET (\$ in Thousands)											
FINANCIAL OVERVIEW	Actual 1988	Actual 1989	Actual 1990	Actual 1991	ProForma 1992	Budget 1993	Forecast 1994	Forecast 1995	Forecast 1996	Forecast 1997	Forecast 1998
Revenues	20,390	24,060	25,206	25,452	26,498	26,907	28,165	28,553	29,605	29,995	30,861
Expenses	20,464	24,076	23,462	23,323	26,358	26,848	27,625	28,011	28,625	29,028	29,755
Net Income (Regulatory)	(74)	(16)	1,744	126	140	61	540	522	980	968	1,126
Force Authorized per Budget	312	285	285	285	285	275	275	275	275	275	275
Capital Improvements	5,642	2,872	10,388	21,315	14,556	17,897	21,635	14,345	4,760	10,255	4,890
Land Sales	-0-	-0-	-0-	-0-	-0-	5,000	-0-	-0-	-0-	-0-	-0-
Net Plant	165,234	286,900	291,173	292,740	290,394	288,745	283,789	279,021	273,461	267,659	261,814
Utility Revenue Distribution	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Retained Earnings (12/31)	19,131	19,115	20,860	20,986	21,127	21,188	21,728	22,250	23,230	24,197	25,323
Construction Cash Pool	8,569	8,464	7,460	5,749	2,618	2,391	291	291	291	291	291
Bond Redemption Cash	6,962	3,501	4,775	4,741	5,276	5,926	6,571	6,576	6,378	6,581	6,588
General Cash Pool	6,840	7,492	7,377	5,933	5,075	4,035	3,295	3,064	3,231	3,337	3,659
Total Cash	22,371	19,657	19,812	19,249	16,737	17,262	15,810	16,525	17,636	18,688	19,958
GC's - General Government	734	807	941	1,154	1,282	1,477	1,580	1,659	1,742	1,829	1,921
USA - 1.25%	-0-	306	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
USA - Regular	2,661	959	1,527	1,561	1,371	1,417	1,438	1,444	1,454	1,461	1,417
Rate of Return	5.47	6.45	7.96	6.73	7.27	6.75	7.80	7.78	8.19	8.12	8.38
TOTAL DEBT	101,994	109,571	110,114	108,884	107,634	111,304	109,775	108,144	106,408	104,554	102,586
Debt Service Coverage	1.03	1.39	1.41	1.36	1.25	1.24	1.26	1.25	1.29	1.29	1.31
Debt/Equity Ratio	84/16	85/15	84/16	84/16	84/16	84/16	83/17	83/17	82/18	81/19	80/20
Rate Change	(6.89%)	28.00%	0.00%	6.00%	0.00%	0.00%	6.00%	0.00%	5.00%	0.00%	3.00%
Rate Charge	18.25	23.35	23.35	24.75	24.75	24.75	26.24	26.24	27.55	27.55	28.37



# ANCHORAGE WASTEWATER UTILITY

## WASTEWATER

UTILITY FORMAT - 1993 OPERATING BUDGET (\$ in Thousands)

FINANCIAL OVERVIEW	Actual 1988	Actual 1989	Actual 1990	Actual 1991	ProForma 1992	Budget 1993	Forecast 1994	Forecast 1995	Forecast 1996	Forecast 1997	Forecast 1998
Revenues	19,550	21,067	21,321	22,614	23,124	23,756	24,641	26,560	27,839	27,954	28,861
Expenses	21,496	20,265	20,261	21,786	23,045	23,671	23,917	24,204	24,594	25,029	25,489
Net Income (Regulatory)	(1,946)	802	1,060	828	79	83	724	2,356	3,245	2,925	3,372
/Force Authorized per Budget	312	285	285	285	285	275	275	275	275	275	275
Capital Improvements	7,061	8,030	7,824	8,553	5,314	11,382	10,415	6,414	7,265	12,175	5,230
Bond Sales	-0-	-0-	5,625	-0-	4,953	-0-	3,000	1,500	1,500	1,500	1,500
Net Plant	221,471	221,319	233,734	252,177	250,045	248,362	244,784	241,671	239,098	235,527	232,529
Utility Revenue Distribution	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Retained Earnings (12/31)	(91)	711	1,770	2,598	2,677	2,763	3,486	5,842	9,087	12,013	15,385
Construction Cash Pool	6,674	4,662	5,760	1,026	1,840	647	147	147	147	147	147
Bond Redemption Cash	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
General Cash Pool	3,378	3,049	5,325	7,951	7,318	4,285	3,984	3,371	3,576	3,346	3,506
Total Cash	16,466	12,270	13,958	10,424	9,157	4,932	4,131	3,517	3,723	3,492	3,652
IGC's - General Government	807	1,069	1,225	1,443	1,622	1,861	1,991	2,090	2,195	2,305	2,420
MISA - 1.25%	-0-	260	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
MISA - Regular	2,832	874	831	1,031	1,101	1,169	1,187	1,203	1,234	1,254	1,276
Rate of Return	3.49%	8.90%	7.04%	6.36%	5.92%	5.39%	6.17%	7.96%	8.43%	7.75%	7.80%
TOTAL DEBT	81,354	78,156	85,457	79,304	80,017	75,283	73,199	69,496	65,640	61,604	57,506
Debt Service Coverage	1.00	1.10	1.17	1.27	1.14	1.00	1.00	1.14	1.23	1.18	1.23
Debt/Equity Ratio	100/0	99/1	91/9	90/10	90/10	89/11	88/12	85/15	81/19	77/23	72/28
Rate Change	0.00%	0.00%	7.00%	4.70%	3.19%	0.00%	6.00%	7.00%	4.00%	0.00%	4.00%
Rate Charge	18.85	18.85	20.15	21.10	21.65	21.65	22.95	24.56	25.54	25.54	26.56

## VIII. IMPLEMENTATION OF AWWU STRATEGIC PLAN

The AWWU 1992 Strategic Plan is an effort to increase clarity of purpose and direction for the Utility. In order to accomplish the objectives of the plan and move in the direction established, specific action plans and implementation steps will be required. In addition, implementation efforts will need to be closely monitored to assure compliance with planned accomplishments and allow for timely corrective actions and plan revisions.

This section of the plan outlines the major tasks required to implement the plan and the desired linkages to management and control systems.

### A. IMPLEMENTATION TASKS

The tasks presented below will be accomplished each year upon completion of the Strategic Plan. These tasks link the AWWU strategic plan to annual operational work programs and budgets.

1. Complete division strategic plans, which will include division mission statements and the objectives and strategies necessary to support the AWWU Strategic Plan.
2. Prepare appropriate action plans for inclusion in division strategic plan.
3. Following adoption of the municipal budget, implement the division plans and their operational work programs.
4. Monitor key assumptions and measure accomplishments toward desired objectives. Meet quarterly to review progress and take corrective actions and revise work programs as appropriate.

### B. MISSION, GOALS AND STRATEGIC DIRECTIONS, AND OBJECTIVES

Day-to-day decisions should be made in the context of AWWU's mission, values, and objectives as spelled out in the Strategic Plan. All activities undertaken should be in support of this overall direction.

### C. CONTINGENCIES

The Strategic Plan is based on judgments relative to the most likely outcomes associated with each of the major external factors discussed earlier in the plan. The plan may need to be reassessed in light of new circumstances which may substantially change our earlier assumptions. The external factors or potential events which AWWU will monitor in order to track significant variations include the following:

- Status of ANWR (Arctic National Wildlife Refuge) oil exploration
- Girdwood Ski Resort development
- Military Buildup/Reduction
- The price of oil--increases or decreases as they affect State spending and oil industry activity
- Gas pipeline activity
- Natural Disasters

- Substantial changes in current regulations (e.g., loss of 301(h) waiver)
- Weather

AWWU will develop contingency plans which will address the financial, operational, organizational, and capital improvement program impacts for the following items:

- Natural Disaster Planning
- Substantial changes in current regulations

The level of detail of these contingency plans will depend on the timing, impact, and probability of occurrence of these events.

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The following pages present the utility goals and objectives within each goal and the divisional objectives that will be necessary to accomplish the Utility objectives.

A. PROVIDE SAFE, ADEQUATE, AND RELIABLE WATER AND WASTEWATER SERVICES

UTILITY OBJECTIVE

1. Decrease water and wastewater systems failures, improve water delivery and wastewater collection, and prevent degradation of product quality.

DIVISION OBJECTIVES

**Finance**

- a. Provide timely, accurate, cash flow information to ensure adequate funds are available for maintenance and repair and rehabilitation projects, and new construction.
- b. Provide operating budget support and coordination to ensure a stable fiscal environment and a smooth running organization.
- c. Develop aging curves on plant.

**Technical Services**

- a. Become actively involved in developing the CIB and respond to CIP/CIB projects through the development of an annual legislative packet.
- b. Coordinate Grant activities with anticipated DOT projects.
- c. Evaluate long range project capital funding needs and research possible alternative funding sources.
- d. Provide appropriate computer system development and support for projects approved in the CIP/CIB.
- e. Assist with annual planning requirements analysis, and cost/benefit alternatives.

**Customer Service**

- a. Improve the efficiency and productivity of the meter reading responsibilities.

**Regulatory Affairs**

- a. Assist, as needed, the development and maintenance of a system for prioritizing necessary projects.
- b. Provide relevant information annually regarding the impact of planned projects on utility rates.

**Engineering**

- a. Program CIP/CIB funding requests for replacing worn out or expanding plant in service according to Utility R&R priority list and available funds.
- b. Implement an internal and external preventive corrosion pilot program in conjunction with the Operations Division during 1993.

**Operations**

- a. Identify and submit R&R projects to Engineering for inclusion in the CIP/CIB.

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ANNEX

- b. Provide necessary support to Engineering on the internal and external corrosion program.
- c. Work closely with Engineering to improve information available from WATSIM to enhance system reliability.
- d. Implement an operations and maintenance management system for the collection and distribution systems.

**UTILITY OBJECTIVE**

2. Develop a current "Disaster Preparedness" plan throughout the Utility and ensure awareness of the plan.

**DIVISION OBJECTIVES**

**All Divisions**

- a. Provide for an emergency operations plan that would expeditiously restore services, minimize damages and coordinate community recovery in the event of a catastrophic disaster or emergency.
- b. Review and update division team plan and individual responsibilities by June 30 and Utility plan by July 31 annually. Make the plan available to all employees.
- c. Participate in emergency response training to be conducted in 4th quarter.
- d. Provide staff necessary in support of the Utility Disaster Coordinator.
- e. Participate in emergency management training seminars.

**Finance**

- a. Purchase and maintain stocked items recommended in Disaster Preparedness Plan.

**Employee Services**

- a. Coordinate with Finance to purchase and maintain stocked items for AWWU's Disaster Preparedness Plan.
- b. Assist in providing disaster training to division managers and Utility employees.

**UTILITY OBJECTIVE**

3. Pursue completion of Loop Transmission Main.

**DIVISION OBJECTIVES**

**All Divisions**

- a. Provide knowledgeable personnel to support any public relations activities associated with the project.

**Finance**

- a. Provide accounting and budgetary information and support as needed.

**Technical Services**

- a. Plan for and coordinate Utility efforts to actively pursue capital funding for the projects involved.
- b. Evaluate the success of each year's legislative plan and modify as necessary.

(continued)

- c. Participate in project reviews and analysis to determine eligibility as requested by Engineering in a timely manner.

**Customer Service**

- a. Customer Service will participate in plan review and provide input in a timely manner.

**Regulatory Affairs**

- a. Provide information, as needed, on expected rate impact of this project.

**Engineering**

- a. Support acquisition of legislative funding.
- b. Implement phased expansion.

**Operations**

- a. Participate in plan review and provide input to Engineering in a timely manner.
- b. Implement recommendations from Engineering to mitigate low water pressure and/or shortages.

**B. PROMOTE FINANCIAL STABILITY**

**UTILITY OBJECTIVE**

1. Complete and maintain separate long-range financial plans for AWU and ASU.

**DIVISION OBJECTIVES**

**All Divisions**

- a. Utilize FMIS and work order tracking monthly to monitor/manage budgets.

**Finance**

- a. Provide historical information necessary to facilitate management discussion and definition of long-range financial objectives.
- b. Annually review and document long-range financial objectives and make recommendations to management team by April 30.
- c. Prepare briefing package for presentation to Administration by May 31.
- d. Run financial model. (Finance & Regulatory Affairs)
- e. Update each Utility's long range financial plan by the end of the month following the end of each quarter. (Finance & Regulatory Affairs)
- f. Document assumptions used to project operating results and identify reasons for variances between projected and actual results by April 30 of each year. (Finance & Regulatory Affairs)

**Technical Services**

- a. Assist Divisions with annual requirements and cost/benefit analysis for CIB/CIP and operational budgets.
- b. Apprise the Finance Division of Grant and Loan Fund availability.
- c. Develop a plan for potential EPA Audit shortfalls by June 30, 1993.

**Customer Service**

- a. Insure the proper collection of funds for the repayment of general obligation bonds, Special Assessment bonds, and levy upon connection assessments for private development.

(continued)

- b. Implement the new collection charge for assessments.

#### **Regulatory Affairs**

- a. Identify the need for changes in the utilities' revenue requirements.
- b. Analyze the approved revenue requirements of each utility and identify areas and reasons why approved amounts differ from actual annual results by April 30 of each year.
- c. Assist, as necessary, with the periodic development of depreciation studies.
- d. Run financial model. (Finance & Regulatory Affairs)
- e. Update each Utility's long range financial plan by the end of the month following the end of each quarter. (Finance & Regulatory Affairs)
- f. Document assumptions used to project operating results and identify reasons for variances between projected and actual results by April 30 of each year. (Finance & Regulatory Affairs)

#### **Engineering**

- a. Provide input of capital expenditures to monthly cash flows.
- b. Monitor CIB/CIP to balance with set funding limitations.

#### **Operations**

- a. Identify current and CIB/CIP projects.
- b. Identify annual operations and maintenance budget requirements.

#### **UTILITY OBJECTIVE**

- 2. Meet or exceed financial and regulatory requirements for recording and reporting accounting activity.

#### **DIVISION OBJECTIVES**

##### **Finance**

- a. Prepare accurate, meaningful, and timely monthly business reports and annual financial statements.
- b. Accurately record additions and retirements to Utility plant.
- c. Recover value of Utility plant in a timely and accurate manner.
- d. Review existing Continuing Property Records (CPR) system and make improvements to the system.

#### **UTILITY OBJECTIVE**

- 3. Define service and staffing levels.

#### **DIVISION OBJECTIVES**

##### **All Divisions**

- a. Annually redefine the division service and staffing levels by May 1.
- b. Implement service levels as redefined in "a" above, and approved in budget.

**UTILITY OBJECTIVE**

4. Minimize rate increases through the application of improved financial management practices.

**DIVISION OBJECTIVES**

**All Divisions**

- a. Maintain operating costs at approved levels.
- b. Maintain budgeted overtime.
- c. Better utilize financial management and information reporting data and work order tracking.
- d. Monitor overtime, IGC's, materials purchases and contracts.

**Finance**

- a. Improve financial data reporting and forecasting output.
- b. Pursue alternate sources of financing; i.e., most economic source of funds.
- c. Evaluate the feasibility of using longer term debt to fund capital projects by December 31, 1993.
- d. Evaluate the feasibility of deferring principal payments on long term debt to more closely match cost recovery and payment, i.e., defer principal payments until such time as the project is expected to be included in plant in service by December 31, 1993.

**Technical Services**

- a. Work with Finance and Regulatory Affairs to ensure utilization of the best sources of available funding.
- b. Inform Finance and Regulatory Affairs of changes to State and Federal funding programs.

**Customer Service**

- a. Maintain a maximum of .5% write-off for uncollectible debts in 1993.
- b. Maintain an accounts receivable delinquency factor of less than 3% for active accounts of 61-90 day delinquencies and 3% for 91+ days.

**Regulatory Affairs**

- a. Monitor changes in customer characteristics, and prepare and file, as necessary, cost-of-service studies to ensure that there are no unreasonable cross-subsidies between customer classes.

**Operations**

- a. Manage and close out operational and capital project accounts in a timely manner.

**C. INCREASE PRODUCTIVITY**

**UTILITY OBJECTIVE**

1. Maintain sufficient flexibility in organization and management to facilitate timely response to changing conditions.

**DIVISION OBJECTIVES**

**All Divisions**

- a. Plan for retirement and replacements of key personnel.
- b. Stress "forward thinking" in division staff meetings.
- c. Establish an AWWU PC users group to more effectively utilize computer skills.

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- d. Exercise flexibility among staff to ensure appropriate response to changing conditions.
- e. Managers shall enroll in a minimum of one course per year which involves development of leadership, communications or management skills in order to improve management skills.
- f. Continue management retreats, minimally on a semi-annual basis to promote and encourage team development.
- g. Maintain and exercise flexibility in organizational structure.

#### **Technical Services**

- a. Provide support to other divisions to minimize downtime due to computer systems failures.

#### **Customer Service**

- a. Plan and implement alternatives to maintain the existing Special Assessments Receivable System until new system is completed in 1995.

#### **Engineering**

- a. Rotate staff within work units/sections to provide exposure to all aspects of responsibility areas.

#### **UTILITY OBJECTIVE**

2. Hold all employees accountable for job performance.

#### **DIVISION OBJECTIVES**

##### **All Divisions**

- a. Update performance standards to ensure they are consistent with correct operational requirements by June 30, 1993.
- b. Ensure personnel are knowledgeable regarding applicable regulations and relevant technical requirements.
- c. Utilize performance appraisals as a meaningful feedback/measuring gauge.
- d. Make effort to promote from within, the most qualified individual.
- e. Provide employees timely and honest feedback to facilitate corrective action or recognize good performance.
- f. Integrate relevant elements of the Strategic Plan into performance appraisals.
- g. Assess training needs.
- h. Promote and support training requests.
- i. Increase employee awareness of the importance of customer service and reinforce the concept that each employee is responsible for maintaining good customer relations.
- j. Provide clear and adequate direction to employees regarding assignments, responsibilities, and deadlines.
- k. Encourage employees to organize and prioritize assignments to ensure that they are completed in a timely manner.
- l. Prepare and maintain a list of things to be done with due dates.

##### **Customer Service**

- a. Improve Customer Service safety practices in order to enhance employee safety and reduce safety related costs.

### **Operations**

- a. Utilize progressive discipline when and if necessary to improve substandard job performance.

### **UTILITY OBJECTIVE**

3. Achieve an open, communicative, and productive climate.

### **DIVISION OBJECTIVE**

#### **All Divisions**

- a. Solicit employee input in the annual development of the Strategic Plan and make the plan available to all employees.
- b. Encourage and respond in a timely manner to employee suggestions/complaints.
- c. Conduct weekly meeting of all section supervisors.
- d. Solicit and support nominations for Employees of the Month.
- e. Support the Employee Involvement Committee.
- f. Solicit employee input in the development of the Divisional Strategic Plan and make the Plan available to all employees.
- g. Encourage supervisors and managers to actively promote and support work related training requests for employees.
- h. Ensure that employees are kept aware of Utility's operations.
- i. Identify necessary software and work with MIS to have said software purchased.
- j. Work with MIS to secure necessary updates to software currently being used.
- k. Encourage enhancement of computer skills through participation in available training courses.

#### **Customer Service**

- a. Support and maintain a Personnel Involvement Committee (PIC).

#### **Regulatory Affairs**

- a. Conduct weekly meeting of all employees within the division during which they will be provided direction and encouraged to provide input into the Utility's operations.
- b. Discuss current regulatory and other relevant issues at weekly staff meetings.
- c. Prepare and update monthly, a record of all ongoing regulatory proceedings.
- d. Circulate a copy of all APUC orders and other relevant documents for review by each employee.

#### **Employee Services**

- a. Survey organizational climate at AWWU and develop plan in third quarter 1993 to address problem areas identified.

#### **Operations**

- a. Maintain an open door policy.
- b. Management supervisors will hold quarterly meetings with Operations personnel.
- c. Upper supervisory staff will strive to increase their presence at various job sites.

**D. MEET CURRENT AND FUTURE REGULATORY REQUIREMENTS**

**UTILITY OBJECTIVE:**

1. Operate under the guidelines of the 301(h) waiver at the Pt. Woronzof WWTF.

**DIVISION OBJECTIVES**

**All Divisions**

- a. Provide support as requested.

**General Manager**

- a. Monitor and positively influence U.S. EPA - HQ actions regarding promulgation of final 301(h) regulations and determine impact on AWWU, and respond to it appropriately.
- b. Monitor and positively influence U.S. EPA - Region 10 actions regarding issuance of draft/final NPDES-301(H) permit for Pt. Woronzof WWTF.
- c. Monitor and positively influence pending federal and state legislation which may impact the 301(h) program.
- d. Monitor and insure integrity of 301(h) program in cooperation with Operations Division.
- e. Be active in the Association of Metropolitan Sewerage Agencies.

**Technical Services**

- a. Pursue grant funding to offset utility costs in the permit process.

**Regulatory Affairs**

- a. Determine, as needed, the expected impact on rates of the cost of maintaining the 301(h) waiver, and any alternatives.

**Operations**

- a. Maintain a monitoring contract to meet current and future permit requirements.
- b. Respond to the draft permit once issued and suggest any reasonable changes to EPA within the comment period.
- c. Maintain flexibility in our ability to comply with the final permit and any anticipated associated regulations.

**UTILITY OBJECTIVE**

2. Seek a reasonable Clean Water Act Reauthorization.

**DIVISION OBJECTIVES**

**All Divisions**

- a. Provide support as requested.

**General Manager**

- a. Monitor and positively influence the Federal legislation process during the current reauthorization of the Clean Water Act.
- b. Monitor and positively influence the U.S. EPA - HQ actions regarding promulgation of regulations to implement Clean Water Act Reauthorization.

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- c. Be active in Association of Metropolitan Sewerage Agencies.

#### **Operations**

- a. Support the General Manager's staff in this lobbying effort by reviewing proposed statutes/resolutions and defining their impact on treatment operations.
- b. Continue memberships for key personnel in various professional organizations that are helpful to this and other related issues.

#### **UTILITY OBJECTIVE**

3. Comply with underground fuel storage tank regulations.

#### **DIVISION OBJECTIVES**

##### **All Divisions**

- a. Provide support as requested.

##### **Engineering**

- a. Develop a tank upgrade and replacement program based on the tank tests and in conformance with the new standards. All existing tanks shall be replaced or upgraded prior to 1998 in accordance with EPA regulations.

#### **E. MAINTAIN A POSITIVE IMAGE**

#### **UTILITY OBJECTIVE**

1. Conduct a public education program.

#### **DIVISION OBJECTIVES**

##### **All Divisions**

- a. Support Utility coordinator.
- b. Contribute information or speakers when requested.
- c. Emphasize support of Water Awareness Week activities.

##### **Technical Services**

- a. Designate a Utility coordinator and establish curricula to be formally presented.
- b. Complete the design and publication of a new AWWU brochure and graphic poster.
- c. Expand the number of classroom presentations in the Anchorage School District.
- d. Develop an integrated program which coordinates the handout materials, slide presentations and speaker discussions to effectively communicate the hydrological process.
- e. Coordinate Utility "Water Awareness Week" activities.

##### **Employee Services**

- a. Provide training as required.

##### **Engineering**

- a. Support the Utility coordinator with graphics and presentations.

**Operations**

- a. Make presentations upon request to local schools.
- b. Provide facility tours to school groups as requested.

**UTILITY OBJECTIVE**

- 2. Address customer inquiries/concerns.

**DIVISION OBJECTIVES**

**All Divisions**

- a. Emphasize customer relations in all performance evaluations.
- b. Assist Customer Service Division in developing biannual survey.
- c. Respond to any customer complaint consistent with tariff requirements.

**Technical Services**

- a. Assist all other divisions in their quest to improve customer relations.

**Customer Services**

- a. Identify and address customer concerns by performing biannual surveys.

**Regulatory Affairs**

- a. Remain cognizant of customer concerns when preparing revenue requirements and cost-of-service studies.
- b. Present information as requested by customer groups such as Community Councils.

**Operations**

- a. Publish and distribute the annual Water Quality Report.

**UTILITY OBJECTIVE**

- 3. Maintain an active presence in professional/technical organizations.

**DIVISION OBJECTIVES**

**All Divisions**

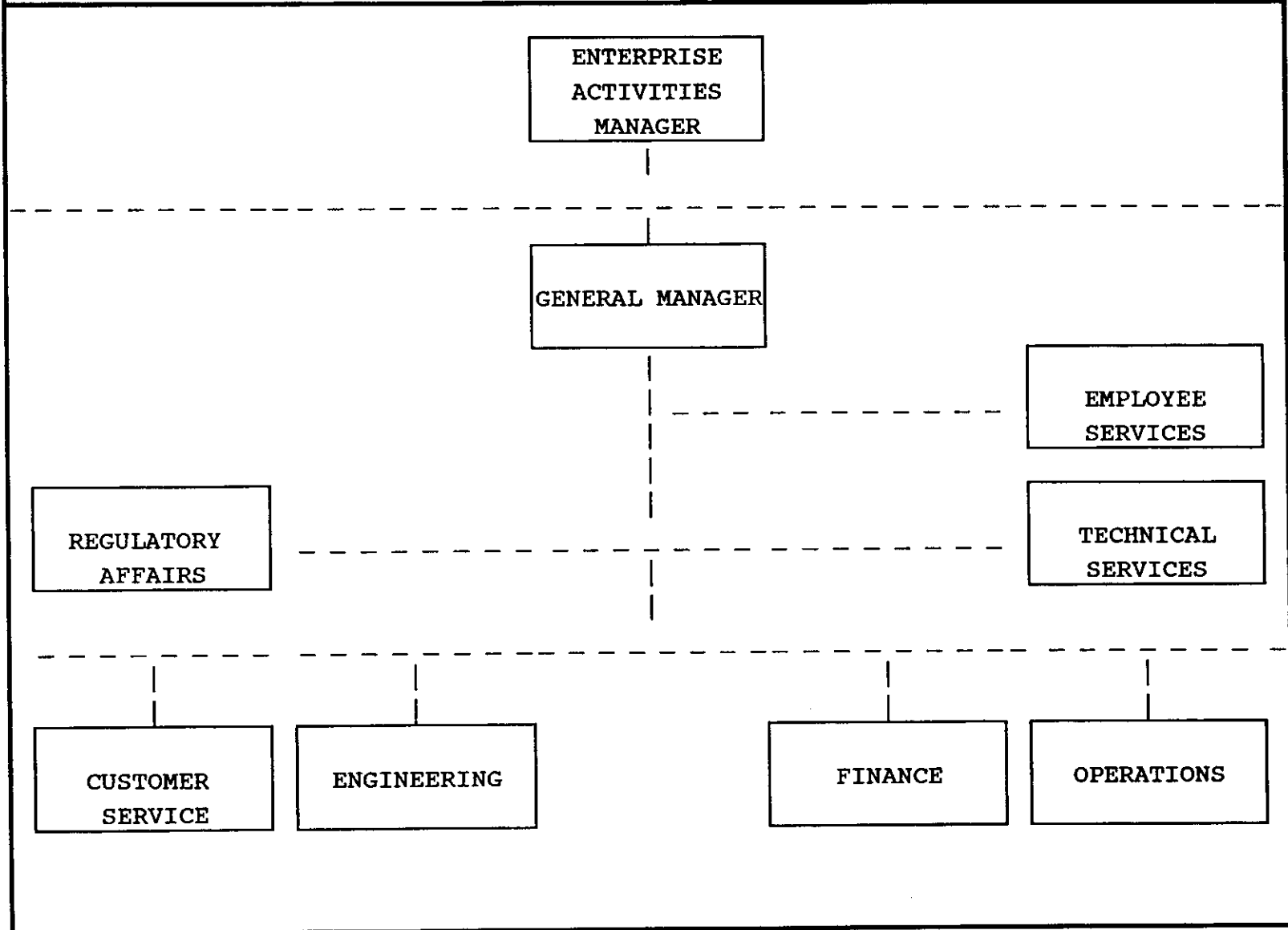
- a. Encourage personnel involvement and/or membership in professional/technical organizations.
- b. Provide newsworthy press releases about the Utility and its personnel.
- c. Make presentations to various organizations as requested.

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**Anchorage Water and  
Wastewater Utility**

**1993 Operating Budget**





ANCHORAGE WATER UTILITY FINANCIAL OVERVIEW

	1988A	1989A	1990A	1991A	1992B	1992P	1993P	1994P	1995P	1996P	1997P	1998P
Revenues (\$000)	20,390	24,060	25,206	25,452	26,879	26,498	26,907	28,165	28,533	29,605	29,995	30,881
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Retained Earnings (\$000)	19,131	19,115	20,860	20,986	20,711	21,127	21,188	21,728	22,250	23,230	24,197	25,323
Total Cash (\$000)	22,371	19,657	19,812	19,249	13,966	16,737	17,262	15,810	16,525	17,636	18,688	19,958
Operating Cash (\$000)	6,840	7,492	7,377	5,933	490	5,075	4,035	3,295	3,064	3,231	3,337	3,659
Capital Program (\$000)	5,642	2,872	10,388	21,315	14,556	14,556	17,897	21,635	14,345	4,760	10,255	4,890
Bond Sales (\$000)	0	0	0	0	0	0	5,000	0	0	0	0	0
IGC General Government (\$000)	734	807	941	1,154	1,246	1,282	1,477	1,580	1,659	1,742	1,829	1,921
MUSA (\$000)	2,661	1,265	1,527	1,561	1,579	1,371	1,417	1,438	1,444	1,454	1,461	1,417
Achieved ROR	5.47	6.45	7.96	6.73	6.98	7.27	6.75	7.80	7.78	8.19	8.12	8.38
Debt Service Amount (\$000)	9,836	7,789	8,115	8,635	8,633	8,633	8,634	9,147	9,143	9,142	9,138	9,124
Overall Debt Coverage	1.03	1.39	1.41	1.36	1.24	1.25	1.24	1.26	1.25	1.29	1.29	1.31
Debt/Equity Ratio	84/16	85/15	84/16	84/16	84/16	84/16	84/16	83/17	83/17	82/18	81/19	80/20
Total Personnel Costs (\$000)	6,875	7,527	7,122	7,614	8,533	8,373	8,030	8,095	8,129	8,409	8,444	8,734
\$ Increase Single Family Rate	(\$1.35)	\$5.10	\$0.00	\$1.40	\$0.00	\$0.00	\$0.00	\$1.49	\$0.00	\$1.31	\$0.00	\$0.83
% Rate Increases	-6.89%	28.00%	0.00%	6.00%	0.00%	0.00%	0.00%	6.00%	0.00%	5.00%	0.00%	3.00%
Single Family Rate	\$18.25	\$23.35	\$23.35	\$24.75	\$24.75	\$24.75	\$24.75	\$26.24	\$26.24	\$27.55	\$27.55	\$28.37

ANCHORAGE WASTEWATER UTILITY FINANCIAL OVERVIEW

	1988A	1989A	1990A	1991A	1992B	1992P	1993P	1994P	1995P	1996P	1997P	1998P
Revenues (\$000)	19,550	21,067	21,321	22,614	23,158	23,124	23,756	24,641	26,560	27,839	27,954	28,861
Expenses (\$000)	21,496	20,265	20,261	21,786	23,150	23,045	23,671	23,917	24,204	24,594	25,029	25,489
Net Income (Regulatory) (\$000)	(1,946)	802	1,060	828	7	79	85	724	2,356	3,245	2,925	3,372
Workforce (Combined AMU)	312	285	285	285	285	285	275	275	275	275	275	275
Net Plant (\$000)	221,471	221,319	233,734	252,177	259,209	250,045	248,362	244,784	241,671	239,098	235,527	232,529
Retained Earnings (\$000)	(91)	711	1,770	2,598	1,868	2,677	2,763	3,486	5,842	9,087	12,013	15,385
Total Cash (\$000)	16,466	12,270	13,958	10,424	6,206	9,157	4,932	4,131	3,517	3,723	3,492	3,652
Operating Cash (\$000)	3,378	3,049	5,325	7,951	5,736	7,318	4,285	3,984	3,371	3,576	3,346	3,506
Capital Program (\$000)	7,061	8,030	7,824	8,553	5,314	5,314	12,382	10,415	6,414	7,265	12,175	5,230
Bond Sales (\$000)	0	0	5,625	0	0	4,953	0	3,000	1,500	1,500	1,500	1,500
IGC General Government (\$000)	807	1,089	1,225	1,443	1,567	1,622	1,861	1,991	2,090	2,195	2,305	2,420
MUSA (\$000)	2,832	1,134	831	1,031	1,256	1,101	1,169	1,187	1,203	1,234	1,254	1,276
Achieved ROR	3.49%	8.90%	7.04%	6.36%	5.16%	5.92%	5.39%	6.17%	7.96%	8.43%	7.75%	7.80%
Debt Service Amount (\$000)	11,470	9,802	9,012	9,563	10,456	9,511	10,258	10,082	9,888	9,643	9,719	9,481
Overall Debt Coverage	1.00	1.10	1.17	1.27	1.06	1.14	1.00	1.00	1.14	1.23	1.18	1.23
Debt/Equity Ratio	100/0	99/1	91/9	90/10	90/10	90/10	89/11	88/12	85/15	81/19	77/23	72/28
Total Personnel Costs (\$000)	6,934	6,892	6,894	7,297	7,951	7,973	8,041	8,104	8,137	8,415	8,449	8,737
\$ Increase Single Family Rate	\$3.00	\$0.00	\$1.30	\$0.95	\$1.41	\$0.55	\$0.00	\$1.30	\$1.61	\$0.98	\$0.00	\$1.02
% Rate Increases	0%	0.00%	7.00%	4.70%	7.00%	3.19%	0.00%	6.00%	7.00%	4.00%	0.00%	4.00%
Single Family Rate	\$18.85	\$18.85	\$20.15	\$21.10	\$21.56	\$21.65	\$21.65	\$22.95	\$24.56	\$25.54	\$25.54	\$26.56

**ANCHORAGE WATER & WASTEWATER UTILITY**

**BUDGET YEAR 1993**

WORKFORCE PROJECTION

DIVISIONS	1992	1993	1994	1995	1996	1997	1998
MANAGER	8	7	7	7	7	7	7
TECHNICAL SERVICES	22	20	20	20	20	20	20
OPERATIONS	148	146	146	146	146	146	146
FINANCE	21	19	19	19	19	19	19
REGULATORY AFFAIRS	4	4	4	4	4	4	4
ENGINEERING	31	30	30	30	30	30	30
CUSTOMER SERVICE	51	49	49	49	49	49	49
	285	275	275	275	275	275	275

1993 BUDGET ASSUMPTIONS

Rate increases	None
Salaries and Wages:	JCC wage re-opener. All others 3.5%.
Benefits:	33.5% of labor costs.
Inflation Factor:	3.5%
Debt Service:	Water: 5M bond sale in late 1993. Wastewater: None
Interest Income:	4%
Mill Rate Increase:	None
Vacancy Factor:	2%
Overtime:	3% of payroll.

**ANCHORAGE WATER UTILITY**

**BUDGET YEAR 1993**

RECONCILIATION OF 1992 BUDGET TO 1992 PROFORMA (000)

	1992 BUDGET	1992 PROFORMA	VARIANCE	
REVENUE				
OPERATING REVENUES	25,580	25,117	(463)	A
NON-OPERATING REVENUES	1,299	1,381	82	
TOTAL REVENUES	26,879	26,498	(381)	
OPERATING EXPENSES				
OPERATIONS	14,249	13,948	(301)	B
DEPRECIATION	3,048	3,147	99	
MUSA	1,579	1,371	(208)	C
TOTAL OPERATING EXPENSES	18,876	18,466	(410)	
NON-OPERATING EXPENSES	7,824	7,892	68	
TOTAL EXPENSES	26,700	26,358	(342)	
NET INCOME REGULATORY	179	140	(38)	
ADJUSTMENT FOR GAAP METHOD	(4,465)	(4,356)	109	
NET INCOME GAAP	(4,287)	(4,216)	71	

RECONCILIATION OF 1992 BUDGET TO 1992 PROFORMA  
EXPLANATION OF VARIANCE

A: LESS GROWTH THAN EXPECTED

B: DECREASE IN EXPENSES OF 378K DUE TO MANAGEMENT EMPHASIS ON HOLDING DOWN  
COSTS WAS OFFSET BY 77K INCREASE IN APUC COST OF REGULATION.

C: END OF 5-YEAR PAYBACK FOR PLANT WRITE-UP ADJUSTMENT OCCURRED IN 1991.  
REDUCTION NOT BUDGETED IN 1992.

**ANCHORAGE WATER UTILITY**

**BUDGET YEAR 1993**

**RECONCILIATION OF 1992 PROFORMA TO 1993 BUDGET (000)**

	1992 PROFORMA	1993 BUDGET	VARIANCE	
<b>REVENUE</b>				
OPERATING REVENUES	25,117	25,290	173	A
NON-OPERATING REVENUES	1,381	1,617	235	B
<b>TOTAL REVENUES</b>	<b>26,498</b>	<b>26,907</b>	<b>408</b>	
<b>OPERATING EXPENSES</b>				
OPERATIONS	13,948	14,294	346	C
DEPRECIATION	3,147	3,357	210	D
MUSA	1,371	1,417	46	D
<b>TOTAL OPERATING EXPENSES</b>	<b>18,466</b>	<b>19,068</b>	<b>602</b>	
<b>NON-OPERATING EXPENSES</b>	<b>7,892</b>	<b>7,778</b>	<b>(114)</b>	E
<b>TOTAL EXPENSES</b>	<b>26,358</b>	<b>26,846</b>	<b>488</b>	
<b>NET INCOME REGULATORY</b>	<b>140</b>	<b>61</b>	<b>(79)</b>	
<b>ADJUSTMENT FOR GAAP METHOD</b>	<b>(4,356)</b>	<b>(4,693)</b>	<b>(337)</b>	
<b>NET INCOME GAAP</b>	<b>(4,216)</b>	<b>(4,632)</b>	<b>(416)</b>	

RECONCILIATION OF 1992 PROFORMA TO 1993 BUDGET  
EXPLANATION OF VARIANCE

A: .5% GROWTH

B: INCREASED INTEREST INCOME (EKLUTNA RESERVE).

C: LABOR (343K); SUPPLIES 149K; OTHER SERVICES 257K; IGC's 195K; APUC 88K.

D: ADDITIONS TO PLANT.

E: INTEREST EXPENSE DOWN 82K; CAPITALIZED INTEREST INCREASE OF 32K.



**ANCHORAGE WATER UTILITY****BUDGET YEAR 1993****MISCELLANEOUS STATISTICAL DATA**

	1989 ACTUAL	1990 ACTUAL	1991 ACTUAL	1992 ESTIMATED	1993 ESTIMATED
NUMBER OF CUSTOMERS	40,187	40,549	41,224	41,636	42,052
AVERAGE TREATMENT PLANT PRODUCTION (GPD)					
SHIP CREEK WATER TREATMENT FACILITY	12,009,000	12,529,000	11,511,000	12,800,000	13,000,000
EKLUTNA WATER TREATMENT FACILITY	6,549,000	9,137,000	10,113,000	10,800,000	11,000,000
AVERAGE WELL PRODUCTION (GPD)					
ANCHORAGE BOWL WELLS	4,758,000	2,156,000	2,071,000	2,940,000	3,000,000
EAGLE RIVER WELLS	46,000	7,100	8,800	7,000	7,500
GIRDWOOD WELLS	0	0	196,500	275,000	350,000
MILES OF WATER MAINS	622	650	655	657	662
NUMBER OF HYDRANTS	5,201	5,288	5,500	5,520	5,570

**1993 BUDGET IMPACTS****OPERATING**

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Maintenance expenses are increasing, especially in water treatment facilities, as plant ages. Service requests for maintenance repairs has increased 40% in the last two years. Environmental regulations now require year-round water treatment, instead of the previous seasonal treatment. This has increased chemical and laboratory analysis costs. These increased costs are being offset by reduced expenses in other areas, primarily labor. A reduction of 7 FTE positions is programmed for 1993.

**CAPITAL**

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Trend analysis over the last ten years indicates that we should shift capital project emphasis from new construction to repair and replacement. In addition to overall labor force reductions, restructuring of operations will be implemented in order to correct increasing system maintenance deficiencies.

ANCHORAGE WATER UTILITY	BUDGET YEAR 1993		
	1991 ACTUAL	1992 PROFORMA	1993 BUDGET
<b>OPERATING BUDGET SUMMARY</b>			
REVENUE	25,451,570	26,498,306	26,906,631
EXPENSE	29,553,473	30,714,170	31,538,527
NET (LOSS) GOVERNMENTAL FINANCIAL REPORTING	(4,101,903)	(4,215,864)	(4,631,896)
ADJUSTMENT FOR REGULATORY REPORTING	4,228,322	4,356,274	4,692,860
NET INCOME (LOSS) REGULATORY	126,419	140,410	60,964
<b>CAPITAL BUDGET SUMMARY</b>			
<b>PROJECT CATEGORY</b>			
WATER DISTRICTS	0	0	2,307,000
GENERAL PLANT	1,275,000	4,367,000	4,660,000
REPAIR & REHABILITATION	6,392,000	700,000	2,080,000
TRANSMISSION/DISTRIBUTION	8,533,000	8,364,000	7,950,000
WELLS, TANKS, & PRV's	5,115,000	1,125,000	900,000
<b>TOTAL</b>	<b>21,315,000</b>	<b>14,556,000</b>	<b>17,897,000</b>

**ANCHORAGE WATER UTILITY**

**BUDGET YEAR 1993**

	1991 ACTUAL	1992 PROFORMA	1993 BUDGET
<b>STATEMENT OF REVENUES &amp; EXPENSES</b>			
<b>OPERATING REVENUE</b>			
RESIDENTIAL SALES	15,975,325	17,100,000	17,200,000
COMMERCIAL SALES	5,396,016	5,600,000	5,600,000
INDUSTRIAL SALES	0	0	0
PUBLIC FIRE PROTECTION	2,116,650	2,200,000	2,200,000
HYDRANT USE CHARGE	133,093	100,000	100,000
MISCELLANEOUS / APUC	35,713	117,000	190,000
<b>TOTAL OPERATING REVENUE</b>	<b>23,656,797</b>	<b>25,117,000</b>	<b>25,290,000</b>
<b>OPERATING EXPENSES</b>			
SOURCE OF SUPPLY	2,094,699	2,131,490	2,124,678
TREATMENT	2,163,968	2,458,820	2,415,270
TRANSMISSION	3,366,066	3,484,375	3,584,577
CUSTOMER ACCOUNTS	1,673,387	1,878,240	1,837,238
GENERAL & ADMINISTRATIVE	3,563,861	3,995,050	4,331,805
DEPRECIATION *	3,013,578	3,146,980	3,357,186
MUSA	1,560,537	1,371,310	1,417,382
<b>TOTAL OPERATING EXPENSE</b>	<b>17,436,096</b>	<b>18,466,265</b>	<b>19,068,136</b>
<b>OPERATING INCOME</b>	<b>6,220,701</b>	<b>6,650,735</b>	<b>6,221,864</b>

\* DEPRECIATION OF CONTRIBUTED  
PLANT NOT INCLUDED

<b>ANCHORAGE WATER UTILITY</b>		<b>BUDGET YEAR 1993</b>		
	<b>1991</b>	<b>1992</b>	<b>1993</b>	
<b>NON-OPERATING REVENUE</b>	<b>ACTUAL</b>	<b>PROFORMA</b>	<b>BUDGET</b>	
RENTAL INCOME	265,592	264,924	320,000	
INTEREST - BOND CASH POOL	361,058	270,450	209,000	
INTEREST - GENERAL CASH POOL	638,135	311,830	640,000	
INTEREST - BOND REDEMPT RESERVE	244,810	352,971	286,836	
INTEREST - BOND PMT DEPOSIT	0	56,739	115,795	
INTEREST & PENALTIES	264,679	124,392	45,000	
INTEREST - OTHER	20,499	0	0	
<b>TOTAL NON-OPERATING REVENUE</b>	<b>1,794,773</b>	<b>1,381,306</b>	<b>1,616,631</b>	
<b>NON-OPERATING EXPENSE</b>				
AMORT OF DEFERRED DEBITS/DISCOUNTS	713,897	640,000	640,000	
INTEREST - LONG TERM DEBT	7,373,553	7,354,631	7,272,531	
INTEREST - OTHER	0	0	0	
CAPITALIZED INTEREST	(198,395)	(103,000)	(135,000)	
<b>TOTAL NON-OPERATING EXPENSE</b>	<b>7,889,055</b>	<b>7,891,631</b>	<b>7,777,531</b>	
<b>NON-OPERATING INCOME</b>	<b>(6,094,282)</b>	<b>(6,510,325)</b>	<b>(6,160,900)</b>	
<b>NET INCOME</b>	<b>126,419</b>	<b>140,410</b>	<b>60,964</b>	
<b>NET INCOME: REGULATORY</b>	<b>126,419</b>	<b>140,410</b>	<b>60,964</b>	
<b>LESS: AMORTIZATION</b>				
<b>OF CONTRIBUTED PLANT</b>	<b>4,228,322</b>	<b>4,356,274</b>	<b>4,692,860</b>	
<b>NET INCOME: GOVERNMENTAL</b>				
<b>FINANCIAL REPORTING</b>	<b>(4,101,903)</b>	<b>(4,215,864)</b>	<b>(4,631,896)</b>	

<b>ANCHORAGE WATER UTILITY</b>		<b>BUDGET YEAR 1993</b>		
<b>SOURCES OF CASH FUNDS:</b>	<b>1991 ACTUAL</b>	<b>1992 PROFORMA</b>	<b>1993 BUDGET</b>	
NET INCOME (LOSS)	(4,101,903)	(4,215,864)	(4,631,896)	
DEPRECIATION	7,241,900	7,503,254	8,050,046	
BOND PROCEEDS	0	0	5,000,000	
ASSESSMENT BONDS	0	0	0	
GRANTS	6,456,323	5,173,000	4,230,000	
LOANS	0	0	0	
ASSESSMENTS	1,440,505	450,000	355,000	
OTHER	713,897	659,560	640,000	
<b>TOTAL SOURCES OF CASH FUNDS</b>	<b>11,750,722</b>	<b>9,569,950</b>	<b>13,643,150</b>	
<b>USES OF CASH FUNDS:</b>				
ADDITIONS TO PLANT	10,099,050	10,804,000	11,757,000	
BOND PRINCIPAL PAYMENT	1,179,119	1,249,640	1,329,900	
OTHER	1,035,584	28,447	31,131	
<b>TOTAL USES OF CASH FUNDS</b>	<b>12,313,753</b>	<b>12,082,087</b>	<b>13,118,031</b>	
<b>NET INCREASE(DECREASE) IN CASH FUNDS</b>	<b>(563,031)</b>	<b>(2,512,137)</b>	<b>525,119</b>	
<b>CASH BALANCE JANUARY 1</b>	<b>19,812,443</b>	<b>19,249,412</b>	<b>16,737,275</b>	
<b>CASH BALANCE DECEMBER 31</b>	<b>19,249,412</b>	<b>16,737,275</b>	<b>17,262,394</b>	
<b>DETAIL OF CASH BALANCE:</b>				
EQUITY IN CONSTRUCTION CASH POOL	5,749,390	2,618,390	2,591,390	
REVENUE BOND REDEMPTION RESERVE	2,653,168	3,180,030	3,824,480	
REVENUE BOND SINKING FUND RESERVE	2,088,065	2,095,706	2,101,370	
RESERVE FOR DEBT	2,826,000	3,768,000	4,710,000	
<b>EQUITY IN GENERAL CASH POOL</b>	<b>5,932,789</b>	<b>5,075,149</b>	<b>4,035,154</b>	

**ANCHORAGE WATER UTILITY**

**BUDGET YEAR 1993**

**STATEMENT OF CHANGES IN FUND EQUITY**

	1991 Actual	1992 ProForma	1993 Budget
BALANCE JANUARY 1	221,427,444	224,357,607	225,764,743
NET INCOME/LOSS	(4,101,903)	(4,215,864)	(4,631,896)
CONTRIBUTIONS RECEIVED	7,032,066	5,623,000	4,585,000
BALANCE DECEMBER 31	224,357,607	225,764,743	225,717,847
<b>DETAIL OF FUND EQUITY</b>			
RETAINED EARNINGS	20,986,185	21,126,596	21,187,559
CONTRIBUTED CAPITAL	203,371,422	204,638,147	204,530,288
TOTAL FUND EQUITY, DEC 31	224,357,607	225,764,743	225,717,847

**ANCHORAGE WATER UTILITY****BUDGET YEAR 1993****STATEMENT OF DEBT SERVICE COVERAGE  
FOR REVENUE BONDS**

	1991 ACTUAL	1992 PROFORMA	1993 BUDGET
AMOUNT AVAILABLE FOR DEBT SERVICE	13,406,342	10,790,021	10,743,681
DEBT SERVICE REQUIREMENT	4,439,638	4,463,406	4,464,420
DEBT COVERAGE (REVENUE BONDS)	3.02	2.42	2.41
REQUIRED DEBT SERVICE COVERAGE	1.35	1.35	1.35



**ANCHORAGE WATER UTILITY**

**BUDGET YEAR 1993**

	1991	1992	1993
NET PROFIT MARGIN	ACTUAL	PROFORMA	BUDGET
NET LOSS - GOVERNMENTAL REPORTING	(4,101,903)	(4,215,864)	(4,631,896)
OPERATING REVENUES	23,656,797	25,117,000	25,290,000
NET PROFIT MARGIN - GOVERNMENTAL REPORTING	(17.34%)	(16.78%)	(18.32%)
NET INCOME (LOSS) - REGULATORY	126,419	140,410	60,964
OPERATING REVENUE	23,656,797	25,117,000	25,290,000
NET PROFIT MARGIN - REGULATORY	0.53%	0.56%	0.24%

**ANCHORAGE WATER UTILITY**

**BUDGET YEAR 1993**

EXPENSE ITEMS	1990 ACTUAL	1991 ACTUAL	1992 PROFORMA	1993 BUDGET
WAGES	4,835,129	5,139,347	5,651,546	5,420,246
BENEFITS	2,285,827	2,474,501	2,721,114	2,609,748
PROFESSIONAL SERVICES	276,641	133,851	139,674	145,600
TRAVEL	5,325	10,176	8,600	11,000
DEPRECIATION & AMORTIZATION	6,869,361	7,241,900	7,503,254	8,050,046
INTEREST	7,872,446	7,889,055	7,891,631	7,777,531
MUSA	1,526,566	1,560,537	1,371,310	1,417,382
<b>SUBTOTAL</b>	<b>23,671,295</b>	<b>24,449,367</b>	<b>25,287,129</b>	<b>25,431,553</b>
<b>INTERGOVERNMENTAL CHARGES</b>				
FINANCE DEPARTMENT	316,796	325,588	317,040	354,352
INFORMATION SYSTEMS	128,601	336,649	492,795	539,937
ENTERPRISE ACTIVITIES	31,264	43,494	60,470	63,494
ATU BILLING CHARGES	66,446	73,936	80,784	87,000
HUMAN RESOURCES DEPARTMENT	124,676	141,080	143,572	180,092
OTHER IGC CHARGES	273,061	233,423	187,369	251,893
<b>SUBTOTAL IGC</b>	<b>940,844</b>	<b>1,154,170</b>	<b>1,282,030</b>	<b>1,476,768</b>
PURCHASED UTILITIES	1,536,787	1,607,375	1,656,455	1,688,610
MATERIALS/SUPPLIES/REPAIRS	671,425	766,120	793,795	942,383
OTHER EXPENSES	1,513,684	1,576,441	1,694,761	1,999,213
<b>TOTAL EXPENSES</b>	<b>28,334,035</b>	<b>29,553,473</b>	<b>30,714,170</b>	<b>31,538,527</b>

**ANCHORAGE WASTEWATER UTILITY**
**1993 BUDGET YEAR**
**RECONCILIATION OF 1992 BUDGET TO 1992 PROFORMA (000)**

	1992 BUDGET	1992 PROFORMA	VARIANCE	
<b>REVENUE</b>				
OPERATING REVENUES	21,229	21,427	198	A
NON-OPERATING REVENUES	1,929	1,697	(231)	B
<b>TOTAL REVENUES</b>	<b>23,158</b>	<b>23,124</b>	<b>(33)</b>	
<b>OPERATING EXPENSES</b>				
OPERATIONS	13,719	13,755	36	C
DEPRECIATION	2,666	2,502	(163)	D
MUSA	1,256	1,101	(155)	D
<b>TOTAL OPERATING EXPENSES</b>	<b>17,640</b>	<b>17,358</b>	<b>(283)</b>	
<b>NON-OPERATING EXPENSES</b>	<b>5,510</b>	<b>5,687</b>	<b>177</b>	<b>E</b>
<b>TOTAL EXPENSES</b>	<b>23,150</b>	<b>23,045</b>	<b>(105)</b>	
<b>NET INCOME REGULATORY</b>	<b>7</b>	<b>79</b>	<b>72</b>	
<b>ADJUSTMENT FOR GAAP METHOD</b>	<b>(4,369)</b>	<b>(4,900)</b>	<b>(531)</b>	
<b>NET INCOME GAAP</b>	<b>(4,361)</b>	<b>(4,820)</b>	<b>(459)</b>	

**RECONCILIATION OF 1992 BUDGET TO 1992 PROFORMA (000)**

**EXPLANATION OF VARIANCE**

**A: HIGHER THAN ANTICIPATED RATE INCREASE (FCC CLAIM) OFFSET BY 1½ LESS GROWTH THAN EXPECTED.**

**B: LESS INTEREST INCOME DUE TO DECLINE IN INTEREST RATES.**

**C: REDUCTION IN EXPENSES OF 31K OFFSET BY APUC REGULATORY CHARGE OF 67K.**

**D: TRUE-UP OF PLANT DEPRECIATION CATEGORIES.**

**E: INCREASE IN DEFERRED DEBITS DUE TO 1991 REFUNDING.**

**ANCHORAGE WASTEWATER UTILITY**

**1993 BUDGET YEAR**

RECONCILIATION OF 1992 PROFORMA TO 1993 BUDGET (000)

	1992 PROFORMA	1993 BUDGET	VARIANCE	
<b>REVENUE</b>				
OPERATING REVENUES	21,427	21,990	563	A
NON-OPERATING REVENUES	1,697	1,766	69	B
<b>TOTAL REVENUES</b>	<b>23,124</b>	<b>23,756</b>	<b>632</b>	
<b>OPERATING EXPENSES</b>				
OPERATIONS	13,755	14,436	681	C
DEPRECIATION	2,502	2,629	126	D
MUSA	1,101	1,169	68	D
<b>TOTAL OPERATING EXPENSES</b>	<b>17,358</b>	<b>18,234</b>	<b>876</b>	
<b>NON-OPERATING EXPENSES</b>	<b>5,687</b>	<b>5,437</b>	<b>(250)</b>	<b>E</b>
<b>TOTAL EXPENSES</b>	<b>23,045</b>	<b>23,671</b>	<b>626</b>	
<b>NET INCOME REGULATORY</b>	<b>79</b>	<b>85</b>	<b>6</b>	
<b>ADJUSTMENT FOR GAAP METHOD</b>	<b>(4,900)</b>	<b>(5,255)</b>	<b>(356)</b>	
<b>NET INCOME GAAP</b>	<b>(4,820)</b>	<b>(5,170)</b>	<b>(350)</b>	

**RECONCILIATION OF 1992 PROFORMA TO 1993 BUDGET (000)  
EXPLANATION OF VARIANCE**

**A: FULL YEAR OF 1992 RATE INCREASE, PLUS .5% GROWTH.**

**B: DECLINE IN CONSTRUCTION CASH BALANCES OFFSET BY INCREASE IN RENTAL INCOME.**

**C: LABOR 69K; SUPPLIES 85K; OTHER SERVICES 209K; IGC'S 238K; APUC 80K.**

**D: ADDITIONS TO PLANT.**

**E: DECREASE IN LONG-TERM INTEREST.**

**ANCHORAGE WASTEWATER UTILITY**

**BUDGET YEAR 1993**

MISCELLANEOUS STATISTICAL DATA

	1989 ACTUAL	1990 ACTUAL	1991 ACTUAL	1992 ESTIMATED	1993 ESTIMATED
NUMBER OF CUSTOMERS	42,970	43,157	44,222	44,664	45,110
AVERAGE TREATMENT PLANT PRODUCTION (GPD)					
PT. WORONZOF WASTEWATER TREATMENT FACILITY	31,060,000	33,500,000	31,600,000	30,500,000	31,000,000
EAGLE RIVER WASTEWATER TREATMENT FACILITY	930,274	1,014,000	952,000	975,000	1,000,000
GIRDWOOD WASTEWATER TREATMENT FACILITY	422,000	317,000	340,000	375,000	425,000
MILES OF WASTEWATER LINES	638	644	655	657	660

Pt Woronzof 1991: Trunk line under Campbell Lake was replaced, which reduced inflow.

Pt. Woronzof 1992: Another major leak under Campbell Lake was repaired, further reducing inflow.

**1993 BUDGET IMPACTS****OPERATING**

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Increased costs for chemicals, utilities, and treatment are being offset by reduced expenses in other areas, primarily labor. A reduction of 3 FTE's is programmed for 1993. Maintenance expenses are increasing as plant ages. Exception is new Eagle River Treatment Facility where maintenance will drop during the one year warranty period. Environmental regulations will require a 20-40% increase in the burn cycle at the treatment facilities to meet standards. This means increased gas and electrical costs, higher labor costs, and future incinerator upgrade.

**CAPITAL**

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While issuing approximately \$14m in new debt during 1992-98, the Utility also pays down the existing long-term debt by \$36m - effectively decreasing long-term debt by \$22m in seven years. Trend analysis over the last ten years indicates that we should shift capital projects emphasis from new construction to repair and replacement. In addition to overall labor force reductions, restructuring of operations will be implemented in order to correct increasing system maintenance deficiencies.



ANCHORAGE WASTEWATER UTILITY	BUDGET YEAR 1993		
	1991 ACTUAL	1992 PROFORMA	1993 BUDGET
<b>OPERATING BUDGET SUMMARY</b>			
REVENUE	22,614,174	23,124,390	23,756,000
EXPENSE	26,426,049	27,944,804	28,925,987
NET (LOSS) GOVERNMENTAL FINANCIAL REPORTING	(3,811,875)	(4,820,414)	(5,169,987)
ADJUSTMENT FOR REGULATORY REPORTING	4,639,722	4,899,692	5,255,336
NET INCOME (LOSS) REGULATORY	827,847	79,278	85,349
<b>CAPITAL BUDGET SUMMARY</b>			
<b>PROJECT CATEGORY</b>			
GENERAL PLANT	3,505,000	2,559,000	2,475,000
WASTEWATER DISTRICTS	960,000	725,000	1,667,000
REPAIR & REHABILITATION	2,988,000	1,010,000	6,250,000
TRUNKS & INTERCEPTORS	1,100,000	1,020,000	990,000
<b>TOTAL</b>	<b>8,553,000</b>	<b>5,314,000</b>	<b>11,382,000</b>

<b>ANCHORAGE WASTEWATER UTILITY</b>		<b>BUDGET YEAR 1993</b>		
		<b>1991</b>	<b>1992</b>	<b>1993</b>
<b>STATEMENT OF REVENUES &amp; EXPENSES</b>		<b>ACTUAL</b>	<b>PROFORMA</b>	<b>BUDGET</b>
<b>OPERATING REVENUES</b>				
RESIDENTIAL SALES		14,819,414	15,800,000	16,200,000
COMMERCIAL SALES		4,310,471	4,600,000	4,700,000
PUBLIC AUTHORITIES		1,112,825	900,000	900,000
MISCELLANEOUS / APUC		51,227	127,000	190,000
<b>TOTAL OPERATING REVENUE</b>		<b>20,293,937</b>	<b>21,427,000</b>	<b>21,990,000</b>
<b>OPERATING EXPENSES</b>				
COLLECTION		2,525,744	2,732,630	2,817,937
TREATMENT		5,031,261	5,231,170	5,406,540
CUSTOMER ACCOUNTS		1,498,514	1,703,060	1,764,153
GENL & ADMINISTRATIVE		4,168,773	4,087,980	4,446,998
DEPRECIATION *		1,929,731	2,502,410	2,628,855
MUSA		1,030,601	1,100,650	1,169,142
<b>TOTAL OPERATING EXPENSES</b>		<b>16,184,624</b>	<b>17,357,900</b>	<b>18,233,625</b>
<b>OPERATING INCOME</b>		<b>4,109,313</b>	<b>4,069,100</b>	<b>3,756,375</b>
*DEPRECIATION OF CONTRIBUTED PLANT NOT INCLUDED				

<b>ANCHORAGE WASTEWATER UTILITY</b>		<b>BUDGET YEAR 1993</b>		
<b>NON-OPERATING REVENUE</b>	<b>1991 ACTUAL</b>	<b>1992 PROFORMA</b>	<b>1993 BUDGET</b>	
INT PENALTIES / ASSESSMENTS	416,188	386,470	365,000	
INT GENL CASH POOL	552,672	308,278	381,000	
INT CONST CASH POOL	472,000	116,192	50,000	
PROPERTY RENTAL	875,306	886,450	970,000	
AMORT OF GAIN	0	0	0	
OTHER NON-OPER REV	4,071	0	0	
<b>TOTAL NON-OPERATING REVENUE</b>	<b>2,320,237</b>	<b>1,697,390</b>	<b>1,766,000</b>	
<b>NON-OPERATING EXPENSE</b>				
INTEREST - LONG TERM DEBT	5,573,465	5,356,212	5,147,026	
INTEREST - OTHER	276,226	0	0	
AMORT DEFERRED DEBITS/DISCOUNTS	428,685	493,000	365,000	
CAPITALIZED INTEREST	(676,673)	(162,000)	(75,000)	
<b>TOTAL NON-OPERATING EXPENSE</b>	<b>5,601,703</b>	<b>5,687,212</b>	<b>5,437,026</b>	
<b>NON-OPERATING INCOME</b>	<b>(3,281,466)</b>	<b>(3,989,822)</b>	<b>(3,671,026)</b>	
<b>NET INCOME</b>	<b>827,847</b>	<b>79,278</b>	<b>85,349</b>	
<b>NET INCOME</b>	<b>827,847</b>	<b>79,278</b>	<b>85,349</b>	
<b>LESS: DEPRECIATION OF CONTRIBUTED PLANT</b>	<b>4,639,722</b>	<b>4,899,692</b>	<b>5,255,336</b>	
<b>NET INCOME FOR GOVERNMENTAL FINANCIAL REPORTING</b>	<b>(3,811,875)</b>	<b>(4,820,414)</b>	<b>(5,169,987)</b>	

<b>ANCHORAGE WASTEWATER UTILITY</b>		<b>BUDGET YEAR 1993</b>	
<b>SOURCES OF CASH FUNDS:</b>	<b>1991 ACTUAL</b>	<b>1992 PROFORMA</b>	<b>1993 BUDGET</b>
NET INCOME (LOSS)	(3,811,875)	(4,820,414)	(5,169,987)
DEPRECIATION	6,569,453	7,402,102	7,884,191
STATE LOANS	1,945,112	4,953,000	0
BOND PROCEEDS	(3,220,170)	0	0
GRANTS	6,085,383	2,178,000	1,133,000
ASSESSMENTS	1,031,780	1,000,000	1,000,000
OTHER	467,823	493,000	365,000
<b>TOTAL SOURCES OF CASH FUNDS</b>	<b>9,067,506</b>	<b>11,205,688</b>	<b>5,212,204</b>
<b>USES OF CASH FUNDS:</b>			
ADDITIONS TO PLANT	9,662,761	8,317,000	4,326,000
BOND PRINCIPAL PAYMENT	3,818,000	4,239,862	4,555,000
OTHER	(878,727)	(84,831)	556,450
<b>TOTAL USES OF CASH FUNDS</b>	<b>12,602,034</b>	<b>12,472,031</b>	<b>9,437,450</b>
<b>NET INCREASE(DECREASE) IN CASH FUNDS</b>	<b>(3,534,528)</b>	<b>(1,266,343)</b>	<b>(4,225,246)</b>
CASH BALANCE JANUARY 1	13,958,177	10,423,649	9,157,306
CASH BALANCE DECEMBER 31	10,423,649	9,157,306	4,932,060
<b>DETAIL OF CASH BALANCE:</b>			
EQUITY IN CONSTRUCTION CASH POOL	1,025,606	1,839,606	646,606
RESERVE FOR DEBT PAYMENT	1,447,163	0	0
<b>EQUITY IN GENERAL CASH POOL</b>	<b>7,950,880</b>	<b>7,317,700</b>	<b>4,285,454</b>

**ANCHORAGE WASTEWATER UTILITY****BUDGET YEAR 1993****STATEMENT OF CHANGES IN FUND EQUITY**

	1991 Actual	1992 ProForma	1993 Budget
BALANCE JANUARY 1	193,339,210	194,835,174	193,192,760
NET INCOME/LOSS	(3,811,875)	(4,820,414)	(5,169,987)
CONTRIBUTIONS RECEIVED	5,307,839	3,178,000	2,133,000
BALANCE DECEMBER 31	194,835,174	193,192,760	190,155,773
DETAIL OF FUND EQUITY			
RETAINED EARNINGS	2,598,191	2,677,499	2,762,848
CONTRIBUTED CAPITAL	192,236,983	190,515,261	187,392,925
TOTAL FUND EQUITY, DEC 31	194,835,174	193,192,760	190,155,773

**ANCHORAGE WASTEWATER UTILITY**

**BUDGET YEAR 1993**

	1991 ACTUAL	1992 PROFORMA	1993 BUDGET
<b>NET PROFIT MARGIN</b>			
NET LOSS - GOVERNMENTAL REPORTING	(3,811,875)	(4,820,414)	(5,169,987)
OPERATING REVENUES	20,293,937	21,427,000	21,990,000
NET PROFIT MARGIN - GOVERNMENTAL REPORTING	(18.78%)	(22.50%)	(23.51%)
NET INCOME (LOSS) - REGULATORY	827,847	79,278	85,349
OPERATING REVENUE	20,293,937	21,427,000	21,990,000
NET PROFIT MARGIN - REGULATORY	4.08%	0.37%	0.39%

**ANCHORAGE WASTEWATER UTILITY****BUDGET YEAR 1993**

<b>EXPENSE ITEMS</b>	<b>1990 ACTUAL</b>	<b>1991 ACTUAL</b>	<b>1992 PROFORMA</b>	<b>1993 BUDGET</b>
<b>WAGES</b>	4,681,002	4,925,688	5,381,505	5,427,682
<b>BENEFITS</b>	2,212,963	2,371,628	2,591,095	2,613,328
<b>PROFESSIONAL SERVICES</b>	606,069	743,606	746,423	715,073
<b>TRAVEL</b>	13,786	10,301	13,900	14,000
<b>DEPRECIATION &amp; AMORTIZATION</b>	6,452,366	6,569,453	7,402,102	7,884,191
<b>INTEREST</b>	5,252,519	5,601,703	5,687,212	5,437,026
<b>MUSA</b>	830,537	1,030,601	1,100,650	1,169,142
<b>SUBTOTAL</b>	<b>20,049,242</b>	<b>21,252,980</b>	<b>22,922,887</b>	<b>23,260,442</b>
<b>INTERGOVERNMENTAL CHARGES</b>				
<b>FINANCE DEPARTMENT</b>	297,878	301,896	309,124	346,023
<b>INFORMATION SYSTEMS</b>	165,712	352,311	520,639	591,812
<b>ENTERPRISE ACTIVITIES</b>	31,265	43,494	60,470	63,494
<b>ATU BILLING CHARGES</b>	69,119	80,097	87,517	97,000
<b>HUMAN RESOURCES DEPARTMENT</b>	121,382	141,403	139,794	176,033
<b>OTHER IGC CHARGES</b>	539,555	523,389	504,746	586,215
<b>SUBTOTAL IGC</b>	<b>1,224,911</b>	<b>1,442,590</b>	<b>1,622,290</b>	<b>1,860,577</b>
<b>PURCHASED UTILITIES</b>	1,081,299	1,237,029	1,260,965	1,325,311
<b>MATERIALS/SUPPLIES/REPAIRS</b>	988,659	1,147,723	1,063,150	1,148,180
<b>OTHER EXPENSES</b>	1,060,048	1,345,727	1,075,512	1,331,477
<b>TOTAL EXPENSES</b>	<b>24,404,159</b>	<b>26,426,049</b>	<b>27,944,804</b>	<b>28,925,987</b>

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**Anchorage Water and  
Wastewater Utility**

**1993 Capital Budget**

**1993 - 1998**

**Capital Improvement Program**

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Public Utilities	Unit No.	Utility	No.	Division	Unit No.
	8700	ANCHORAGE WATER UTILITY			

## 1993 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY

PROJECT CATEGORY	TOTAL PROJECT COST 1993	REVENUE BONDS	G.O. BONDS	LOANS	EQUITY	STATE GRANTS	FEDERAL GRANTS	DIRECT APPROP
WATER DISTRICTS	2,307.0	2,307.0	0.0	0.0	0.0	0.0	0.0	0.0
GENERAL PLANT	4,660.0	3,100.0	0.0	0.0	1,560.0	0.0	0.0	0.0
REPAIR & REHAB	2,080.0	0.0	0.0	0.0	665.0	415.0	0.0	1,000.0
TRANS/DISTRIBUTION	7,950.0	0.0	0.0	0.0	450.0	0.0	0.0	7,500.0
WELLS, TANKS & PRV'S	900.0	0.0	0.0	0.0	150.0	0.0	0.0	750.0
Total (000)	17,897.0	5,407.0	0.0	0.0	2,825.0	415.0	0.0	9,250.0

Utility: WATER  
Project Category: 11 WATER DISTRICTS

Project Title	Legislative Districts	Community Councils	Funding						Total		
			Bonds			Equity		Grants			
			G=GO Bonds	R=Rev Bonds	L=Loans	N	O	F=Federal		S=State	D=Approat
Olympus WID	House: 17 Senate: I Assembly: 6	BAYSHORE-KLATT	G								963.0
			R	963.0	1						
			L								
South Air Park WID	House: 11 Senate: F Assembly: 3	SAND LAKE	G								
			R	784.0	1						
			L								
Turnagain West WID	House: 13 Senate: G Assembly: 3	TURNAGAIN	G								
			R	560.0	1						
			L								
Requested by ME		Date Printed: 09/11/92	G								
			R	2,307.0							
			L								
											2,307.0

1 --- Funding through Assessment bonds.

BUDGET YEAR PROJECT  
1993

Utility: WATER  
Project Category: 12 GENERAL PLANT

Project Title	Legislative Districts	Community Councils	Funding				Total		
			Bonds	N	Equity	N		Grants	N
			G=GO Bonds R=Rev Bonds L=Loans	o t e	o t e	o t e		F=Federal S=State D=Approat	o t e
EQUIPMENT - Automated Permits	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L		50.0		F S D		50.0
EQUIPMENT - Data Processing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L		90.0		F S D		90.0
EQUIPMENT - End Device Replace	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L		20.0		F S D		20.0
EQUIPMENT - Maint Mgmt System	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L		75.0		F S D		75.0
EQUIPMENT - Office-Shop	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L		175.0		F S D		175.0
EQUIPMENT - Water Meters	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L		225.0		F S D		225.0
FACILITY R R - 3000 Arctic Remodel	House: 15 Senate: H Assembly: 3	SPENARD	G R L	3,100.0			F S D		3,100.0
FACILITY R R - Water	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L		650.0		F S D		650.0

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B U D G E T   Y E A R   P R O J E C T S  
1993

Utility: WATER  
Project Category: 12 GENERAL PLANT

Project Title	Legislative Districts	Community Councils	F u n d i n g			Total
			Bonds	Equity	Grants	
			G=GO Bonds R=Rev Bonds L=Loans		F=Federal S=State D=Approat	
STUDIES - CPR Replacement	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	150.0	F S D	150.0
STUDIES - GIS Development	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	100.0	F S D	100.0
STUDIES - Telemetry-SCADA	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	25.0	F S D	25.0
Requested by ME	Date Printed: 09/11/92		G R L	1,560.0	F S D	4,660.0

BUDGET YEAR PROJECT  
1993

Utility: WATER  
Project Category: 13 REPAIR & REHAB

Project Title	Legislative Districts	Community Councils	Funding			Total
			Bonds	Equity	Grants	
			G=GO Bonds R=Rev Bonds L=Loans	N o t e	F=Federal S=State D=Approat	
ADOT-MOA Related Projects	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	60.0	F S D 40.0	100.0
Emergency R R	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	60.0	F S D 40.0	100.0
Government Hill East WS R R	House: 14 Senate: G Assembly: 1	GOVERNMENT HILL	G R L	400.0	F S D 240.0	640.0
North Celestial R R	House: 25 Senate: M Assembly: 2	EAGLE RIVER	G R L	145.0	F S D 95.0	240.0
Wood Stave Pipe Replacement	House: 14,15 Senate: G,H Assembly: 1	GOVERNMENT HILL DOWNTOWN	G R L		F S D 1,000.0	1,000.0
			G R L	665.0	F S D 415.0 1,000.0	2,080.0

Requested by ME

Date Printed: 09/11/92

2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.

B U D G E T   Y E A R   P R O J E C T S  
1993

Utility: WATER  
Project Category: 14 TRANS/DISTRIBUTION

Project Title	Legislative Districts	Community Councils	F u n d i n g			Total
			Bonds	Equity	Grants	
			G=GO Bonds R=Rev Bonds L=Loans		F=Federal S=State D=Approat	
Anchorage Loop WTM Phase I	House: 23,24 Senate: L Assembly: 5	NORTHEAST RUSSIAN JACK PARK	G R L		F S D 6,500.0	6,500.0
Anchorage Loop WTM Phase II	House: 22,24 Senate: L,K Assembly: 5	NORTHEAST SCENIC PARK AREA	G R L		F S D 500.0	500.0
Anchorage Loop WTM Phase III	House: 22 Senate: K Assembly: 5	NORTHEAST SCENIC PARK AREA	G R L		F S D 500.0	500.0
Private Development Oversizing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	100.0	F S D	100.0
Water Service Connects	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	100.0	F S D	100.0
Zodiac Intertie	House: 18 Senate: I Assembly: 4	ABBOTT LOOP	G R L	250.0	F S D	250.0
Requested by ME	Date Printed: 09/11/92		G R L	450.0	F S D 7,500.0	7,950.0

2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.



BUDGET YEAR PROJECT  
1993

Utility: WATER

Project Category: 15 WELLS, TANKS & PRV'S

Project Title	Legislative Districts	Community Councils	Funding				Total	
			Bonds	Equity	Grants			
			G=GO Bonds R=Rev Bonds L=Loans	N o t e	N o t e	F=Federal S=State D=Approat	N o t e	
ER 980 Zone Reservoir	House: 24 Senate: L Assembly: 2	EAGLE RIVER VALLEY	G R L			F S D 750.0	2	750.0
Reservoir 4 Painting - Tudor	House: 22 Senate: K Assembly: 5	TUDOR AREA	G R L	150.0		F S D		150.0
Requested by ME	Date Printed: 09/11/92		G R L	150.0		F S D 750.0		900.0

2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
	8700	ANCHORAGE WATER UTILITY			

PROJECT CATEGORY	CIB/CIP 1993 - 1998						REVENUE BONDS	G.O. BONDS	LOAN	EQUITY	STATE GRANTS	FEDERAL GRANTS	DIRECT APPROP	TOTAL
	1993	1994	1995	1996	1997	1998								
WATER DISTRICTS	2,307.0	0.0	0.0	0.0	0.0	0.0	2,307.0	0.0	0.0	0.0	0.0	0.0	0.0	2,307.0
GENERAL PLANT	4,660.0	1,720.0	1,870.0	1,060.0	1,055.0	1,145.0	3,100.0	0.0	0.0	8,350.0	60.0	0.0	0.0	11,510.0
REPAIR & REHAB	2,080.0	1,875.0	2,425.0	1,800.0	1,200.0	1,195.0	0.0	0.0	0.0	3,350.0	2,225.0	0.0	5,000.0	10,575.0
TRANS/DISTRIBUTION	7,950.0	14,340.0	6,400.0	1,450.0	4,350.0	2,400.0	0.0	0.0	0.0	2,650.0	790.0	0.0	33,450.0	36,890.0
WELLS, TANKS & PRV'S	900.0	3,700.0	3,650.0	450.0	3,650.0	150.0	0.0	0.0	0.0	900.0	0.0	0.0	11,600.0	12,500.0
<b>Total Program</b>	<b>17,897.0</b>	<b>21,635.0</b>	<b>14,345.0</b>	<b>4,760.0</b>	<b>10,255.0</b>	<b>4,890.0</b>	<b>5,407.0</b>	<b>0.0</b>	<b>0.0</b>	<b>15,250.0</b>	<b>3,075.0</b>	<b>0.0</b>	<b>50,050.0</b>	<b>73,782.0</b>

SOURCE OF FUNDING

Revenue Bonds	5,407.0	0.0	0.0	0.0	0.0	0.0	5,407.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5,407.0
G.O. Bonds	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Loan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Equity	2,825.0	2,740.0	3,075.0	2,280.0	2,185.0	2,145.0	0.0	0.0	0.0	15,250.0	0.0	0.0	0.0	15,250.0	
State Grant	415.0	445.0	570.0	580.0	520.0	545.0	0.0	0.0	0.0	0.0	3,075.0	0.0	0.0	3,075.0	
Federal Grant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Direct Appropriation	9,250.0	18,450.0	10,700.0	1,900.0	7,550.0	2,200.0	0.0	0.0	0.0	0.0	0.0	0.0	50,050.0	50,050.0	
<b>Total Funding</b>	<b>17,897.0</b>	<b>21,635.0</b>	<b>14,345.0</b>	<b>4,760.0</b>	<b>10,255.0</b>	<b>4,890.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>73,782.0</b>	

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WATER  
Project Category: 12 GENERAL PLANT

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year					
				1994	1995	1996	1997	1998	
EQUIPMENT - Computing Capacity	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D		G R L E F S D	750.0	G R L E F S D	G R L E F S D	G R L E F S D
EQUIPMENT - Data Processing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	125.0	G R L E F S D	125.0	G R L E F S D	G R L E F S D	G R L E F S D
EQUIPMENT - End Device Replace	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	20.0	G R L E F S D	20.0	G R L E F S D	G R L E F S D	G R L E F S D
EQUIPMENT - Engr Computing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D		G R L E F S D	65.0	G R L E F S D	G R L E F S D	G R L E F S D
EQUIPMENT - Office-Shop	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	150.0	G R L E F S D	150.0	G R L E F S D	G R L E F S D	G R L E F S D

CONTINUED ON NEXT PAGE

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WATER  
Project Category: GENERAL PLANT

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
EQUIPMENT - SAR Replacement	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	350.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
EQUIPMENT - Telemetry SCADA	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	250.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
EQUIPMENT - Water Meters	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	225.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
FACILITY R R - Water	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	500.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
STUDIES - GIS Development	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	100.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D

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FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WATER  
Project Category:

GENERAL PLANT

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
STUDIES - Water Master Plan	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE						
			G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	90.0 60.0
		GO BONDS REV BONDS LOAN EQUITY ST GRANTS FED GRANTS DIRECT APPROPRIATION		1,720.0	1,870.0	1,060.0	1,055.0	1,085.0 60.0
Requested by MICHELLE	Date 09/11/92	PAGE TOTAL		1,720.0	1,870.0	1,060.0	1,055.0	1,145.0

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WATER  
Project Category: REPAIR & REHAB

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
10-11 ALLEY WS R	House: 15 Senate: H Assembly: 1	DOWNTOWN	G R L E F S D	G	G	G	G	G
				R	R	R	R	R
				L	L	L	L	L
				E	E	E	E	E
				F	F	F	F	F
S	S	S	S	S				
D	D	D	D	D				
								340.0
								230.0
15TH AVENUE WS R	House: 15 Senate: H Assembly: 1	DOWNTOWN	G R L E F S D	G	G	G	G	G
				R	R	R	R	R
				L	L	L	L	L
				E	E	E	E	E
				F	F	F	F	F
S	S	S	S	S				
D	D	D	D	D				
								270.0
								180.0
16TH AVENUE WS R PHASE I	House: 15 Senate: H Assembly: 1	DOWNTOWN	G R L E F S D	G	G	G	G	G
				R	R	R	R	R
				L	L	L	L	L
				E	E	E	E	E
				F	F	F	F	F
S	S	S	S	S				
D	D	D	D	D				
								250.0
								175.0
6th Avenue WS R	House: 13 Senate: H Assembly: 1	DOWNTOWN	G R L E F S D	G	G	G	G	G
				R	R	R	R	R
				L	L	L	L	L
				E	E	E	E	E
				F	F	F	F	F
S	S	S	S	S				
D	D	D	D	D				
								300.0
								200.0
ADOT-MOA Related Projects	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	G	G	G	G	G
				R	R	R	R	R
				L	L	L	L	L
				E	E	E	E	E
				F	F	F	F	F
S	S	S	S	S				
D	D	D	D	D				
								60.0
								60.0
								60.0
								40.0
								40.0

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FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WATER  
Project Category: REPAIR & RENAB

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
BROWN-BOYD WS R R	House: 14 Senate: G Assembly: 1	GOVERNMENT HILL	G R L E F S D	100.0				
E 41st Avenue and Allan Drive	House: 20 Senate: J Assembly: 4	TUDOR AREA	G R L E F S D			90.0	60.0	
Emergency R R	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	60.0	60.0	60.0	60.0	60.0
K STREET WS R R	House: 13 Senate: G Assembly: 1	DOWNTOWN	G R L E F S D			90.0	60.0	
SOUTH ADDITION WS R R PHASE I	House: 15 Senate: H Assembly: 1	DOWNTOWN	G R L E F S D	300.0	200.0			

CONTINUED ON NEXT PAGE

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WATER  
Project Category: REPAIR & REHAB

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
SOUTH ADDITION R R PHASE II	House: 15 Senate: H Assembly: 1	DOWNTOWN	G	G	G	G	G	
			R	R	R	R	R	
			L	L	L	L	L	
			E	E	345.0	E	E	E
			F	F	F	F	F	
			S	S	230.0	S	S	S
Wood Stave Pipe Replacement	House: 14,15 Senate: G,H Assembly: 1	GOVERNMENT HILL DOWNTOWN	D	D	D	D	D	
			G	G	G	G	G	
			R	R	R	R	R	
			L	L	L	L	L	
			E	E	E	E	E	
			F	F	F	F	F	
			2	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0
GO BONDS								
REV BONDS								
LOAN								
EQUITY				520.0	855.0	480.0	120.0	710.0
ST GRANTS				355.0	570.0	320.0	80.0	485.0
FED GRANTS								
DIRECT APPROPRIATION				1,000.0	1,000.0	1,000.0	1,000.0	
PAGE TOTAL				1,875.0	2,425.0	1,800.0	1,200.0	1,195.0
Requested by	MICHELLE	Date 09/11/92						

2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.



Utility: WATER  
Project Category: 1, TRANS/DISTRIBUTION

Project Title	Legislative Districts	Community Councils	Notes	Budget by Year				
				1994	1995	1996	1997	1998
Anchorage Loop Phase II	House: 22,24 Senate: L,K Assembly: 5	NORTHEAST SCENIC PARK AREA	G R L E F S 2 D	5,200.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
Anchorage Loop Phase III	House: 22 Senate: K Assembly: 5	NORTHEAST SCENIC PARK AREA	G R L E F S 2 D	6,200.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
Anchorage Loop Phase IV	House: 19,22 Senate: J,K Assembly: 5,6	TUDOR AREA	G R L E F S 2 D	500.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
Anchorage Loop Phase V	House: 18,19 Senate: I,J Assembly: 4-6	ABBOTT LOOP	G R L E F S 2 D		G R L E F S D	G R L E F S D	600.0	G R L E F S D
Anchorage Loop Phase VI	House: 17 Senate: I Assembly: 6	BAYSHORE-KLATT TAKU CAMPBELL	G R L E F S 2 D	2,000.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D

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2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WATER  
Project Category:

TRANS/DISTRIBUTION

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year					
				1994	1995	1996	1997	1998	
Anchorage Loop Phase VII	House: 12 Senate: F Assembly: 3,6	BAYSHORE-KLATT SAND LAKE	G R L E F S 2 D		G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	
Denali-40th to Aldor	House: 20 Senate: J Assembly: 4	SPENARD	G R L E F S D	150.0 90.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	2,200.0
Jewel Lake Main	House: 12 Senate: F Assembly: 3	SAND LAKE	G R L E F S D		G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	
Muldoon Area Connections-Upgrade	House: 19,21 Senate: K Assembly: 5	NORTHEAST	G R L E F S 3 D		G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	
Private Development Oversizing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	100.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	100.0

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3 --- Direct appropriation from the State will be requested; if not obtained, bond/grant/equity funding will be used.

Utility: WATER  
Project Category: TRANS/DISTRIBUTION

Project Title	Legislative Districts	Community Councils	Note	Budget by Year				
				1994	1995	1996	1997	1998
Sixth Avenue Main	House: 23 Senate: L Assembly: 5	NORTHEAST	G R L E F S D			120.0	480.0	
						80.0	320.0	
Timberlane - Klatt to Huffman	House: 10 Senate: E Assembly: 3	BAYSHORE-KLATT	G R L E F S D				180.0	120.0
Turnagain View East Transmission	House: 10 Senate: E Assembly: 6	HUFFMAN O'MALLEY	G R L E F S D				1,350.0	
Water Service Connects	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	100.0	100.0	100.0	100.0	100.0
		GO BONDS						
		REV BONDS						
		LOAN		350.0	200.0	590.0	860.0	200.0
		EQUITY		90.0		260.0	440.0	
		ST GRANTS						
		FED GRANTS						
		DIRECT APPROPRIATION		13,900.0	6,200.0	600.0	3,050.0	2,200.0
		PAGE TOTAL		14,340.0	6,400.0	1,450.0	4,350.0	2,400.0

Requested by MICHELLE

Date 09/11/92

2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.  
4 --- Direct appropriation from the State will be requested; if not obtained this project will be constructed if funds are available.

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WATER

Project Category: 15 WELLS, TANKS & PRV'S

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
ER 980 Zone Reservoir	House: 24 Senate: L Assembly: 2	EAGLE RIVER VALLEY	G R L E F S D	3,250.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
RESERVOIR 20 PAINT - Creekside	House: 23 Senate: L Assembly: 5	NORTHEAST	G R L E F S D		G R L E F S D	G R L E F S D	G R L E F S D	150.0
RESERVOIR 44N PAINT - Chivigny North	House: 11 Senate: F Assembly: 3	SAND LAKE	G R L E F S D		G R L E F S D	G R L E F S D	G R L E F S D	150.0
RESERVOIR 44S PAINT - Chivigny South	House: 11 Senate: F Assembly: 3	SAND LAKE	G R L E F S D		G R L E F S D	G R L E F S D	G R L E F S D	150.0
RESERVOIR 45 PAINT - Turnagain View	House: 10 Senate: E Assembly: 6	HUFFMAN O'MALLEY	G R L E F S D	150.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D

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**FUTURE CAPITAL PROJECTS  
1994 - 1998**

Utility: WATER  
Project Category: 15 WELLS, TANKS & PRV'S

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year					
				1994	1995	1996	1997	1998	
Reservoir Painting	House: 9-26 Senate: E-M Assembly: 1-6	ANCHORAGE & E.R.	G R L E F S D		G P L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	150.0
Service High Reservoir	House: 18 Senate: I Assembly: 6	ABBOTT LOOP	G R L E F S D		G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	
Turnagain View Reservoir	House: 10 Senate: E Assembly: 6	HUFFMAN O'MALLEY	2 D G R L E F S D	300.0	D 3,500.0 G R L E F S D	D G R L E F S D	D G R L E F S D	D G R L E F S D	
		GO BONDS REV BONDS LOAN EQUITY ST GRANTS FED GRANTS DIRECT APPROPRIATION		150.0	150.0	150.0	150.0	150.0	150.0
Requested by MICHELLE	Date 09/11/92	PAGE TOTAL		3,550.0 3,700.0	3,500.0 3,650.0	300.0 450.0	3,500.0 3,650.0		150.0

2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No. 9300	Utility ANCHORAGE WASTEWATER UTILITY	Unit No.	Division	Unit No.
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1993 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY

PROJECT CATEGORY	TOTAL PROJECT COST 1993	REVENUE BONDS	G.O. BONDS	LOANS	EQUITY	STATE GRANTS	FEDERAL GRANTS	DIRECT APPROP
GENERAL PLANT	2,475.0	0.0	1,000.0	0.0	1,435.0	40.0	0.0	0.0
SEWER DISTRICTS	2,667.0	0.0	1,667.0	0.0	0.0	0.0	0.0	1,000.0
REPAIR & REHAB	6,250.0	0.0	670.0	0.0	0.0	430.0	0.0	5,150.0
TRUNK & INTERCEPTOR	990.0	0.0	0.0	0.0	635.0	355.0	0.0	0.0
<b>Total (000)</b>	<b>12,382.0</b>	<b>0.0</b>	<b>3,337.0</b>	<b>0.0</b>	<b>2,070.0</b>	<b>825.0</b>	<b>0.0</b>	<b>6,150.0</b>

Utility: WASTEWATER  
Project Category: 21 GENERAL PLANT

Project Title	Legislative Districts	Community Councils	Funding				Total
			Bonds	Equity	Grants		
			G=GO Bonds		F=Federal		
			R=Rev Bonds		S=State		
L=Loans		D=Approat					
EQUIPMENT - AWWTF Belt Presses	House: 13 Senate: G Assembly: 3	SAND LAKE TURNAGAIN	G 250.0 R L		F S D	250.0	
EQUIPMENT - Automated Permits	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	50.0	F S D	50.0	
EQUIPMENT - Data Processing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	95.0	F S D	95.0	
EQUIPMENT - End Device Replace	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	20.0	F S D	20.0	
EQUIPMENT - Maint Mgmt System	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	75.0	F S D	75.0	
EQUIPMENT - Office-Shop	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	175.0	F S D	175.0	
FACILITY R R - Fuel Tank Testing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	35.0	F S D	35.0	
FACILITY R R - Mixed Media Rehab	House: 9 Senate: E Assembly: 6	GIRDWOOD VALLEY TURNAGAIN ARM	G R L	80.0	F S D	80.0	

CONTINUED ON NEXT PAGE

BUDGET YEAR PROJECTS  
1993

Utility: WASTEWATER  
Project Category: 21 GENERAL PLANT

Project Title	Legislative Districts	Community Councils	Funding			Total	
			Bonds	Equity	Grants		
			G=GO Bonds R=Rev Bonds L=Loans	N o t e	N o t e	F=federal S=State D=Approat	
FACILITY R R - Outfall Diffuser	House: 13 Senate: G Assembly: 3	SAND LAKE TURNAGAIN	G R L		60.0	F S 40.0 D	100.0
FACILITY R R - PS 2 and 12 Cleanup	House: 13,17 Senate: H,F Assembly: 1,6	SOUTH ADDITION BAYSHORE-KLATT	G R L	750.0		F S D	750.0
FACILITY R R - Wastewater	House: 9-26 Senate: E-M Assembly: 1,6	AREAWIDE	G R L		550.0	F S D	550.0
STUDIES - CPR Replacement	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L		150.0	F S D	150.0
STUDIES - GIS Development	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L		100.0	F S D	100.0
STUDIES - Sewer Analysis Model	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L		20.0	F S D	20.0
STUDIES - Telemetry-SCADA MP	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L		25.0	F S D	25.0
Requested by ME	Date Printed: 09/11/92		G 1,000.0 R L		1,435.0	F S 40.0 D	2,475.0



Utility: WASTEWATER

Project Category: 22 SEWER DISTRICTS

Project Title	Legislative Districts	Community Councils	Funding				Total
			Bonds G=GO Bonds R=Rev Bonds L=Loans	Not Total	Equity	Not Total	
Old Girdwood Townsite	House: 9 Senate: E Assembly: 6	GIRDWOOD VALLEY TURNAGAIN ARM	G R L			F S D 1,000.0 2	1,000.0
Olympus LID	House: 17 Senate: I Assembly: 6	BAYSHORE-KLATT	G R L	942.0 1		F S D	942.0
Turnagain West LID 128	House: 13 Senate: G Assembly: 3	SPENARD TURNAGAIN	G R L	725.0 1		F S D	725.0
Requested by REP			Date Printed: 02/18/93			F S D 1,000.0	2,667.0

1 --- Funding through Assessment bonds.

2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.

B U D G E T   Y E A R   P R O J E C T S  
1993

Utility: WASTEWATER

Project Category: 23 REPAIR &amp; REHAB

Project Title	Legislative Districts	Community Councils	F u n d i n g				Total		
			Bonds	N	Equity	H		Grants	N
			G=GO Bonds	o			F=Federal	o	
			R=Rev Bonds	t			S=State	t	
			L=Loans	e			D=Approat	e	
ADOT-MOA Related Projects	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G 60.0 R L				F S 40.0 D		100.0
B-5 G Trunk Phase I	House: 13 Senate: G Assembly: 1	SOUTH ADDITION	G 100.0 R L				F S 50.0 D		150.0
C-5-7 Trunk R R	House: 17 Senate: I Assembly: 6	BAYSHORE-KLATT	G R L				F S D 2,500.0		2,500.0
Emergency R R	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G 60.0 R L				F S 40.0 D		100.0
North Star Phase I	House: 11 Senate: F Assembly: 3	SPENARD	G R L				F S D 600.0	5	600.0
North Star Phase II	House: 11 Senate: F Assembly: 3	SPENARD	G 450.0 R L	6			F S 300.0 D 750.0		1,500.0
North Star Phase III	House: 11 Senate: F Assembly: 3	SPENARD	G R L	4			F S D 800.0		800.0
VC Pipe Replacement	House: 13,15 Senate: H Assembly: 1	DOWNTOWN	G R L				F S D 500.0	2	500.0

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- 2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.  
4 --- Direct appropriation from the State will be requested; if not obtained this project will be constructed if funds are available.  
5 --- Direct appropriation from the State will be requested for construction funding.  
6 --- Direct appropriation will be requested from the State; if not obtained, funding will be bonds and grants as indicated.

BUDGET YEAR PROJECT  
1993

Utility: WASTEWATER

Project Category: 24 TRUNK & INTERCEPTOR

Project Title	Legislative Districts	Community Councils	Funding				Total
			Bonds	Equity	Grants		
			G=GO Bonds		F-Federal		
			R=Rev Bonds		S=State		
			L=Loans		D=Approat		
			G	670.0		F	6,250.0
Requested by ME		Date Printed: 09/11/92	R			S	430.0
			L			D	5,150.0

BUDGET YEAR PROJECTS  
1993

Utility: WASTEWATER

Project Category: 24 TRUNK & INTERCEPTOR

Project Title	Legislative Districts	Community Councils	Funding				Total
			Bonds	Equity	Grants		
			G=GO Bonds		F=Federal		
			R=Rev Bonds		S=State		
L=Loans		D=Approat					
C2-C Trunk Phase I	House: 12 Senate: F Assembly: 3	SAND LAKE	G R L	205.0	F S 135.0 D	340.0	
D-6 B Trunk ADOT Related Project	House: 17,20 Senate: I,F,J Assembly: 4	TAKU CAMPBELL	G R L	330.0	F S 220.0 D	550.0	
Private Development Oversizing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	100.0	F S D	100.0	
Requested by ME			Date Printed: 09/11/92	635.0	F S 355.0 D	990.0	

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
	9300	ANCHORAGE WASTEWATER UTILITY			

PROJECT CATEGORY	CIB/CIP 1993 - 1998						REVENUE BONDS	G.O. BONDS	LOAN	EQUITY	STATE GRANTS	FEDERAL GRANTS	DIRECT APPROP	TOTAL
	1993	1994	1995	1996	1997	1998								
GENERAL PLANT	2,475.0	4,605.0	3,980.0	2,085.0	8,615.0	930.0	0.0	6,505.0	0.0	6,305.0	1,580.0	0.0	8,300.0	22,690.0
SEWER DISTRICTS	2,667.0	0.0	0.0	0.0	0.0	0.0	0.0	1,667.0	0.0	0.0	0.0	0.0	1,000.0	2,667.0
REPAIR & REHAB	6,250.0	3,220.0	2,334.0	3,720.0	1,300.0	3,200.0	0.0	4,152.0	0.0	2,912.0	4,410.0	0.0	8,550.0	20,024.0
TRUNK & INTERCEPTOR	990.0	2,590.0	100.0	1,460.0	2,260.0	1,100.0	0.0	2,346.0	0.0	1,795.0	2,359.0	0.0	2,000.0	8,500.0
<b>Total Program</b>	<b>12,382.0</b>	<b>10,415.0</b>	<b>6,414.0</b>	<b>7,265.0</b>	<b>12,175.0</b>	<b>5,230.0</b>	<b>0.0</b>	<b>14,670.0</b>	<b>0.0</b>	<b>11,012.0</b>	<b>8,349.0</b>	<b>0.0</b>	<b>19,850.0</b>	<b>53,881.0</b>

SOURCE OF FUNDING

Revenue Bonds	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
G.O. Bonds	3,337.0	3,801.0	2,220.0	1,726.0	2,266.0	1,320.0	0.0	14,670.0	0.0	0.0	0.0	0.0	0.0	14,670.0
Loan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Equity	2,070.0	100.0	1,980.0	2,627.0	2,045.0	2,190.0	0.0	0.0	0.0	11,012.0	0.0	0.0	0.0	11,012.0
State Grant	825.0	1,414.0	1,414.0	1,912.0	1,064.0	1,720.0	0.0	0.0	0.0	0.0	8,349.0	0.0	0.0	8,349.0
Federal Grant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Direct Appropriation	6,150.0	5,100.0	800.0	1,000.0	6,800.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	19,850.0	19,850.0
<b>Total Funding</b>	<b>12,382.0</b>	<b>10,415.0</b>	<b>6,414.0</b>	<b>7,265.0</b>	<b>12,175.0</b>	<b>5,230.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>53,881.0</b>

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WASTEWATER

Project Category: 21 GENERAL PLANT

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
EQUIPMENT - Computing Capacity	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G					
			R					
			L					
			E	750.0				
			F					
			S					
EQUIPMENT - Data Processing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G	125.0				
			R					
			L					
			E	125.0	100.0	100.0	100.0	
			F					
			S					
EQUIPMENT - End Device Replace	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G	20.0				
			R					
			L					
			E	20.0	20.0	20.0	20.0	
			F					
			S					
EQUIPMENT - Engr Computing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G					
			R					
			L					
			E		65.0	60.0	60.0	
			F					
			S					
EQUIPMENT - Office-Shop	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G	150.0				
			R					
			L					
			E	150.0	150.0	150.0	150.0	
			F					
			S					

CONTINUED ON NEXT PAGE

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WASTEWATER  
Project Category: 21 GENERAL PLANT

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
EQUIPMENT - SAR Replacement Proj	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	350.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
EQUIPMENT - Standby Generator	House: 9 Senate: E Assembly: 6	GIRDWOOD VALLEY TURNAGAIN ARM	G R L E F S D	60.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
FACILITY R R - ERWWTF Warm Stg Bldg	House: 24,25 Senate: L,M Assembly: 2	EAGLE RIVER EKLUTNA VALLEY	G R L E F S D		G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
FACILITY R R - Emerg Incinerator	House: 13 Senate: G Assembly: 3	SAND LAKE TURNAGAIN	G R L E F S D		G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
FACILITY R R - Fuel Tank Replace	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	450.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
				300.0			300.0	
							6,000.0	

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2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WASTEWATER

Project Category: 21 GENERAL PLANT

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
FACILITY R R - Fuel Tank Testing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G					
			R					
			L					
			E		35.0		35.0	
			F					
			S					
FACILITY R R - Girdwood WWTF	House: 9 Senate: E Assembly: 6	GIRDWOOD VALLEY TURNAGAIN ARM	G	150.0	1,500.0			
			R					
			L					
			E					
			F					
			S	100.0	800.0			
FACILITY R R - Girdwood Warm Stg	House: 9 Senate: E Assembly: 6	GIRDWOOD VALLEY TURNAGAIN ARM	D	2,300.0				
			G					
			R					
			L					
			E			250.0		
			F					
FACILITY R R - Operations Warehouse	House: 17 Senate: I Assembly: 6	BAYSHORE-KLATT	G				1,750.0	
			R					
			L					
			E					
			F					
			S					
FACILITY R R - Wastewater	House: 9-26 Senate: E-M Assembly: 1,6	AREAWIDE	G	500.0				
			R					
			L					
			E		500.0	500.0	500.0	500.0
			F					
			S					

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4 --- Direct appropriation from the State will be requested; if not obtained this project will be constructed if funds are available.



FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WASTEWATER  
Project Category: 21 GENERAL PLANT

Project Title	Legislative Districts	Community Councils	Note	Budget by Year				
				1994	1995	1996	1997	1998
STUDIES - GIS Development	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	100.0	100.0			
STUDIES - Sewer Master Plan	House: 9-26 Senate: E-M Assembly: 1-6	ANCHORAGE EAGLE RIVER GIRDWOOD VALLEY	G R L E F S D					60.0 40.0
				1,805.0	1,500.0	450.0	1,750.0	
GO BONDS								
REV BONDS								
LOAN								
EQUITY				100.0	1,680.0	1,335.0	865.0	890.0
ST GRANTS				400.0	800.0	300.0		40.0
FED GRANTS								
DIRECT APPROPRIATION				2,300.0			6,000.0	
Requested by MICHELLE Date 09/11/92 PAGE TOTAL				4,605.0	3,980.0	2,085.0	8,615.0	930.0

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WASTEWATER

Project Category: 23 REPAIR & REHAB

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
ADOT-MOA Related Projects	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G	60.0	G	60.0	G	60.0
			R		R		R	
			L		L		L	
			E		E	60.0	E	60.0
			F		F		F	
B-12 Trunk	House: 16 Senate: H Assembly: 1	NORTH MOUNTAIN VIEW	S	40.0	S	40.0	S	40.0
			D		D		D	
			G		G	420.0	G	
			R		R		R	
			L		L		L	
B-5 G Trunk Phase I	House: 13 Senate: G Assembly: 1	SOUTH ADDITION	E		E		E	
			F		F		F	
			S	190.0	S	280.0	S	
			D		D		D	
			G	260.0	G		G	
B-5 G Trunk Phase II	House: 13 Senate: G Assembly: 1	SOUTH ADDITION	R		R		R	
			L		L		L	
			E		E		E	
			F		F		F	
			S	80.0	S	480.0	S	
B-5 H Trunk	House: 13 Senate: G Assembly: 1	SOUTH ADDITION	D		D		D	
			G	102.0	G		G	
			R		R		R	
			L		L		L	
			E		E		E	
			F		F		F	
			S	68.0	S		S	
			D		D		D	

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FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WASTEWATER  
Project Category: 23 REPAIR & REHAB

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
B-6-E Trunk	House: 13 Senate: G Assembly: 1	SOUTH ADDITION	G					
			R					
			L					
			E	80.0	612.0			
			F					
C-5-7 Trunk R R	House: 17 Senate: I Assembly: 6	BAYSHORE-KLATT	S	54.0	408.0			
			D					
			G					
			R					
			L					
E38th-Providence Sewer R R	House: 19 Senate: J Assembly: 4	UNIVERSITY AREA	E				180.0	
			F					
			S				120.0	
			D					
			G	120.0				
Emergency R R	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	R					
			L					
			E		60.0		60.0	
			F					
			S	40.0	40.0	40.0	40.0	
Middle Fish Creek Trunk Phase I	House: 11 Senate: F Assembly: 3	SPENARD	D					
			G	60.0		60.0	60.0	
			R					
			L					
			E					
			F					
			S					
			D					
			G	800.0				
			R					

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4 --- Direct appropriation from the State will be requested; if not obtained this project will be constructed if funds are available.

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WASTEWATER

Project Category: 23 REPAIR & REHAB

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
Middle Fish Creek Trunk Phase II	House: 11 Senate: F Assembly: 3	SPENARD	4			500.0		
					800.0	300.0		
Middle Fish Creek Trunk Phase III	House: 11 Senate: F Assembly: 3	SPENARD	4					500.0
							800.0	300.0
Misc Small Sewer R R	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE		400.0				
North Star Phase III	House: 11 Senate: F Assembly: 3	SPENARD	4	480.0				
				320.0				
North Star Phase IV	House: 11 Senate: F Assembly: 3	SPENARD	4					
						1,000.0		
		GO BONDS		1,602.0	720.0	540.0		620.0
		REV BONDS						
		LOAN						
		EQUITY			200.0	1,112.0	300.0	1,300.0
		ST GRANTS		818.0	614.0	1,068.0	200.0	1,280.0
		FED GRANTS						
		DIRECT APPROPRIATION		800.0	800.0	1,000.0	800.0	
Requested by MICHELLE	Date 09/11/92	PAGE TOTAL		3,220.0	2,334.0	3,720.0	1,300.0	3,200.0

--- Direct appropriation from the State will be requested; if not obtained this project will be constructed if funds are available.

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WASTEWATER  
Project Category: 24 TRUNK & INTERCEPTOR

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
A-4 B Trunk	House: 11 Senate: F Assembly: 3	CAMPBELL PARK TAKU CAMPBELL	G R L E F S D	G	G	G 516.0	G	G
				R	R	R	R	R
				L	L	L	L	L
				E	E	E	E	E
				F	F	F	F	F
B-5-7 C Trunk	House: 21 Senate: K Assembly: 4	AIRPORT HEIGHTS	G R L E F S D	G	G	G 120.0	G 408.0	G
				R	R	R	R	R
				L	L	L	L	L
				E	E	E	E	E
				F	F	F	F	F
C-6 Trunk	House: 17 Senate: I Assembly: 6	BAYSHORE-KLATT	G R L E F S D	G	G	G	G	G 600.0
				R	R	R	R	R
				L	L	L	L	L
				E	E	E	E 120.0	E
				F	F	F	F	F
C-7 Trunk	House: 17 Senate: I Assembly: 6	BAYSHORE-KLATT	G R L E F S D	G	G	G	G	G
				R	R	R	R	R
				L	L	L	L	L
				E	E	E 180.0	E 660.0	E
				F	F	F	F	F
C2-C Trunk Phase II	House: 12 Senate: F Assembly: 3	SAND LAKE	4 G R L E F S D	G	G 294.0	G	G	G
				R	R	R	R	R
				L	L	L	L	L
				E	E	E	E	E
				F	F	F	F	F
				S	S 196.0	S	S	S
				D	D	D	D	D

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FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WASTEWATER

Project Category: 24 TRUNK & INTERCEPTOR

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year					
				1994	1995	1996	1997	1998	
D-2-7 Trunk	House: 22 Senate: K Assembly: 5	NORTHEAST	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	108.0     72.0	G R L E F S D	
Eagle River Sewer Upgrade	House: 24,25 Senate: L,M Assembly: 2	EAGLE RIVER	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	      2,000.0	G R L E F S D	
Private Development Oversizing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	100.0   100.0	G R L E F S D	
				GO BONDS	394.0		736.0	516.0	700.0
				REV BONDS					
				LOAN					
				EQUITY		100.0	180.0	880.0	
				ST GRANTS	196.0		544.0	864.0	400.0
				FED GRANTS					
				DIRECT APPROPRIATION	2,000.0				
Requested by MICHELLE Date 09/11/92 PAGE TOTAL					2,590.0	100.0	1,460.0	2,260.0	1,100.0

2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.

**MUNICIPAL LIGHT  
AND POWER**

**Municipal Light and Power**

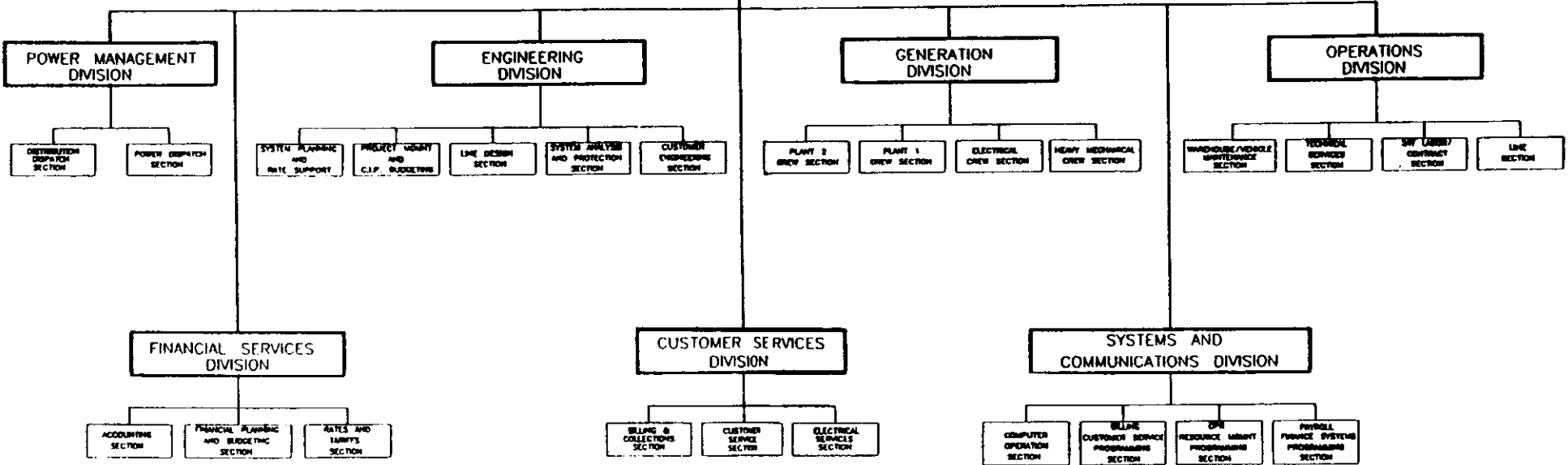
**Business Plan /  
Strategic Plan**





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.

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 &amp; 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><b><u>FUNCTIONAL DESCRIPTION</u></b></p> <p><b><u>GENERAL MANAGER'S OFFICE</u></b></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><b><u>Administrative Section</u></b></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><b><u>OBJECTIVES AND TASKS</u></b></p> <ul style="list-style-type: none"> <li>◦ AIR QUALITY STUDY <ul style="list-style-type: none"> <li>- Collect air quality and meteorological information to enhance the data base for future Prevention of Significant Deterioration (PSD) study activity</li> <li>- Model dispersion effects as required by regulatory agencies</li> </ul> </li> <li>◦ CONTINUE SECURITY SYSTEM ENHANCEMENTS</li> <li>◦ CONTINUE PCB TESTING AND REMOVAL</li> <li>◦ CONTINUE HAZARDOUS CHEMICALS CONTROL PROGRAM</li> <li>◦ CONTINUE CONTAMINATED GROUND WATER TREATMENT PROGRAMS</li> <li>◦ COMPLIANCE WITH EQUITY MANAGEMENT PLAN (EMP)</li> </ul>		

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

<b>Utility</b> <b>MUNICIPAL LIGHT &amp; POWER</b>	<b>Division</b> <b>ENGINEERING</b>	<b>Budget Year</b> <b>1993</b>
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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.

<b>Utility</b> MUNICIPAL LIGHT & POWER	<b>Division</b> ENGINEERING	<b>Budget Year</b> 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.



<p>Utility</p> <p>MUNICIPAL LIGHT &amp; POWER</p>	<p>Division</p> <p>FINANCIAL SERVICES</p>	<p>Budget Year</p> <p>1993</p>
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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 &amp; 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

<b>Utility</b>  MUNICIPAL LIGHT & POWER	<b>Division</b>  FINANCIAL SERVICES	<b>Budget Year</b>  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 data-bbox="199 267 556 300"><b><u>FUNCTIONAL DESCRIPTION</u></b></p> <p data-bbox="199 365 598 397"><b><u>CUSTOMER SERVICE DIVISION</u></b></p> <p data-bbox="199 430 1480 462">Provides a full line of customer services for electric customers, the General Manager and other divisions.</p> <p data-bbox="294 527 630 560"><b><u>Customer Services Section</u></b></p> <p data-bbox="294 592 1879 657">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 data-bbox="294 690 766 722"><b><u>Billing, Credit and Collections Section</u></b></p> <p data-bbox="294 755 1837 787">Responsible for the timely scheduling and accurate billing of customer accounts, data entry and verification of service orders.</p> <p data-bbox="294 820 1858 885">Responsible for the handling of the credit and collections activity in accordance with the ML&amp;P tariff, Alaska Statutes, and Fair Credit practices.</p> <p data-bbox="294 917 619 950"><b><u>Electrical Services Section</u></b></p> <p data-bbox="294 982 1858 1063">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>		

<b>Utility</b>  MUNICIPAL LIGHT & POWER	<b>Division</b>  CUSTOMER SERVICES	<b>Budget Year</b>  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.

<b>Utility</b> MUNICIPAL LIGHT & POWER	<b>Division</b> GENERATION	<b>Budget Year</b> 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.



<b>Utility</b>  <b>MUNICIPAL LIGHT &amp; POWER</b>	<b>Division</b>  <b>OPERATIONS</b>	<b>Budget Year</b>  <b>1993</b>
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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="296 305 651 332"><u>FUNCTIONAL DESCRIPTION</u></p> <p data-bbox="296 402 722 430"><u>POWER MANAGEMENT DIVISION</u></p> <p data-bbox="296 467 1829 557">Plan and execute economic dispatch and control of ML&amp;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="394 630 688 657"><u>Power Dispatch Section</u></p> <p data-bbox="394 695 1812 784">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="394 857 638 885"><u>Distribution Section</u></p> <p data-bbox="394 922 1864 979">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>		

<b>Utility</b> MUNICIPAL LIGHT & POWER	<b>Division</b> POWER MANAGEMENT	<b>Budget Year</b> 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
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**FUNCTIONAL DESCRIPTION****SYSTEMS AND COMMUNICATIONS DIVISION**

Provide decentralized, cost effective data processing and communication resources to each ML&P Division.

**System Support Section**

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.

**Billing and Customer Service Programming Section**

Analyze, design, develop, implement, maintain and support billing, accounts receivable and customer service related systems.

**CPRMS and Resource Management Systems Programming Section**

Analyze, design, develop, implement, maintain and support continuing property records management and resource management related systems.

**Critical Systems Support**

Analyze, design, develop, implement, maintain and support pre-payroll and financial information related systems.

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.

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 <sup>(1)</sup>	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

1992 PRO-FORMA BUDGET \$70,997,000

RECONCILIATION

- |  |                |
|--|----------------|
| 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> |

1993 BUDGET \$73,479,000

Utility MUNICIPAL LIGHT & POWER	Division					Budget Year 1993
<b>STATISTICAL AND PERFORMANCE TRENDS</b>						
	<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) <sup>(1)</sup>	194	198	203	209 <sup>(2)</sup>	216 <sup>(2)</sup>	216 <sup>(2)</sup>
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
<sup>(1)</sup> Does not Include Temporary Employees						
<sup>(2)</sup> 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	
<b><u>Growth Factors</u></b>						
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-	
<b><u>Personnel Increases</u></b>						
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
<b><u>STATEMENT OF REVENUE AND EXPENSES</u></b>			
<b><u>OPERATING REVENUES</u></b>			
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>
<b><u>OPERATING EXPENSE</u></b>			
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
<b>NON-OPERATING REVENUE</b>			
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
<b>NON-OPERATING EXPENSE</b>			
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)	\$ (12,061,557)	\$ (12,187,000)	\$ (11,994,000)
Net Income (Loss)	\$ 1,912,812	\$ (12,000)	\$ (259,000)
Depreciation of Contributed Plant	509,026	520,000	550,000
Net Income (Regulatory)	\$ 2,421,838	\$ 508,000	\$ 291,000
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
<b>STATEMENT OF SOURCES AND USES OF CASH</b>			
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>
<b>TOTAL SOURCES</b>	<b>\$15,936,476</b>	<b>\$14,073,000</b>	<b>\$ 14,491,000</b>
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>
<b>TOTAL USES</b>	<b>\$11,493,545</b>	<b>\$15,165,000</b>	<b>\$ 16,445,000</b>
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 <sup>(1)</sup>

<sup>(1)</sup> 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
<b>Intergovernmental Charges</b>					
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
<b>Purchased Power</b>	\$ 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
<b>TOTAL EXPENSES</b>	<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.						
<b>TOTAL</b>			-0- G -0- R	<b>\$3,655</b>	-0- F -0- S	<b>\$3,655</b>

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
<b>TOTAL</b>			-0- G -0- R	<b>\$2,752</b>	-0- F -0- S	<b>\$2,752</b>

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	
<b>TOTAL</b>			-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 &amp; 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					
		<b>TOTAL</b>	<b>\$6,440</b>	<b>\$7,180</b>	<b>\$6,020</b>	<b>\$6,655</b>	<b>\$6,065</b>

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 &amp; 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 &amp; 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

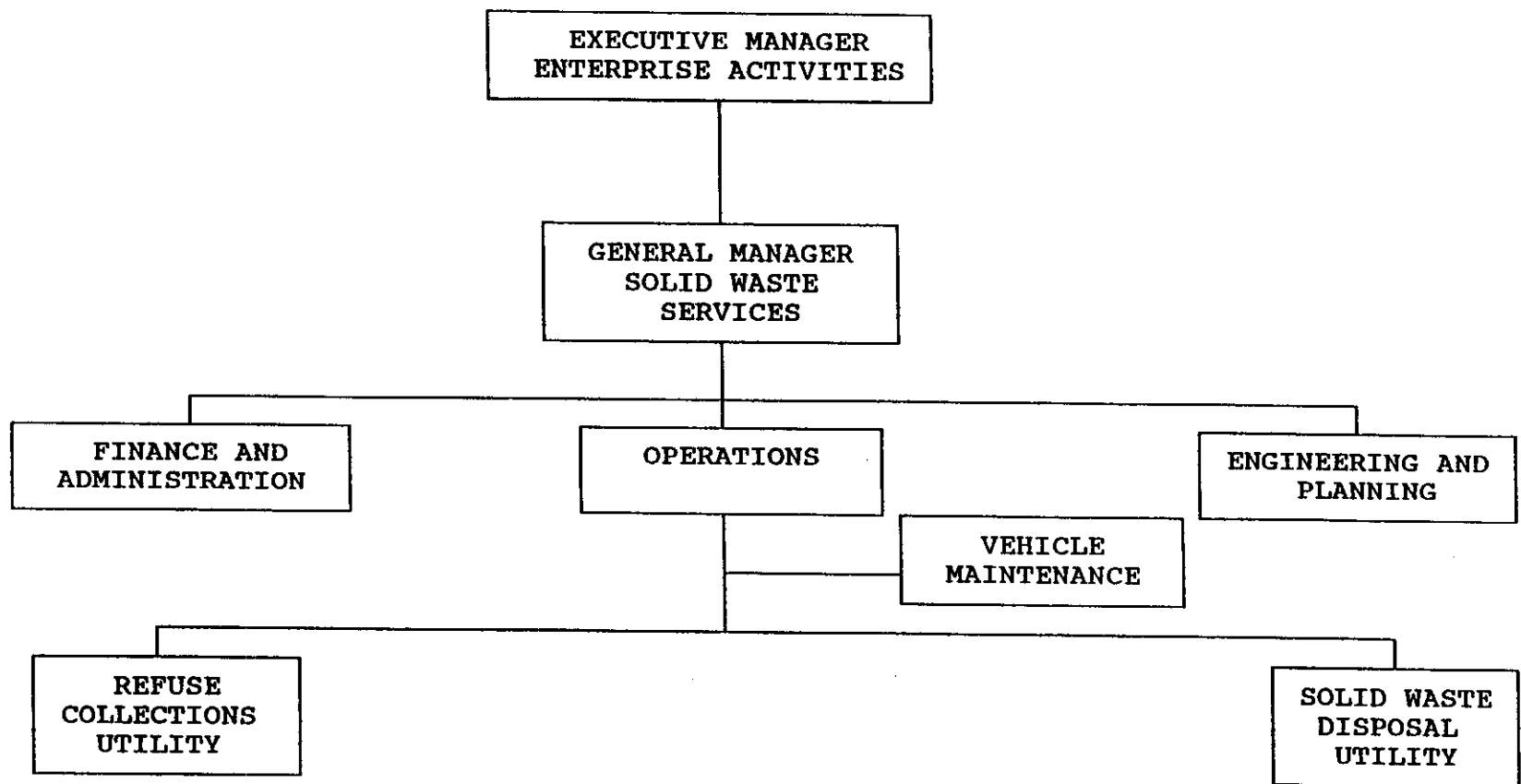
***SOLID WASTE  
SERVICES***

# **Solid Waste Services**

**Business Plan /  
Strategic Plan**

MUNICIPALITY OF ANCHORAGE

Utility: SOLID WASTE SERVICES      DIVISION      BUDGET YEAR: 1993





MUNICIPALITY OF ANCHORAGE

Utility SOLID WASTE SERVICES	Division	Budget Year 1993
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MISSION

Solid Waste Services is committed to providing the highest quality waste collection and disposal services for the citizens of the Municipality of Anchorage in an efficient, responsive, economical, environmentally sensitive and safe manner.

GOALS

1. Provide an optimum level of service at the most equitable cost to the customer.
2. Promote community involvement and be responsive to the needs and concerns of municipal citizens.
3. Plan and prepare for current and future waste collection and disposal needs.
4. Comply with all applicable federal, state and local regulations.
5. Ensure facilities are safe for the customers and for Solid Waste Services employees.
6. Promote positive employee and customer relations.
7. Support programs to minimize the quantity of solid waste being generated and disposed.
8. Provide the proper disposal facilities for hazardous wastes from households and small quantity generators.

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
SOLID WASTE SERVICES		1993

FACTORS DRIVING THE UTILITY

1. Local economic performance. Revenues have stabilized after trending downward as a result of the general downturn in the Anchorage economy the past few years. Costs have been reduced to the minimum level in response. Should revenues decline they must be met with decreases in service levels or increases in rates.
2. Operation of hazardous waste facilities. The hazardous waste facilities brought on line in 1989 requires contributions from operating revenues for sustaining operations. Upward pressure will be exerted on rates customers must pay.
3. Population within the Municipality. Increased population has resulted in an increase in the quantities of solid waste.
4. Citizen habits and attitudes relative to waste generation and disposal. Municipal residents currently dispose of an average of 6.19 pounds of waste per person per day. This rate is slightly higher than national averages.
5. Level of construction activity within the Municipality of Anchorage. In 1984 construction/demolition materials comprised 20 percent of the waste generated within the Municipality. In recent years construction/demolition waste has been much less, resulting in less revenue from this waste category. More recently quantities of petroleum contaminated soils and asbestos containing materials received at the landfill has increased substantially.
6. Vacancies in residential and commercial buildings. The vacancy rate directly affects the efficiency of waste collection routes.
7. Federal and state regulations. Federal Environmental Protection Agency and State of Alaska Department of Environmental Conservation regulations require extensive environmental monitoring and protection devices at solid waste disposal facilities.

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
SOLID WASTE SERVICES		1993
<p><u>PLANNING ASSUMPTIONS</u></p> <p>The following assumptions have been used in developing the Solid Waste Services 1993-1998 long-range plans. It is recognized some assumptions may change over time, but the assumptions are the best data available and form the base-line assumptions for the 1993 Capital Budget and the 1993 Operating Budget.</p> <ol style="list-style-type: none"> <li>1. No significant amount of state or federal funding will be available.</li> <li>2. Capital projects will be funded by operational revenues and by long-term debt.</li> <li>3. The Anchorage population will remain relatively stable for the planning period.</li> <li>4. Medium inflation will continue with gradual increases (3-5%) experienced in the costs of goods and services.</li> <li>5. Mandatory refuse collection will continue.</li> <li>6. Monitoring of water quality and landfill gas generation at former municipal solid waste disposal sites will continue in the future. When necessary, corrective projects will be undertaken.</li> <li>7. Federal and state regulations will continue to impact operation and development costs at the level experienced today.</li> <li>8. Future landfill closure costs will be recognized in the operating budget. This is required by "cost causer shall be the cost payer" principle and recent federal Environmental Protection Agency regulations.</li> <li>9. Local resources at the current levels will be directed to the management of hazardous wastes.</li> </ol>		

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
SOLID WASTE SERVICES		1993
<p><u>FINANCE AND ADMINISTRATION</u></p> <ol style="list-style-type: none"> <li>1. Provide for financial integrity and control.           <ul style="list-style-type: none"> <li>- Update the five-year user fee plan which provides for an adequate return on the rate base to ensure the financial stability of the utility.</li> <li>- Continue in-house preparation of operational accounting and financial statements.</li> <li>- Continue preparation of in-house monthly business reports to provide management with timely information on budgetary status.</li> <li>- Develop written procedures and implement a system for improved control of all department inventories.</li> </ul> </li> <li>2. Maximize the use of automation to improve office productivity.           <ul style="list-style-type: none"> <li>- Update the three-year information systems plan to extend to 1995.</li> <li>- Evaluate in-house equipment management systems and replace current system if results indicate the need.</li> <li>- Evaluate alternative options for maintaining data basis associated with water quality and landfill gas test results.</li> <li>- Maintain all computer hardware and software to minimize downtime and maximize benefits to the user.</li> <li>- Encourage staff technical training to ensure effective systems management and operation.</li> </ul> </li> <li>3. Improve budget development and forecasting techniques.           <ul style="list-style-type: none"> <li>- Involve employees as appropriate in the budget development and execution process.</li> <li>- Clearly communicate and assign responsibilities for the accomplishment of budget programs.</li> </ul> </li> </ol>		

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
SOLID WASTE SERVICES		1993
<p>4. Improve the efficiency of the customer billing and customer service functions.</p> <ul style="list-style-type: none"> <li>- Continue operation of a solid waste customer billing, collection, alternate routing and customer service system.</li> <li>- Continue customer service training for all customer service staff.</li> <li>- Continue training on current and updated computer programs and system features related to customer service.</li> <li>- Continue field check activity to verify compliance with the mandatory refuse collection service requirement.</li> <li>- Continue to enforce covered load ordinance at scalehouses to minimize littering.</li> <li>- Continue to audit customer accounts to assure accurate billing for services.</li> <li>- Promptly and politely respond to all verbal and written requests for service and information.</li> <li>- Coordinate with other Municipal departments and utilities to assure consistency in dealing with customers.</li> <li>- Continue weekly staff meetings to keep customer service representatives informed of changes affecting work actions, receive feedback on problems, improvement suggestions, and coordination of procedures.</li> <li>- Increase communication, cooperation and education between customer service and field crews.</li> <li>- Perform customer survey on customer service.</li> </ul>		

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
SOLID WASTE SERVICES		1993
<p><u>OPERATIONS</u></p> <ol style="list-style-type: none"> <li>1. Provide refuse collection within the certificated service area and solid waste transfer and disposal service to all Municipal residents.           <ul style="list-style-type: none"> <li>- Provide 11,800 can/bag collection services per week.</li> <li>- Provide 4,790 containerized collections per week.</li> <li>- Dispose of approximately 268,000 tons of waste at the Anchorage Regional Landfill.</li> <li>- Transfer approximately 212,000 tons of waste from the Central Transfer Station to the Anchorage Regional Landfill.</li> <li>- Transfer approximately 870 tons of waste from the Girdwood Transfer Station to the Anchorage Regional Landfill.</li> <li>- Transfer 5 million gallons of landfill leachate from the Anchorage Regional Landfill to the Anchorage sewerage system.</li> <li>- Maintain and repair 125 pieces of equipment used in the collection, transport and disposal of solid waste.</li> <li>- Maintain all in-service Solid Waste Services facilities.</li> <li>- Continue to maintain previous landfill facilities in accordance with final closure plans.</li> </ul> </li> <li>2. Increase employee morale and involvement in the department decision making process.           <ul style="list-style-type: none"> <li>- Set goals, objectives and performance standards with each employee.</li> <li>- Cross train employees to allow for fill-in for absent employees, improved knowledge of departmental operations and to better prepare employees for promotional opportunities.</li> <li>- Conduct regularly scheduled meetings to communicate departmental policies and decisions to all employees.</li> </ul> </li> </ol>		

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
<p>SOLID WASTE SERVICES</p> <p>3. Improve safety awareness and decrease accidents.</p> <ul style="list-style-type: none"> <li>- Continue to conduct a safety award program.</li> <li>- Continue to retrofit refuse containers with light weight plastic lids.</li> <li>- Develop and conduct employee training in identifying and disposing of hazardous wastes.</li> <li>- Maintain and expand Material Safety Data Sheet notebook.</li> <li>- Supply and explain a hazardous waste directory to each employee.</li> </ul> <p>4. Follow sound environmental practices in refuse collection and disposal.</p> <ul style="list-style-type: none"> <li>- Contain collected refuse through continued enforcement of the covered load ordinance, the use of litter fences and the prompt collection of windblown litter in the vicinity of Municipal solid waste facilities.</li> <li>- Meet all state and federal solid waste disposal regulations.</li> <li>- Monitor vehicle emissions for compliance with local standards.</li> <li>- Implement monitoring program for infectious medical wastes.</li> <li>- Develop operations manuals and implement employee training programs at all Municipal disposal facilities.</li> <li>- Continue seagull control plan at the Anchorage Regional Landfill.</li> </ul> <p>5. Maintain and improve upon an effective and efficient operation.</p> <ul style="list-style-type: none"> <li>- Train employees in the proper use of equipment and tools.</li> <li>- Increase refuse collection employee awareness and participation in route monitoring and customer auditing.</li> <li>- Use effective employee scheduling to maximize productivity and minimize overtime.</li> </ul>		<p>1993</p>

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
SOLID WASTE SERVICES		1993
<ul style="list-style-type: none"> <li>- Maximize landfill compaction densities to extend the life of the Anchorage Regional Landfill.</li> <li>- Continue equipment rebuilding program.</li> <li>- Conduct commercial route evaluation, analysis and improvement through productivity reporting.</li> <li>- Research and procure quality state-of-the-art refuse collection and disposal equipment.</li> <li>- Increase the quantity of waste diverted from the landfill through recycling activities by administering recycle station permit and encouraging private sector participation in recycle activities.</li> </ul>		



MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
SOLID WASTE SERVICES		1993
<p><u>ENGINEERING AND PLANNING</u></p> <ol style="list-style-type: none"> <li>1. Ensure current operations meet all environmental standards.           <ul style="list-style-type: none"> <li>- Continue water quality monitoring at Anchorage Regional Landfill.</li> <li>- Continue landfill gas monitoring at Anchorage Regional Landfill.</li> <li>- Continue leachate characterization at Anchorage Regional Landfill in cooperation with AWWU to determine if pretreatment facilities are needed for discharge to the sewerage system. Proceed with design of leachate pretreatment facilities if required.</li> <li>- Maintain an efficient bird control management program at Anchorage Regional Landfill to assure no bird/aircraft hazard occurs.</li> <li>- Assure terms and conditions of the ADEC Solid Waste Operating Permit and the AWWU Industrial Wastewater Discharge Permit for Anchorage Regional Landfill are complied with.</li> </ul> </li> <li>2. Ensure adequate capacity is maintained to meet the future needs of Anchorage citizens.           <ul style="list-style-type: none"> <li>- Complete design and construct Transfer Station at Girdwood.</li> <li>- Update the long-term master development plan for Anchorage Regional Landfill.</li> <li>- Evaluate alternative methods of solid waste management that may potentially benefit Anchorage.</li> </ul> </li> </ol>		

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
SOLID WASTE SERVICES		1993
<p>3. Ensure all closed landfills and completed portions of Anchorage Regional Landfill meet all environmental standards.</p> <ul style="list-style-type: none"> <li>- Continue water quality monitoring at the Merrill Field, International Airport, and Peters Creek Landfills. Install additional monitoring wells as needed.</li> <li>- Operate the landfill gas extraction system at Merrill Field Landfill and evaluate energy recovery option.</li> <li>- Continue gas monitoring at Merrill Field, International Airport and Peters Creek.</li> <li>- Implement any corrective measures for leachate or landfill gas control at closed landfills if determined necessary by ongoing monitoring.</li> <li>- Assure terms and conditions of the AWWU Industrial Wastewater Discharge Permit for Merrill Field Landfill and Anchorage Regional Landfill are complied with.</li> </ul> <p>4. Ensure hazardous wastes generated by households and conditionally exempt small quantity generators are properly managed and disposed.</p> <ul style="list-style-type: none"> <li>- Assure the Hazardous Waste Collection Program is properly managed and operated.</li> <li>- Provide staff support to the Hazardous Materials Commission in the development and implementation of hazardous waste policies, programs and facilities.</li> <li>- Continue with a random load inspection program to detect hazardous wastes in garbage at Central Transfer Station and Anchorage Regional Landfill.</li> </ul>		

MUNICIPALITY OF ANCHORAGE

Utility SOLID WASTE SERVICES	Division	Budget Year 1993
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5. Maintain a state-of-the-art knowledge of solid waste management practices.
- Participate in training courses and conferences to increase technical skills.
  - Maintain up-to-date knowledge of current and proposed EPA and ADEC regulations impacating solid waste disposal. Review and comment on changes to regulations potentially affecting Anchorage.
  - Participate in professional organizations/affiliations related to solid waste management.
  - Utilize automated data systems to track water quality, landfill gas and weather data.

WORK FORCE PROJECTION

<u>Division</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Administration	16	16	16	16	16	16
Collections	23	23	23	23	23	23
Disposal	40	42	42	42	42	42
Vehicle Maintenance	9	9	9	9	9	9
TOTAL	88	90	90	90	90	90
Executive	2	2				
Non-Represented	9	9				
AMEA	7	7				
JCC	70	72				

**Solid Waste Services**  
**1993 Operating Budget**

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## SOLID WASTE SERVICES - REFUSE COLLECTIONS

REFUSE COLLECTIONS		UTILITY FORMAT - 1993 OPERATING BUDGET (\$ in Thousands)									
FINANCIAL OVERVIEW	Actual 1988	Actual 1989	Actual 1990	Actual 1991	ProForma 1992	Budget 1993	Forecast 1994	Forecast 1995	Forecast 1996	Forecast 1997	Forecast 1998
Revenues	4,941	5,223	5,395	5,683	5,631	5,684	5,738	5,794	6,237	6,298	6,358
Expenses	5,117	5,252	5,278	5,262	5,383	5,566	5,650	5,759	5,925	6,131	6,315
Net Income (Regulatory)	(176)	(29)	118	421	249	118	88	35	312	167	44
W/Force Authorized per Budget	26(FT)/3(T)	24(FT)/1(T)	23(FT)/2(T)	23(FT)/2(T)	21(FT)/3(T)	20(FT)/3(T)	20(FT)/3(T)	20(FT)/3(T)	20(FT)/3(T)	20(FT)/3(T)	20(FT)/3(T)
Capital Improvements	224	275	316	180	485	215	178	340	726	383	415
Bond Sales	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Net Plant (12/31)	3,775	3,549	3,438	3,166	3,271	3,097	2,905	2,887	3,222	3,140	3,052
Utility Revenue Distribution	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Retained Earnings (12/31)	3,524	3,495	3,613	4,034	4,282	4,400	4,488	4,522	4,834	5,001	5,045
Construction Cash Pool	1,129	907	808	963	963	963	963	963	963	963	963
Bond Redemption Cash	355	361	366	372	372	372	372	372	372	372	372
General Cash Pool	1,812	2,048	2,270	2,598	2,572	2,689	2,783	2,642	2,408	2,437	2,333
Total Cash (12/31)	3,296	3,316	3,443	3,933	3,907	4,024	4,119	3,977	3,744	3,773	3,669
IGC's - General Government	112	100	97	114	140	153	160	167	175	182	192
MUSA - 1.25x	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
MUSA - Regular	65	69	65	62	58	61	64	67	70	73	76
Profit Margin	-3.76%	-0.56%	2.18%	7.40%	4.41%	2.07%	1.53%	0.60%	5.00%	2.65%	0.69%
TOTAL DEBT	3,605	3,460	3,305	3,145	2,975	2,800	2,615	2,420	2,210	1,990	1,755
Debt Service Coverage	1.79	2.09	2.28	3.19	2.47	2.11	1.95	1.75	2.59	2.36	2.09
Debt/Equity Ratio	50/50	49/51	47/53	42/58	39/61	37/63	35/65	33/67	29/71	26/74	24/76
Rate Change Percent		5.10%	-8.15%						7.00%		
Residential Cost/Month		\$14.30	\$15.00						\$16.05		
Commercial (3Yd-1x/Wk)/Month		\$45.50	\$50.50						\$54.00		

## SOLID WASTE SERVICES - SOLID WASTE DISPOSAL

SOLID WASTE DISPOSAL											
UTILITY FORMAT - 1993 OPERATING BUDGET (\$ in Thousands)											
FINANCIAL OVERVIEW	Actual 1988	Actual 1989	Actual 1990	Actual 1991	ProForma 1992	Budget 1993	Forecast 1994	Forecast 1995	Forecast 1996	Forecast 1997	Forecast 1998
Revenues	8,548	10,474	11,388	11,483	12,272	11,957	12,080	12,201	12,323	13,076	13,208
Expenses	7,595	11,457	10,367	10,370	11,803	11,845	11,296	11,559	12,120	12,553	13,075
Net Income (Regulatory)	953	(983)	1,021	1,113	470	112	784	642	203	523	133
W/Force Authorized per Budget	34(FI)/11(T)	34(FI)/8(T)	31(FI)/9(T)	31(FI)/9(T)	31(FI)/9(T)	31(FI)/11(T)	31(FI)/11(T)	31(FI)/11(T)	31(FI)/11(T)	31(FI)/11(T)	31(FI)/11(T)
Capital Improvements	1,218	1,006	4,922	2,133	4,500	1,019	1,481	5,316	1,406	774	10,767
Bond Sales	700	3,916	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	5,000
Net Plant (12/31)	26,526	28,518	31,978	32,464	35,253	34,462	34,071	37,525	36,823	35,354	43,728
Utility Revenue Distribution	-0-	-0-	85	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Retained Earnings (12/31)	5,646	4,662	5,684	6,794	7,263	7,375	8,160	8,802	9,006	9,528	9,661
Construction Cash Pool	2,796	5,181	1,453	2,809	1,496	1,496	1,496	1,496	1,496	1,496	1,496
Bond Redemption Cash	-0-	379	401	404	404	404	404	404	404	404	404
General Cash Pool	3,707	4,012	4,590	4,043	4,430	4,714	5,537	2,321	2,838	4,338	540
Total Cash (12/31)	6,504	9,572	6,444	7,255	6,330	6,614	7,437	4,221	4,738	6,238	2,440
IGC's - General Government	613	583	637	170	208	233	243	254	266	278	290
MUSA - 1.25%	-0-	124	117	128	131	133	139	140	142	143	153
MUSA - Regular	-0-	295	287	300	305	305	318	333	348	363	380
Profit Margin	11.15%	-9.39%	8.97%	9.69%	3.83%	0.94%	6.49%	5.26%	1.65%	4.00%	1.00%
TOTAL DEBT	25,260	28,660	28,020	27,510	26,810	26,000	25,445	24,820	24,193	23,443	27,608
Revenue Bond Coverage	NA	7.61	8.72	9.59	7.96	7.18	9.59	9.17	8.79	9.91	9.35
Debt/Equity Ratio	71/29	74/26	74/26	71/29	69/31	68/32	67/33	65/35	64/36	63/37	66/34
Rate Change Percent	18.18%	15.38%								5.50%	
User Rate/Ton	\$39.00	\$45.00			\$45.00					\$47.50	
Pick Up Rate	\$5.00	\$5.00			\$7.50					\$8.00	
Car Rate	\$5.00	\$5.00			\$5.00					\$5.50	

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MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: REFUSE COLLECTIONS	BUDGET YEAR: 1993
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RECONCILIATION FROM 1992 PRO-FORMA TO 1993 BUDGET

	<u>DOLLARS</u>	<u>POSITIONS</u>
1992 PRO-FORMA BUDGET	\$5,382,540	<u>23</u>
REDUCTIONS IN EXISTING PROGRAMS	(NONE)	
NEW/EXPANDED PROGRAMS	(NONE)	
INCREASE IN WAGES	86,480	
OTHER	96,780	
1993 BUDGET	<u>\$5,565,800</u>	<u>23</u>



MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES

UTILITY: REFUSE COLLECTIONS

BUDGET YEAR: 1993

RATE FORECAST

	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
Residential (curbside can/bag)	\$15.00	\$15.00	\$15.00	\$15.00	\$16.05 7%(1)	\$16.05	\$16.05
Commercial (3 yard dumpster)	\$50.50	\$50.50	\$50.50	\$50.50	\$54.00 7%(1)	\$54.00	\$54.00
Container Rent (per month)	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50	\$9.50

(1) The 7% rate increase projected for 1996 is primarily due to inflationary impacts.

**MUNICIPALITY OF ANCHORAGE**

**DEPARTMENT: SOLID WASTE SERVICES**

**UTILITY: REFUSE COLLECTIONS**

**BUDGET YEAR: 1993**

**STATISTICAL/PERFORMANCE TRENDS**

	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	PROFORMA <u>1992</u>	BUDGET <u>1993</u>
WASTE COLLECTED (TONS)	48,066	46,153	43,961	43,083	44,524	43,435	42,875	44,000	44,000
CUSTOMERS	11,906	11,723	11,656	11,254	11,538	11,520	11,589	11,600	11,600
AVERAGE COMMERCIAL DUMPSTER COLLECTIONS PER WEEK	5,188	4,908	4,819	4,662	4,616	4,686	4,813	4,820	4,820
COST/CUSTOMER	\$409.62	\$429.91	\$478.62	\$471.45	\$455.22	\$455.67	\$454.07	\$464.01	\$479.81
PERCENT CHANGE	3.39%	4.95%	11.33%	-1.50%	-3.44%	0.10%	-0.35%	2.19%	3.40%
COST/COLLECTED TON	\$101.46	\$106.95	\$126.90	\$120.58	\$117.97	\$121.15	\$122.73	\$122.33	\$126.50
PERCENT CHANGE	5.33%	5.40%	18.66%	-4.98%	-2.17%	3.00%	1.31%	-0.33%	3.40%
TONS COLLECTED/EMPLOYEE	1,755	1,625	1,599	1,796	1,781	1,810	1,715	1,913	1,913
PERCENT CHANGE	3.92%	-7.42%	-1.62%	12.34%	-0.83%	1.62%	-5.25%	11.55%	0.00%
BUDGETED EMPLOYEES	29	29	29	29	25	25	25	23	23

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MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES

UTILITY: REFUSE COLLECTIONS

BUDGET YEAR: 1993

RESOURCE IMPACTS

GROWTH FACTORS	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
TONS COLLECTED	44,000	44,000	44,000	44,000	44,000	44,000
BILLED CUSTOMERS	11,600	11,600	11,600	11,600	11,600	11,600
BOND SALES	0	0	0	0	0	0
GRANTS ANTICIPATED	0	0	0	0	0	0
PERSONNEL CHANGES	0	0	0	0	0	0
TOTAL PERSONNEL	23	23	23	23	23	23
REVENUE	\$5,683,460	\$5,738,290	\$5,793,670	\$6,237,140	\$6,297,520	\$6,358,490
EXPENSE	\$5,565,800	\$5,650,600	\$5,758,800	\$5,925,250	\$6,130,580	\$6,314,810
NET INCOME-REGULATORY	<u>\$117,660</u>	<u>\$87,690</u>	<u>\$34,870</u>	<u>\$311,890</u>	<u>\$166,940</u>	<u>\$43,680</u>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: REFUSE COLLECTIONS		BUDGET YEAR: 1993
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b><u>OPERATING BUDGET</u></b>			
REVENUE	\$5,682,941	\$5,631,110	\$5,683,460
EXPENSE	\$5,262,223	\$5,382,540	\$5,565,800
NET INCOME-GOVT	\$420,718	\$248,570	\$117,660
ADJUSTMENTS	0	0	0
NET INCOME-REGULATORY	\$420,718	\$248,570	\$117,660
<b><u>CAPITAL BUDGET</u></b>			
CONTAINERS	19,000	19,000	24,000
OFFICE FURNITURE & FIXTURES	75,000	29,000	35,000
VEHICLES	83,000	437,000	156,000
EQUIPMENT	3,000	0	0
TOTAL CAPITAL	180,000	485,000	215,000

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: REFUSE COLLECTIONS		BUDGET YEAR: 1993
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b>STATEMENT OF REVENUE AND EXPENSE</b>			
<u>OPERATING REVENUE</u>			
Commercial Collections	\$3,078,616	\$3,051,330	\$3,062,240
Residential Collections	\$2,080,680	\$2,094,410	\$2,153,220
Other Collections	\$23,843	\$21,000	\$21,000
Container Rental Fees	\$225,624	\$226,000	\$226,000
<b>TOTAL OPERATING REVENUE (NET)</b>	<b>5,408,763</b>	<b>5,392,740</b>	<b>5,462,460</b>
<u>OPERATING EXPENSE</u>			
Personal Services	\$1,326,568	\$1,349,280	\$1,435,350
Supplies	\$32,127	\$38,500	\$38,500
Other Services and Charges	\$243,441	\$259,500	\$286,850
Depreciation (Non-Contributed)	\$452,246	\$379,950	\$389,420
SWS Disposal Fees	\$1,929,834	\$1,980,000	\$1,980,000
MUSA	\$62,403	\$58,030	\$60,930
Charges From/To Other Departments	\$1,013,292	\$1,124,680	\$1,191,770
<b>TOTAL OPERATING EXPENSE</b>	<b>5,059,911</b>	<b>5,189,940</b>	<b>5,382,820</b>
<b>OPERATING INCOME (LOSS)</b>	<b>348,852</b>	<b>202,800</b>	<b>79,640</b>
<u>NON-OPERATING REVENUE</u>			
Sale of Assets	\$2,079	\$12,860	\$0
Interest Income	\$248,826	\$204,210	\$200,000
Other Revenue	\$23,273	\$21,300	\$21,000
<b>TOTAL NON-OPERATING REVENUE</b>	<b>274,178</b>	<b>238,370</b>	<b>221,000</b>
<u>NON-OPERATING EXPENSE</u>			
Interest on Long-term Debt	\$202,312	\$192,600	\$182,980
<b>TOTAL NON-OPERATING EXPENSE</b>	<b>202,312</b>	<b>192,600</b>	<b>182,980</b>
<b>NON-OPERATING INCOME (LOSS)</b>	<b>71,866</b>	<b>45,770</b>	<b>38,020</b>
<b>NET INCOME-REGULATORY</b>	<b>420,718</b>	<b>248,570</b>	<b>117,660</b>
<b>LESS: Amortization On Contributed Plant</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET INCOME-GOVERNMENTAL</b>	<b>\$420,718</b>	<b>\$248,570</b>	<b>\$117,660</b>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: REFUSE COLLECTIONS		BUDGET YEAR: 1993
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b>STATEMENT OF SOURCES AND USES OF CASH FUNDS</b>			
<b>SOURCES OF CASH FUNDS:</b>			
Governmental Net Income (Loss)	\$420,718	\$248,570	\$117,660
Depreciation (Includes Contributed Plant)	\$452,246	\$379,950	\$389,420
Grants	\$0	\$0	\$0
Bonds	\$0	\$0	\$0
Other	\$5,663	\$0	\$0
<b>TOTAL SOURCES OF CASH FUNDS</b>	<b>\$878,627</b>	<b>\$628,520</b>	<b>\$507,080</b>
<b>USES OF CASH FUNDS:</b>			
Additions to Plant	\$180,111	\$485,000	\$215,000
Bond Principal Payment	\$160,000	\$170,000	\$175,000
Other	\$48,490	\$0	\$0
<b>TOTAL USES OF CASH FUNDS</b>	<b>\$388,601</b>	<b>\$655,000</b>	<b>\$390,000</b>
<b>NET INCREASE (DECREASE) IN CASH FUNDS</b>	<b>\$490,026</b>	<b>(\$26,480)</b>	<b>\$117,080</b>
<b>CASH BALANCE JANUARY 1,</b>	<b>\$3,443,413</b>	<b>\$3,933,440</b>	<b>\$3,906,960</b>
<b>CASH BALANCE DECEMBER 31,</b>	<b>\$3,933,439</b>	<b>\$3,906,960</b>	<b>\$4,024,040</b>
<b>DETAIL OF CASH BALANCE</b>			
Equity In General Cash Pool	\$2,597,986	\$2,571,510	\$2,688,590
Equity In Construction Cash Pool	\$963,475	\$963,470	\$963,470
Bond Redemption Cash	\$371,978	\$371,980	\$371,980
<b>TOTAL CASH DECEMBER 31,</b>	<b>\$3,933,439</b>	<b>\$3,906,960</b>	<b>\$4,024,040</b>
<b>STATEMENT OF CHANGES IN FUND EQUITY</b>			
Balance January 1,	\$3,749,970	\$4,170,690	\$4,419,260
Net Income (Loss) Regulatory	\$420,720	\$248,570	\$117,660
Contributed Capital Received	\$0	\$0	\$0
Depreciation on Contributed Plant	\$0	\$0	\$0
<b>BALANCE DECEMBER 31,</b>	<b>\$4,170,690</b>	<b>\$4,419,260</b>	<b>\$4,536,920</b>
<b>DETAIL OF FUND EQUITY</b>			
Retained Earnings	\$4,033,580	\$4,282,150	\$4,399,810
Contributed Capital	\$137,110	\$137,110	\$137,110
<b>TOTAL FUND EQUITY DECEMBER 31,</b>	<b>\$4,170,690</b>	<b>\$4,419,260</b>	<b>\$4,536,920</b>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: REFUSE COLLECTIONS		BUDGET YEAR: 1993
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b><u>STATEMENT OF DEBT SERVICE COVERAGE</u></b>			
INCOME AVAILABLE FOR DEBT SERVICE	\$1,137,679	\$879,150	\$750,990
DEBT SERVICE REQUIREMENT	\$356,496	\$355,400	\$355,400
<b><u>DEBT COVERAGE</u></b>	<u>3.19</u>	<u>2.47</u>	<u>2.11</u>
<b><u>SELECTED RATIOS</u></b>			
OPERATING INCOME(LOSS)	\$348,852	\$202,800	\$79,640
OPERATING REVENUE	\$5,408,763	\$5,392,740	\$5,462,460
<b><u>OPERATING MARGIN</u></b>	<u>6.45%</u>	<u>3.76%</u>	<u>1.46%</u>
OPERATING EXPENSE	\$5,059,911	\$5,189,940	\$5,382,820
OPERATING REVENUE	\$5,408,763	\$5,392,740	\$5,462,460
<b><u>OPERATING RATIO</u></b>	<u>93.55%</u>	<u>96.24%</u>	<u>98.54%</u>
<b><u>DEBT/EQUITY RATIO</u></b>	<u>42/58</u>	<u>39/61</u>	<u>37/63</u>
NET INCOME(LOSS)	\$420,718	\$248,570	\$117,660
OPERATING REVENUE	\$5,408,763	\$5,392,740	\$5,462,460
<b><u>NET PROFIT MARGIN</u></b>	<u>7.78%</u>	<u>4.61%</u>	<u>2.15%</u>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: REFUSE COLLECTIONS	BUDGET YEAR: 1993
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MUNICIPALITY OF ANCHORAGE  
FINANCIAL DATA

LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b><u>OPERATING BUDGET DETAIL</u></b>			
<b><u>Personal Services</u></b>			
Salaries and Wages	\$829,117	\$903,910	\$976,050
Overtime	\$79,407	\$70,690	\$72,340
Benefits	\$417,285	\$374,380	\$377,200
Other	\$759	\$300	\$9,760
<b>Total Personal Services</b>	<b>\$1,326,568</b>	<b>\$1,349,280</b>	<b>\$1,435,350</b>
<b><u>Supplies</u></b>			
Office supplies	\$3,817	\$4,500	\$4,500
Operating Supplies	\$16,923	\$24,000	\$24,000
Repair and Maintenance Supplies	\$11,387	\$10,000	\$10,000
<b>Total Supplies</b>	<b>\$32,127</b>	<b>\$38,500</b>	<b>\$38,500</b>
<b><u>Other Services</u></b>			
Depreciation	\$452,246	\$379,950	\$389,420
SWS Disposal Fees	\$1,929,834	\$1,980,000	\$1,980,000
MUSA	\$62,403	\$58,030	\$60,930
Other	\$243,441	\$259,500	\$286,850
<b>Total Other Services</b>	<b>\$2,687,924</b>	<b>\$2,677,480</b>	<b>\$2,717,200</b>
<b><u>Debt Service</u></b>			
<b>Total Debt Service</b>	<b>\$202,312</b>	<b>\$192,600</b>	<b>\$182,980</b>
<b><u>Intragovernmental Charges</u></b>			
SWS Administration	\$474,811	\$545,010	\$593,780
Equipment Maintenance	\$394,936	\$426,910	\$431,880
SW Disposal	\$34,770	\$38,100	\$38,100
Other IGC'S	\$134,135	\$139,660	\$153,010
Charges to Others	(\$25,360)	(\$25,000)	(\$25,000)
<b>Total Intragovernmental Charges</b>	<b>\$1,013,292</b>	<b>\$1,124,680</b>	<b>\$1,191,770</b>
<b>TOTAL EXPENSES</b>	<b>\$5,262,223</b>	<b>\$5,382,540</b>	<b>\$5,565,800</b>



**MUNICIPALITY OF ANCHORAGE**

<b>DEPARTMENT: SOLID WASTE SERVICES</b>	<b>UTILITY: SOLID WASTE DISPOSAL</b>	<b>BUDGET YEAR: 1993</b>
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**RECONCILIATION FROM 1992 PRO-FORMA TO 1993 BUDGET**

	<u>DOLLARS</u>	<u>POSITIONS</u>
1992 PRO-FORMA BUDGET	\$11,802,850	<u>40</u>
REDUCTIONS IN EXISTING PROGRAMS	(NONE)	
MERRILL FIELD GAS PROGRAM	574,800	
WAGE INCREASES	95,350	
OTHER	(627,730)	2
1993 BUDGET	<u>\$11,845,270</u>	<u>42</u>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: SOLID WASTE DISPOSAL	BUDGET YEAR: 1993
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RATE FORECAST

	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
<b>SOLID WASTE</b>							
Cars/Pickups half loaded or less (cash flat fee)	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.50	\$5.00
Pickups more than half loaded (1)	\$5.00	\$7.50	\$7.50	\$7.50	\$7.50	\$8.00	\$8.00
Commercial (per ton rate)	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	\$47.50	\$47.50

(1) This charge is required to more closely match weight disposed with charges for disposal.  
The fee schedule including this charge will be presented to the Assembly for approval in late 1992 or early 1993.

**MUNICIPALITY OF ANCHORAGE**

**DEPARTMENT: SOLID WASTE SERVICES**

**UTILITY: SOLID WASTE DISPOSAL**

**BUDGET YEAR: 1993**

**STATISTICAL/PERFORMANCE TRENDS**

	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	PROFORMA <u>1992</u>	BUDGET <u>1993</u>
<b>TONS DISPOSED:</b> -----									
<b>MUNICIPALITY</b>	262,962	246,729	219,904	211,090	220,664	239,693	244,328	251,000	261,600
<b>FORT RICHARDSON</b>	0	0	794	11,132	10,271	10,726	16,665	11,000	11,000
<b>TOTAL TONS DISPOSED</b>	<u>262,962</u>	<u>246,729</u>	<u>220,698</u>	<u>222,222</u>	<u>230,935</u>	<u>250,419</u>	<u>260,993</u>	<u>262,000</u>	<u>272,600</u>
<b>VEHICLES UTILIZING MOA DISPOSAL SITES</b>	178,212	159,355	132,262	133,223	147,684	163,944	175,839	176,000	176,000
<b>COST/TON DISPOSED</b>	\$20.97	\$22.93	\$26.96	\$34.18	\$49.61	\$41.40	\$39.73	\$45.05	\$43.45
<b>PERCENT CHANGE</b>	66.6%	9.4%	17.6%	26.8%	45.2%	-16.6%	-4.0%	13.4%	-3.5%
<b>TONS DISPOSED/EMPLOYEE</b>	8,483	7,959	4,904	4,938	5,633	6,260	6,525	6,550	6,490
<b>PERCENT CHANGE</b>	-16.2%	-6.2%	-38.4%	0.7%	14.1%	11.1%	4.2%	0.4%	-0.9%
<b>BUDGETED EMPLOYEES</b>	31	31	45	45	41	40	40	40	42

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILILTY: SOLID WASTE DISPOSAL				BUDGET YEAR: 1993	
<u>RESOURCE IMPACTS</u>							
<b>GROWTH FACTORS</b>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	
POPULATION SERVED(1)	248,400	252,130	251,520	252,340	255,640	258,370	
TONS DISPOSED	272,600	275,300	278,100	280,900	283,700	286,500	
GENERAL OBLIGATION BONDS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
REVENUE BONDS	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000,000
GRANTS ANTICIPATED	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PERSONNEL CHANGES	NC	NC	NC	NC	NC	NC	NC
TOTAL PERSONNEL	42	42	42	42	42	42	42
REVENUE	\$11,957,170	\$12,080,460	\$12,201,240	\$12,323,480	\$13,076,400	\$13,207,900	
EXPENSE	\$11,845,270	\$11,295,990	\$11,558,880	\$12,120,150	\$12,553,490	\$13,075,320	
NET INCOME-REGULATORY	<u>\$111,900</u>	<u>\$784,470</u>	<u>\$642,360</u>	<u>\$203,330</u>	<u>\$522,910</u>	<u>\$132,580</u>	
(1)GOLDSMITH, NOVEMBER 1990							

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: SOLID WASTE DISPOSAL		BUDGET YEAR: 1993
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b><u>OPERATING BUDGET</u></b>			
REVENUE	\$11,341,769	\$12,126,740	\$11,772,550
EXPENSE	\$10,370,319	\$11,802,850	\$11,845,270
NET INCOME-GOVT	\$971,450	\$323,890	(\$72,720)
ADJUSTMENTS	\$141,703	\$145,700	\$184,620
NET INCOME-REGULATORY	\$1,113,153	\$469,590	\$111,900
<b><u>CAPITAL BUDGET</u></b>			
LAND	0	0	0
BUILDINGS	18,000	0	0
VEHICLES AND EQUIPMENT IMPROVEMENTS	784,000 1,331,000	707,000 3,793,000	1,019,000 0
TOTAL CAPITAL	2,133,000	4,500,000	1,019,000

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: SOLID WASTE DISPOSAL		BUDGET YEAR: 1993
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b>STATEMENT OF REVENUE AND EXPENSE</b>			
<u>OPERATING REVENUE</u>			
Disposal Fees	\$10,372,183	\$10,562,000	\$10,994,000
Reimbursed Costs	\$325,110	\$362,250	\$362,250
Hazardous Waste Fees	\$109,096	\$110,000	\$110,000
<b>TOTAL OPERATING REVENUE (NET)</b>	<b>\$10,806,389</b>	<b>\$11,034,250</b>	<b>\$11,466,250</b>
<u>OPERATING EXPENSE</u>			
Personal Services	\$2,073,823	\$2,266,180	\$2,361,340
Supplies	\$73,368	\$94,500	\$94,500
Charges From/To Other Departments	\$1,373,782	\$1,675,250	\$1,849,150
Depreciation	\$1,647,697	\$1,711,800	\$1,810,800
Gross Receipts Tax	\$300,230	\$304,580	\$304,580
MUSA	\$128,271	\$131,020	\$133,400
Landfill Closure Costs	\$365,400	\$366,800	\$375,200
Other Services and Charges	\$2,300,486	\$3,219,200	\$2,941,700
<b>TOTAL OPERATING EXPENSE</b>	<b>\$8,263,057</b>	<b>\$9,769,330</b>	<b>\$9,870,670</b>
<b>OPERATING INCOME (LOSS)</b>	<b>\$2,543,332</b>	<b>\$1,264,920</b>	<b>\$1,595,580</b>
<u>NON-OPERATING REVENUE</u>			
Sale of Assets	\$1,980	(\$18,600)	\$0
Interest Income	\$426,161	\$325,240	\$300,000
Other Revenue	\$107,239	\$785,850	\$6,300
<b>TOTAL NON-OPERATING REVENUE</b>	<b>\$535,380</b>	<b>\$1,092,490</b>	<b>\$306,300</b>
<u>NON-OPERATING EXPENSE</u>			
Interest on Long-term Debt	\$2,107,262	\$2,033,520	\$1,974,600
<b>TOTAL NON-OPERATING EXPENSE</b>	<b>\$2,107,262</b>	<b>\$2,033,520</b>	<b>\$1,974,600</b>
<b>NON-OPERATING INCOME (LOSS)</b>	<b>(\$1,571,882)</b>	<b>(\$941,030)</b>	<b>(\$1,668,300)</b>
<b>NET INCOME-GOVERNMENTAL</b>	<b>\$971,450</b>	<b>\$323,890</b>	<b>(\$72,720)</b>
<b>ADD: Amortization On Contributed Plant</b>	<b>\$141,703</b>	<b>\$145,700</b>	<b>\$184,620</b>
<b>NET INCOME-REGULATORY</b>	<b>\$1,113,153</b>	<b>\$469,590</b>	<b>\$111,900</b>

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MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: SOLID WASTE DISPOSAL		BUDGET YEAR: 1993
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b>STATEMENT OF SOURCES AND USES OF CASH FUNDS</b>			
<b>SOURCES OF CASH FUNDS:</b>			
Net Income (Loss)	\$971,450	\$323,890	(\$72,720)
Depreciation (Includes Contributed Plant)	\$1,647,697	\$1,711,800	\$1,810,800
Future Landfill Closure Costs	\$365,400	\$366,800	\$375,200
Grants	\$276,154	\$1,873,000	\$0
Bonds	\$0	\$0	\$0
Other	\$449,016	\$0	\$0
<b>TOTAL SOURCES OF CASH FUNDS</b>	<b>\$3,709,717</b>	<b>\$4,275,490</b>	<b>\$2,113,280</b>
<b>USES OF CASH FUNDS:</b>			
Additions to Plant	\$2,133,977	\$4,500,440	\$1,019,200
Bond Principal Payment	\$765,000	\$700,000	\$810,000
Other	\$0	\$0	\$0
<b>TOTAL USES OF CASH FUNDS</b>	<b>\$2,898,977</b>	<b>\$5,200,440</b>	<b>\$1,829,200</b>
<b>NET INCREASE (DECREASE) IN CASH FUNDS</b>	<b>\$810,740</b>	<b>(\$924,950)</b>	<b>\$284,080</b>
<b>CASH BALANCE JANUARY 1,</b>	<b>\$6,444,071</b>	<b>\$7,254,810</b>	<b>\$6,329,860</b>
<b>CASH BALANCE DECEMBER 31,</b>	<b>\$7,254,811</b>	<b>\$6,329,860</b>	<b>\$6,613,940</b>
<b>DETAIL OF CASH BALANCE</b>			
Equity In General Cash Pool	\$4,042,613	\$4,430,100	\$4,714,180
Equity In Construction Cash Pool	\$2,808,542	\$1,496,100	\$1,496,100
Bond Redemption Cash	\$403,656	\$403,660	\$403,660
<b>TOTAL CASH DECEMBER 31,</b>	<b>\$7,254,811</b>	<b>\$6,329,860</b>	<b>\$6,613,940</b>
<b>STATEMENT OF CHANGES IN FUND EQUITY</b>			
Balance January 1,	\$10,181,289	\$11,455,450	\$12,201,340
Net Income (Loss)	\$971,727	\$323,890	(\$72,720)
Contributed Capital Received	\$302,432	\$422,000	\$422,000
<b>BALANCE DECEMBER 31,</b>	<b>\$11,455,448</b>	<b>\$12,201,340</b>	<b>\$12,550,620</b>
<b>DETAIL OF FUND EQUITY</b>			
Retained Earnings	\$6,793,851	\$7,263,440	\$7,375,340
Contributed Capital	\$4,661,597	\$4,937,900	\$5,175,280
<b>TOTAL FUND EQUITY DECEMBER 31,</b>	<b>\$11,455,448</b>	<b>\$12,201,340</b>	<b>\$12,550,620</b>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: SOLID WASTE DISPOSAL		BUDGET YEAR: 1993
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b><u>STATEMENT OF DEBT SERVICE COVERAGE</u></b>			
INCOME AVAILABLE FOR DEBT SERVICE	\$3,450,413	\$2,884,306	\$2,627,996
DEBT SERVICE REQUIREMENT	\$359,842	\$362,532	\$366,075
<u>DEBT COVERAGE</u>	<u>9.59</u>	<u>7.96</u>	<u>7.18</u>
<b><u>SELECTED RATIOS</u></b>			
OPERATING INCOME	\$2,543,332	\$1,264,920	\$1,595,580
OPERATING REVENUE	\$10,806,389	\$11,034,250	\$11,466,250
<u>OPERATING MARGIN</u>	<u>23.54%</u>	<u>11.46%</u>	<u>13.92%</u>
OPERATING EXPENSE	\$8,263,057	\$9,769,330	\$9,870,670
OPERATING REVENUE	\$10,806,389	\$11,034,250	\$11,466,250
<u>OPERATING RATIO</u>	<u>76.46%</u>	<u>88.54%</u>	<u>86.08%</u>
<u>DEBT/EQUITY RATIO</u>	<u>71/29</u>	<u>69/31</u>	<u>68/32</u>
NET INCOME	\$971,450	\$323,890	(\$72,720)
OPERATING REVENUE	\$10,806,389	\$11,034,250	\$11,466,250
<u>NET PROFIT MARGIN</u>	<u>8.99%</u>	<u>2.94%</u>	<u>-0.63%</u>



MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: DISPOSAL	BUDGET YEAR: 1993
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MUNICIPALITY OF ANCHORAGE

FINANCIAL DATA

LINE ITEM DESCRIPTION	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
<b><u>OPERATING BUDGET DETAIL</u></b>			
<b><u>Personal Services</u></b>			
Salaries and Wages	\$1,347,697	\$1,502,290	\$1,599,000
Overtime	\$76,227	\$100,000	\$116,000
Benefits	\$649,864	\$663,560	\$630,350
Other	\$35	\$330	\$15,990
<b>Total Personal Services</b>	<b>\$2,073,823</b>	<b>\$2,266,180</b>	<b>\$2,361,340</b>
<b><u>Supplies</u></b>			
Office supplies	\$3,333	\$3,500	\$3,500
Operating Supplies	\$54,053	\$75,000	\$75,000
Repair and Maintenance Supplies	\$15,982	\$16,000	\$16,000
<b>Total Supplies</b>	<b>\$73,368</b>	<b>\$94,500</b>	<b>\$94,500</b>
<b><u>Other Services</u></b>			
Depreciation	\$1,647,697	\$1,711,800	\$1,810,800
Gross Receipts Tax	\$300,230	\$304,580	\$304,580
MUSA	\$128,271	\$131,020	\$133,400
Landfill Closure Costs	\$365,400	\$366,800	\$375,200
Other	\$2,300,486	\$3,219,200	\$2,941,700
<b>Total Other Services</b>	<b>\$4,742,084</b>	<b>\$5,733,400</b>	<b>\$5,565,680</b>
<b><u>Debt Service</u></b>			
<b>Total Debt Service</b>	<b>\$2,107,262</b>	<b>\$2,033,520</b>	<b>\$1,974,600</b>
<b><u>Intragovernmental Charges</u></b>			
SWS Administration	\$487,821	\$579,800	\$631,680
Equipment Maintenance	\$895,573	\$1,071,030	\$1,167,680
Other	\$170,158	\$207,520	\$232,890
Charges to Others	(\$179,770)	(\$183,100)	(\$183,100)
<b>Total Intragovernmental Charges</b>	<b>\$1,373,782</b>	<b>\$1,675,250</b>	<b>\$1,849,150</b>
<b><u>TOTAL EXPENSES</u></b>	<b>\$10,370,319</b>	<b>\$11,802,850</b>	<b>\$11,845,270</b>

**Solid Waste Services**  
**1993 Capital Budget**  
**1993 - 1998**  
**Capital Improvement Program**

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**MUNICIPALITY OF ANCHORAGE**

**DEPARTMENT: SOLID WASTE SERVICES**

**UTILITY: REFUSE COLLECTIONS**

**BUDGET YEAR: 1993**

**1993 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY**

**FUNDING SOURCE**

<u>Project Category</u>	<u>Total Project Cost</u>	<u>BONDS</u>	<u>OPERATIONS</u>	<u>GRANTS</u>
EQUIPMENT	215	0	215	0
<b>TOTAL</b>	<u>215</u>	<u>0</u>	<u>215</u>	<u>0</u>

Dollars in Thousands

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES BUDGET YEAR PROJECTS					Budget Year: 1993	
UTILITY: REFUSE COLLECTIONS						
Project Category	Project Title	Location	FUNDING			
			BONDS G-GO BONDS R-REV BONDS	OPERATIONS	GRANTS F-FEDERAL S-STATE	TOTAL
EQUIPMENT	VEHICLE REPLACEMENT	REFUSE WARM STORAGE	0	156	0	156
	CONTAINERS	VARIOUS	0	24	0	24
	OFFICE EQUIPMENT	REFUSE WARM STORAGE	0	10	0	10
	DATA PROCESSING	REFUSE WARM STORAGE	0	25	0	25
				0	215	0
<b>Total</b>			<b>G R</b>	<b>215</b>	<b>F S</b>	<b>215</b>

**MUNICIPALITY OF ANCHORAGE**

**DEPARTMENT: SOLID WASTE SERVICES**

**UTILITY: REFUSE COLLECTIONS**

**BUDGET YEAR: 1993**

**1993-98 CAPITAL IMPROVEMENT PROGRAM FINANCIAL SUMMARY**

<u>PROJECT CATEGORY</u>	<u>ANNUAL PROJECT COST</u>						<u>FUNDING SOURCE</u>			<u>TOTAL PROGRAM</u>
	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>BONDS</u>	<u>OPERATIONS</u>	<u>GRANTS</u>	
Equipment	215	178	340	726	383	415	0	2,257	0	2,257
<b>TOTAL</b>	<b>215</b>	<b>178</b>	<b>340</b>	<b>726</b>	<b>383</b>	<b>415</b>	<b>0</b>	<b>2,257</b>	<b>0</b>	<b>2,257</b>

**SOURCE OF FUNDS:**

REVENUE BONDS	0	0	0	0	0	0	0	0	0	0
G.O. BONDS	0	0	0	0	0	0	0	0	0	0
OPERATIONS	215	178	340	726	383	415	0	2,257	0	2,257
STATE GRANT	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANT	0	0	0	0	0	0	0	0	0	0
	<b>215</b>	<b>178</b>	<b>340</b>	<b>726</b>	<b>383</b>	<b>415</b>	<b>0</b>	<b>2,257</b>	<b>0</b>	<b>2,257</b>

Dollars in Thousands

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		FUTURE CAPITAL PROJECTS			Budget Year: 1993		
UTILITY: REFUSE COLLECTIONS							
Project Category	Project Title	Location	BUDGET BY YEAR				
			1994	1995	1996	1997	1998
EQUIPMENT	VEHICLE REPLACEMENT	REFUSE WARM STORAGE	119	281	492	324	356
	CONTAINERS	VARIOUS	24	24	24	24	24
	OFFICE EQUIPMENT	REFUSE WARM STORAGE	10	10	10	10	10
	DATA PROCESSING	REFUSE WARM STORAGE	25	25	200	25	25
		TOTAL		178	340	726	383
Source of Funding		G. O. Bonds					
		Revenue Bonds					
		Operations	178	340	726	383	415
		State Grants					
		Federal Grants					
		Total	178	340	726	383	415

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES

UTILITY: SOLID WASTE DISPOSAL

BUDGET YEAR: 1993

1993 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY

FUNDING SOURCE

<u>Project Category</u>	<u>Total Project Cost</u>	<u>BONDS</u>	<u>OPERATIONS</u>	<u>GRANTS</u>
EQUIPMENT	<u>1,019</u>	<u>0</u>	<u>1,019</u>	<u>0</u>

Dollars in Thousands



MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES BUDGET YEAR PROJECTS					Budget Year: 1993	
UTILITY: SOLID WASTE DISPOSAL						
Project Category	Project Title	Location	FUNDING			
			BONDS G-GO BONDS R-REV BONDS	OPERATIONS	GRANTS F-FEDERAL S-STATE	TOTAL
EQUIPMENT	REPLACEMENT	ARL/CTS		1,019		1,019
Total			G R	1,019	F S	

**MUNICIPALITY OF ANCHORAGE**

**DEPARTMENT: SOLID WASTE SERVICES**

**UTILITY: SOLID WASTE DISPOSAL**

**BUDGET YEAR: 1993**

**1993-98 CAPITAL IMPROVEMENT PROGRAM FINANCIAL SUMMARY**

<u>PROJECT CATEGORY</u>	<u>ANNUAL PROJECT COST</u>						<u>FUNDING SOURCE</u>			<u>TOTAL PROGRAM</u>
	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>BONDS</u>	<u>OPERATIONS</u>	<u>GRANTS</u>	
EQUIPMENT IMPROVEMENTS	1,019	1,480	1,038	1,406	774	1,146	0	6,863	0	6,863
TOTAL	0	0	4,278	0	0	9,621	5,000	8,899	0	13,899
<b>TOTAL</b>	<b>1,019</b>	<b>1,480</b>	<b>5,316</b>	<b>1,406</b>	<b>774</b>	<b>10,767</b>	<b>5,000</b>	<b>15,762</b>	<b>0</b>	<b>20,762</b>

**SOURCE OF FUNDS:**

REVENUE BONDS	0	0	0	0	0	5,000	5,000	0	0	5,000
G.O. BONDS	0	0	0	0	0	0	0	0	0	0
OPERATIONS	1,019	1,480	5,316	1,406	774	5,767	0	15,762	0	15,762
STATE GRANT	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANT	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>1,019</b>	<b>1,480</b>	<b>5,316</b>	<b>1,406</b>	<b>774</b>	<b>10,767</b>	<b>5,000</b>	<b>15,762</b>	<b>0</b>	<b>20,762</b>

Dollars in Thousands

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		FUTURE CAPITAL PROJECTS			Budget Year: 1993		
UTILITY: SOLID WASTE DISPOSAL							
Project Category	Project Title	Location	BUDGET BY YEAR				
			1994	1995	1996	1997	1998
EQUIPMENT	VEHICLE REPLACEMENT	ARL/CTS	1,480	1,038	1,406	774	1,146
IMPROVEMENTS	ANCHORAGE REGIONAL LANDFILL	FORT RICHARDSON		4,278			9,621
Source of Funding		G. O. Bonds					
		Revenue Bonds					5,000
		Operations	1,480	5,316	1,406	774	5,767
		State Grants					
DOLLARS IN THOUSANDS		Federal Grants					
		Total	1,480	5,316	1,406	774	10,767

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	DIVISION: ADMINISTRATION		BUDGET YEAR 1993
FINANCIAL RESOURCES	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
Personal Services	\$839,729	\$957,350	\$1,032,140
Supplies	\$4,677	\$5,500	\$5,500
Other Services	\$32,663	\$25,400	\$25,400
Debt Service	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0
TOTAL DIRECT COST	\$877,069	\$988,250	\$1,063,040
Intragovernmental Charges From Others	\$155,576	\$171,350	\$200,320
BUDGET UNIT COST	1,032,645	1,159,600	1,263,360
Intragovernmental Charges To Others	\$1,016,221	\$1,159,600	\$1,263,360
FUNCTION COST	(\$16,424)	\$0	\$0
PERSONNEL RESOURCES	RANGE & STEP	1992 PRO-FORMA	1993 BUDGET
Utility General Manager	23E	1	1
Finance and Administration Manager	21E	1	1
Civil Engineer III	17NF	1	1
Civil Engineer II	16NE	1	1
Principle Administration Officer	16NF	1	1
Senior Administrative Officer	15NF	1	1
Computer Operator	12NB	1	1
Junior Accountant	12F	1	1
Customer Service Representative III	11F	1	1
Senior Office Associate	10NF	1	1
Collection Representative III	11F	1	1
Customer Service Representative I/II	10C-E	3	3
Accounting Clerk II	9D	1	1
Office Assistant	9C	1	1
TOTAL		16	16

MUNICIPALITY OF ANCHORAGE

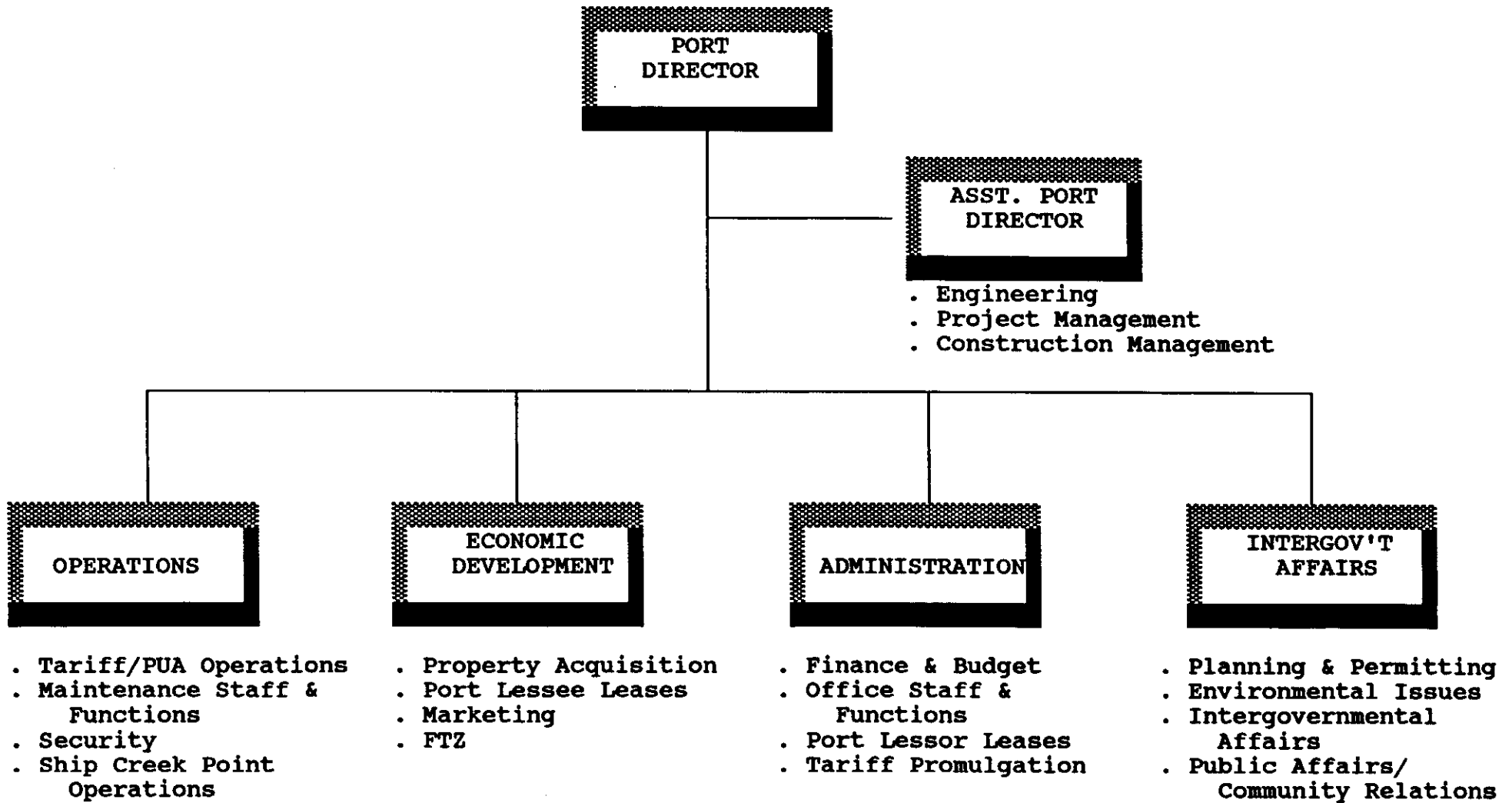
DEPARTMENT: SOLID WASTE SERVICES	DIVISION: EQUIPMENT MAINTENANCE		BUDGET YEAR 1993
FINANCIAL RESOURCES	1991 ACTUAL	1992 PRO-FORMA	1993 BUDGET
Personal Services	\$490,821	\$568,990	\$581,780
Supplies	\$556,030	\$638,250	\$663,250
Other Services	\$172,382	\$217,900	\$265,900
Debt Service	0	0	0
Capital Outlay	0	0	0
TOTAL DIRECT COST	1,219,233	1,425,140	1,510,930
Intragovernmental Charges From Others	\$71,587	\$72,800	\$88,630
BUDGET UNIT COST	1,290,820	1,497,940	1,599,560
Intragovernmental Charges To Others	1,290,509	1,497,940	1,599,560
FUNCTION COST	<u>(\$311)</u>	<u>\$0</u>	<u>\$0</u>
PERSONNEL RESOURCES	RANGE & STEP	1992 BUDGET	1993 BUDGET
Working Foreman	19JD	1	1
Mechanic	17JC-D	2	2
Warehouseman	18JD	1	1
Disposal Tech I	17JC-D	3	3
Equipment Serviceman I	15JC-D	2	2
TOTAL		<u>9</u>	<u>9</u>

**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"> <li>1. Develop Additional Staging, Storage and Industrial Areas           <ul style="list-style-type: none"> <li>. 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.</li> <li>. Participate in the development of marine commerce activities in tidelands adjacent to the Port.</li> <li>. Initiate industrial marketing program utilizing long-term port expansion sites to attract new users.</li> </ul> </li> <li>2. Maintain and Upgrade Existing Port Facilities           <ul style="list-style-type: none"> <li>. Annual repair and/or replacement of fender pile, rolling chalk and concrete bullrail.</li> <li>. Design New Fendering System.</li> <li>. Complete Deck Spalling Renovation Project initiated in 1992.</li> <li>. 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.</li> <li>. Plan and develop an alternate access route to the Port.</li> </ul> </li> <li>3. Long Range Planning           <ul style="list-style-type: none"> <li>. Update and expand long range Port development plan and expand Port strategic development plan.</li> <li>. Coordinate continued state and military Port usage and joint land development.</li> <li>. Support and/or formulate initiatives which enhance the development of multimodal transportation systems in Southcentral Alaska.</li> </ul> </li> <li>4. Financial Plans and Programs           <ul style="list-style-type: none"> <li>. Ensure that Port financial goals remain feasible with respect to current and projected economic conditions.</li> </ul> </li> </ol>		

MUNICIPALITY OF ANCHORAGE

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

MUNICIPALITY OF ANCHORAGE

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

MUNICIPALITY OF ANCHORAGE

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 Port of Anchorage 8970	Division	Budget Year 1993
<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" &amp; "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>		

MUNICIPALITY OF ANCHORAGE

Utility	Port of Anchorage	8970	Division	Budget Year 1993
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PROJECTED RATE ADJUSTMENTS  
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-

- (1) Effect on Dock Revenue of tariff changes anticipated to be approved in late 1992.
- (2) 5 year rate adjustment on Industrial Park Lot 4A. Minimal change anticipated.
- (3) Rate adjustment in conjunction with Industrial Park Lot 7B tenant exercising their initial renewal option. Minimal change anticipated.
- (4) 5 year rate adjustments on both SeaLand and TOTE Preferential Usage Agreements.
- (5) 5 year rate adjustments on both SeaLand and TOTE Port Industrial Park leases.

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage 8970	Division	Budget Year 1993
<p><u>RATE SUMMARY</u></p> <ul style="list-style-type: none"> <li>- Operating revenues at the Port of Anchorage are divided into 2 categories: Dock Revenue and Port Industrial Park Revenue.</li> <li>- 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.</li> <li>- 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.</li> </ul> <p><u>RATE COMPONENTS</u></p> <ul style="list-style-type: none"> <li>- Preferential Usage Agreement rates are negotiated at 5 year increments to reflect changes in Port operations/maintenance cost and capital improvement expenditures.</li> <li>- 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.</li> <li>- Industrial Park lease rates are based on appraised land value and current market lease ratios.</li> </ul>		

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
<b>STATEMENT OF SELECTED RATIOS AND STATISTICS</b> =====			
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
<b>MISCELLANEOUS STATISTICAL DATA</b> -----			
<b>TONNAGE SUMMARY</b> -----			
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%
<b>REVENUE GENERATED BY COMMODITY</b> -----			
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%
<b>REVENUE PER TON</b> -----	\$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" &amp; "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
<b>OPERATING BUDGET</b>			
=====			
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 =====
<b>CAPITAL BUDGET</b>			
=====			
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
<b>OPERATING BUDGET STATEMENT OF REVENUE AND EXPENSE</b> =====			
<b>OPERATING REVENUE</b> -----			
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
<b>TOTAL OPERATING REVENUE</b>	----- 5,435,906	----- 5,518,000	----- 5,830,000
<b>OPERATING EXPENSE</b> -----			
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
<b>TOTAL OPERATING EXPENSE *</b>	----- 3,516,669	----- 4,225,000	----- 4,661,500
<b>OPERATING INCOME</b>	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
<b>NON-OPERATING REVENUE</b>			
-----			
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
<b>NON-OPERATING EXPENSE</b>			
-----			
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
<b>RECONCILIATION</b>			
-----			
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
<b>STATEMENT OF SOURCES AND USES OF CASH FUNDS</b> =====			
<b>SOURCES OF FUNDS</b> -----			
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
<b>USES OF CASH FUNDS</b> -----			
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
<b>NET INCREASE (DECREASE) IN CASH FUNDS</b>	(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
<b>STATEMENT OF SOURCES AND USES OF CASH FUNDS (CONT)</b> =====			
<b>DETAILS OF CASH BALANCE</b> -----			
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 =====
 <b>STATEMENT OF CHANGES IN FUND EQUITY</b> =====			
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 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			G		F	
Date: 8/17/92			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 F	
			0 R	100	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 R	2,305	F 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



MUNICIPALITY OF ANCHORAGE

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

***MERRILL FIELD  
AIRPORT***

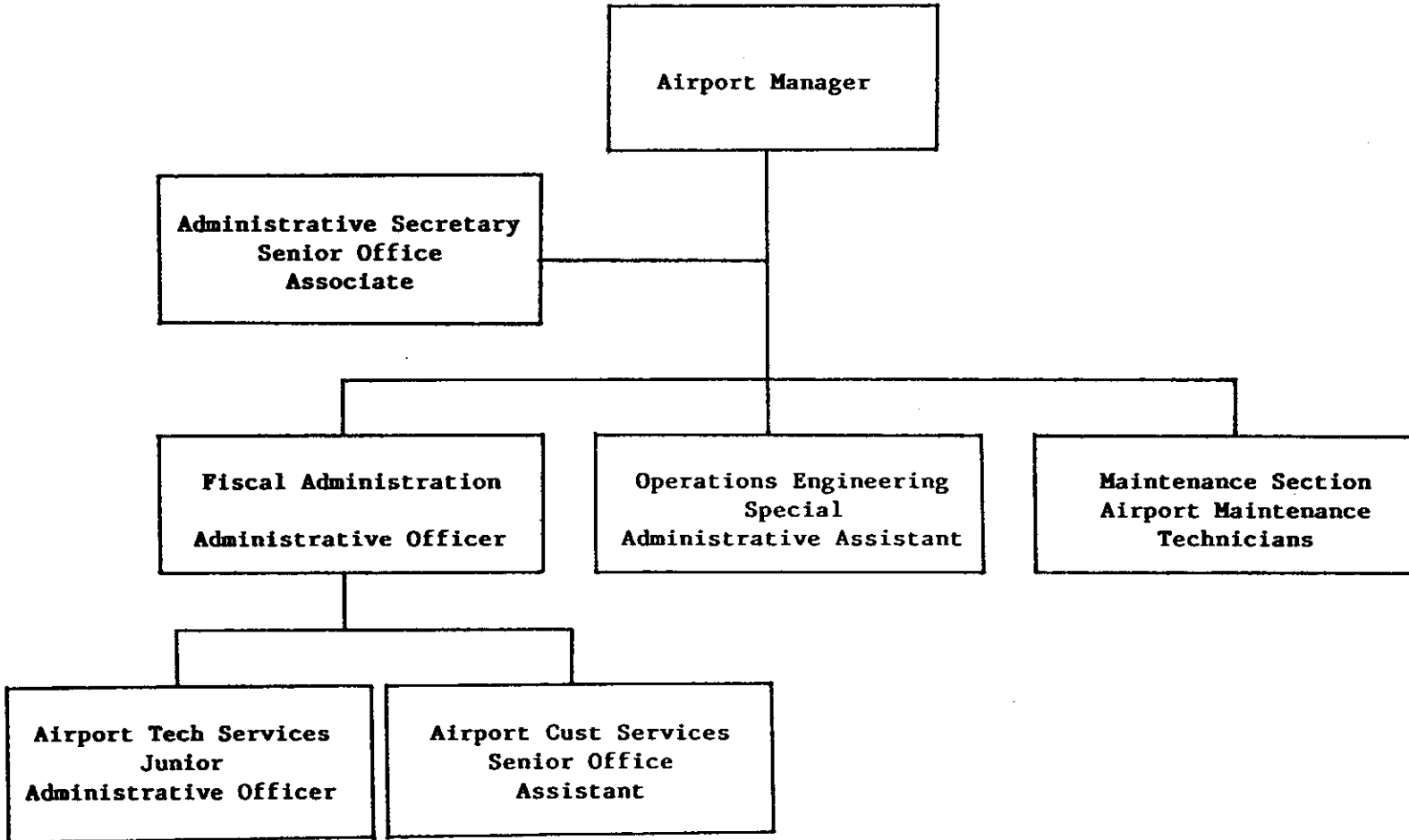
# **Merrill Field Airport**

## **Business Plan / Strategic Plan**

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
Municipal Airport	Merrill Field	1993

MERRILL FIELD MUNICIPAL AIRPORT



## MERRILL FIELD AIRPORT

Merrill Field has continuously served Anchorage since 1930. Our airport was the 53rd busiest controlled airfield in the nation with 253,697 operations recorded in Federal Year 1991. (Anchorage International Airport ranked 68th that year.) Merrill Field is operated as a public service. Approximately 15% of the municipal land is leased, such as the control tower (leased to the Federal government and staffed by the Federal Aviation Administration) and the many commercial air operators. Six staff members manage 40 leases, monitor sub-leases and conduct the operational and financial affairs of Merrill Field.

Three staff members are responsible for all maintenance of the operating surfaces of the airport - runways, taxiways, roads and aircraft tiedowns that are not on leased property. (Of the approximately 1,000 aircraft that are tied down at Merrill Field, 60% are on leased property.) The staff performs snow removal, sanding, resurfacing, and maintenance of facilities and equipment.

### Airport Operating Budget

Revenue continues to increase, in spite of the general economic condition, due primarily to the fair market value rental income we receive from those properties acquired on Orca Street. Expenses have increased due primarily to substantial increases in personnel, maintenance and depreciation costs. As a result, net income regulatory, while substantially lower than previous years, will be sufficient to maintain a viable financial position in 1993.

	1991 <u>Actual</u>	1992 <u>Pro-Forma</u>	1993 <u>Budget</u>
Operating and Non-Operating Revenue	\$1,144,000	\$1,155,000	\$1,224,000
Operating and Non-Operating Expense	952,000	1,068,000	1,184,000
Net Income Regulatory	192,000	87,000	40,000
Less Depreciation Contributed Plant	715,000	775,000	800,000
Net Income (Loss) For Governmental Financial Reporting	\$(523,000)	\$(688,000)	\$(760,000)

### Personnel

9FT                      10FT                      9FT



## Airport Capital Budget

The Federal Aviation Administration Airport Improvement Program will continue to be a principal source of capital funding for Merrill Field in 1993. Funding from this grant program will be approximately \$1.8 million for 1993. Proposed funding for the construction of the Public Aviation Facility will be \$4.7 million in state grant funds. Operation and maintenance costs are expected to be paid from revenues derived from the facility and other airport lands, buildings, and concessionaire fees. Airport lease and tiedown fees are not anticipated to be increased because of the Public Aviation Facility.

### Capital Budget and Program - (000) 1993-1998

<u>Category</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
Apron Improvements	\$1,400	\$ 300	\$ ---	\$ ---	\$ 980	\$ ---
Runways/Taxiways	---	---	---	700	---	950
Building & Equipment	4,766	5,800	---	---	---	---
Land Improvements	---	---	20	---	---	---
Land Acquisition	<u>500</u>	<u>1,500</u>	<u>500</u>	<u>500</u>	<u>---</u>	<u>---</u>
<b>TOTAL</b>	<b>\$6,666</b>	<b>\$7,600</b>	<b>\$ 520</b>	<b>\$1,200</b>	<b>\$ 980</b>	<b>\$ 950</b>

MUNICIPALITY OF ANCHORAGE

Utility Municipal Airport	Division Merrill Field	Budget Year 1993
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MISSION

The mission of Merrill Field Airport is to operate, maintain, and develop new airport facilities to satisfy the community aviation demand, while maintaining a viable financial position and being an attractive, good neighbor in the community.

GOALS

The goals of Merrill Field are to:

1. Maintain airfield facilities in a fully functional, efficient and safe condition for passenger, pilot and leaseholder use at all times.
2. Maximize the use of Federal Airport Improvement Program (AIP) grants to provide facilities that will safely and adequately meet the needs of general aviation.
3. Improve the general operational utility of Merrill Field for passengers, pilots and leaseholders by actively pursuing grant capital funding to develop capital projects in accordance with the Merrill Field Master Plan Update.
4. Enhance the Airport's role as the major general aviation transportation facility serving Anchorage and outlying areas within Alaska by constructing a Public Aviation Terminal Facility.

FACTORS DRIVING THE UTILITY

1. Population growth/decline in the Anchorage area.
2. Demand for aircraft tiedown space will gradually increase.
3. Airport flight operations have stabilized with Goosebay Airport now carrying a major part of the training load; a gradual increase will occur.

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MUNICIPALITY OF ANCHORAGE

Utility Municipal Airport	Division Merrill Field	Budget Year 1993
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FACTORS DRIVING THE UTILITY (CONTINUED)

4. Anchorage area airport facilities will approach capacity over the next 20 years.
5. Federal/State grant regulatory requirements, especially pertaining to underground fuel storage tanks.
6. Duty to perform a responsive and responsible level of maintenance.

PLANNING AND FINANCIAL ASSUMPTIONS

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

1. FAA grants will be available in sufficient amounts to fund the Airport Capital Programs recommended in the Merrill Field Master Plan Update.
2. State Grant funds will be available to construct the Public Aviation Terminal Facility.
3. Airport revenue can be increased to cover the cost of inflation to:
  - a. Meet increased expenses associated with maintaining existing responsive levels of service.
  - b. Maintain and repair airport plant and equipment.
  - c. Maintain a fund balance for potential legal and environmental liabilities.
4. Airport revenue will fluctuate with weather conditions, the general economy, and population growth/decline of Anchorage.

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MUNICIPALITY OF ANCHORAGE

Utility Municipal Airport	Division Merrill Field	Budget Year 1993
<p><u>OBJECTIVE/PROGRAMS</u></p> <ol style="list-style-type: none"> <li>1. Continue to Aggressively Seek and Obtain FAA Grant Funding for the Airport Capital Improvement Program. <ul style="list-style-type: none"> <li>- Acquire additional land west of runway 15/33 protection zones to ensure compatible land use.</li> <li>- Identify capital requirements for eligible grant projects.</li> <li>- Secure engineering services for project preliminary design, final design, contract specifications, bid award, and construction supervision.</li> <li>- Accomplish preapplication process.</li> <li>- Secure tentative allocations.</li> <li>- Accomplish grant application process.</li> </ul> </li>   <li>2. Continue To Improve the Utility, Quality, Appearance and Safety of Facilities at Merrill Field. <ul style="list-style-type: none"> <li>- Continue long term planning, development, and construction of an enhanced quality of facilities.</li> <li>- Construct landscaping along the south boundary and entrance to the airport.</li> <li>- Provide technical assistance to lessee's with underground fuel tank and NPDES problems.</li> <li>- Construct and market a financially self-sufficient Public Aviation Terminal Facility.</li> <li>- Manage and market Orca Street properties to provide maximum return on investment.</li> <li>- Work in close coordination with the Airport Commission, Fixed Based Operators, and Airport users.</li> </ul> </li> </ol> <p>93buspln.bud</p>		

MUNICIPALITY OF ANCHORAGE

Utility Municipal Airport	Division Merrill Field	Budget Year 1993
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OBJECTIVE/PROGRAMS (CONTINUED)

- Perform asphaltic crack sealing of runways/taxiways.
- Construct airport flight planning space.
- Fund advance planning for grant plans and specifications.
- Maintain four temporary Airport Maintenance Technician Assistant employees for twelve weeks (day labor).
- Construct 192 new aircraft tiedowns in Apron E-4 in 1997.
- Construct 219 new aircraft tiedowns in Apron F-1 in 2000.

3. Maintain A Viable Financial Position.

Increase revenue to cover inflation to meet airport objectives:

- by actively marketing airport facilities and services.
- by increasing user fees when necessary to meet direct and indirect costs of inflation.
- by increasing facility productivity.

4. Increase Operational Efficiency of Airport Data Processing Equipment.

- Continue refinement and enhancement of existing programs to facilitate better data resource management.
- Installation of enhanced capability Local Area Network.
- Maintenance of database and management reporting capabilities.

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MUNICIPALITY OF ANCHORAGE

Utility Municipal Airport	Division Merrill Field						Budget Year 1993
<u>WORKFORCE PROJECTION</u>							
<u>DIVISIONS</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
Airport Manager	1	1	1	1	1	1	1
Operations Engineering	1	1	1	1	1	1	1
Contract Administration (Temp)	1	0	0	0	0	0	0
Financial Administration	1	1	1	1	1	1	1
Office Operations	3	3	3	3	3	3	3
Airport Maintenance Tech	2	2	3	3	3	3	3
Light Equipment Operator	1	1	1	1	1	1	1
Heavy Equip Operator (Temp)	2	2	2	2	2	2	2
Airport Maint Assts (Temp)	4	4	4	4	4	4	4
Public Aviation Facility	0	[To Be Determined -----]					
-----							
Total (Permanent)	9	9	10	10	10	10	10
Total (Temporary)	7	6	6	6	6	6	6
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**Merrill Field Airport**  
**1993 Operating Budget**



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MUNICIPALITY OF ANCHORAGE

Utility Municipal Airport	Division Merrill Field	Budget Year 1993
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1993 BUDGET ASSUMPTIONS

1. Salaries and Wages. Based upon information provided by the Administration, it was assumed that:
 

Executive--Salaries	increase	4.5%	effective	7/1/93.
Non-Rep----	"	"	"	"
AMEA-----	"	"	"	"
2. Benefits. Based upon information provided by the Administration and the Benefit Rates Committee, it was assumed that some increases were necessary but most are shared equally between the employees and the Municipality.
3. Staffing Level. A temporary Executive Assistant position for Contract Administration created in 1992 will not carryover into 1993.
4. Rate Increase. It was assumed there would be no rate increases during the year.
5. Inflation Factor. Based upon information provided by the Administration, an inflation factor of 3.5% was applied to several non-labor expenditures.
6. Debt Service Interest Rates. The Airport has no long-term debt.
7. Interest Income. Based upon a recommendation received from the Administration, an interest rate of 4% was assumed in the calculating of Interest Income.
8. Intragovernmental Charges. Based upon a recommendation received from the Administration, it was assumed that the 1993 IGC's would increase significantly due to absorption of charges formerly charged to ATU.
9. MUSA, Lobbying, AEDC, Revenue Distribution. It was assumed that the Airport would continue to be exempt from participation in these activities.

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MUNICIPALITY OF ANCHORAGE

Utility Municipal Airport	Division Merrill Field					Budget Year 1993
<u>RESOURCE IMPACTS</u> Dollars in Thousands						
	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
GROWTH FACTORS						
A. Based Aircraft	990	1,030	1,070	1,090	1,110	1,125
B. Flight Operations	259,000	274,000	290,000	296,000	303,000	309,000
C. Municipal Tiedowns	632	632	632	632	824	824
GRANTS ANTICIPATED	6,666	7,600	520	1,200	980	950
STAFF REQUIREMENTS						
A. Permanent	9	10	10	10	10	10
B. Temporary	6	6	6	6	6	6
C. Airport Terminal	To Be Determined	-	-	-	-	-
TOTAL PERSONNEL	9+6T	10+6T	10+6T	10+6T	10+6T	10+6T
REVENUE	1,224	1,338	1,426	1,497	1,587	1,655
EXPENSES	1,184	1,246	1,311	1,356	1,424	1,465
NET INCOME REGULATORY	40	92	115	141	163	190

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MUNICIPALITY OF ANCHORAGE

Utility Municipal Airport	Division Merrill Field	Budget Year 1993
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SUMMARY OF RATE CHANGES  
 Historical Analysis  
 Percent of Increase

	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>
<u>REVENUE CATEGORY</u>								
Lease/Access Fees	15.0	8.7	8.0	3.7	0	0	7.1	0
Transient Parking	0	0	0	0	0	0	0	0
Permanent Parking	0	0	0	0	0	0	0	0

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MUNICIPALITY OF ANCHORAGE

Utility Municipal Airport	Division Merrill Field	Budget Year 1993
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PROJECTED RATE ADJUSTMENTS  
Percent of Increase and Components

	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
<u>REVENUE CATEGORY</u>							
Lease/Access Fees	0	0	3.3 <sup>a</sup>	3.2	3.1	3.0	2.9
Transient Parking	0	0	33.3 <sup>b</sup>	0	0	0	0
Permanent Parking	0	0	11.3 <sup>c</sup>	0	0	0	0

<sup>a</sup> From \$.15 to \$.155 per square foot per year; last increase was 1/1/90.

<sup>b</sup> From \$3 to \$4 per day; last increase was 1/1/83.

<sup>c</sup> From \$40/month to \$45/month for tail-in spaces and from \$50/month to \$55/month for drive-thru spaces; last increase was 1/1/83.

COMPONENTS OF INCREASE

- Continued capital improvements require local matching funds.
- Maintenance of existing airport facilities, plus anticipated capital improvements, will increase.
- Additional personnel costs will be required as gradual improvements in the economy take place.
- Maintaining a fund balance for potential legal and environmental liabilities, especially those associated with underground fuel storage tanks.

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MUNICIPALITY OF ANCHORAGE

Utility Municipal Airport	Division Merrill Field	Budget Year 1993
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STATISTICAL AND PERFORMANCE TRENDS

	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>
1. Based Aircraft	1,022	1,009	950	1,003	1,008	943	990
2. Municipal Tiedowns	583	590	626	626	632	632	632
3. National Airport Ranking	38th	46th	61st	57th	53rd	51st	48th
4. Flight Operations (Federal Year)	280,546	249,546	233,364	252,137	253,697	256,000	259,000
5. Transient Parking (Number of Days)	6,513	5,433	5,233	5,068	4,998	5,100	5,300
6. Municipal Fuel Flowage (Gallons)	1,026,162	951,672	885,440	965,190	899,288	920,000	940,000
7. Lease Rate (Per Square Foot Per Year)	.140 <sup>a</sup>	.140	.140	.150 <sup>b</sup>	.150	.150	.150
8. Leased Square Footage	2,852,187	2,803,726	2,803,726	2,803,726	2,769,701	2,774,102	2,774,102

<sup>a</sup> For 1987, January 1 thru June 30 is \$.135; July 1 thru December 31 is \$.140 per square foot per year.

<sup>b</sup> Includes \$.01 per square foot per year increase effective 1/1/90; now \$.15 per square foot per year.

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MUNICIPALITY OF ANCHORAGE

Utility Municipal Airport	Division Merrill Field	Budget Year 1993	
Personnel Resources	Range & Step	Current Year: <u>1992</u> Budget	Budget Year: <u>1993</u> Budget
Merrill Field Airport Manager	22-Exec	1	1
Special Administrative Assistant	21-Exec	1	1
Special Administrative Assistant	21-Exec	1T	0
Administrative Officer	14-AMEA	1	1
Junior Administrative Officer	12-N Rep	1	1
Senior Office Associate	10-AMEA	1	1
Office Associate	9-AMEA	1	1
Airport Maintenance Technician	19-JCC	2	2
Light Equipment Operator	10-JCC	1	1
Airport Maintenance Technician	19-JCC	2T	2T
Airport Maintenance Assistant	04-JCC	4T	4T
		9	9
TOTALS		7T	6T
<u>Summary By Bargaining Unit/Classification</u>			
Executive		2 1T	2
Non-Represented		1	1
A M E A		3	3
J C C		3 6T	3 6T
		9 7T	9 6T
TOTALS			
93staff.bud			

MUNICIPALITY OF ANCHORAGE

Utility		Division			Budget Year			
Municipal Airport		Merrill Field			1993			
Name and Position	Location and Reason for Trip	Trip No.	Dates of Travel and No. of Days Required	Cost Information				
				Travel	Per Diem	Other	Total	
Joe C. Fouts Airport Manager	American Association of Airport Executives Annual Conference Registration - \$185.00 Dallas, Texas	1	1993 5-Day Meeting 1-Day Travel	752	216	300	1268	
David A. Lundeby Spec Admin Asstnt	American Association of Airport Executives National Airports Conf Registration - \$135.00 Dallas, Texas	2	1993 5-Day Meeting 1-Day Travel	700	216	300	1216	
David A. Lundeby Spec Admin Asstnt	International Aviation Snow Symposium Registration - \$125.00 Buffalo, New York	3	1993 4-Day Meeting 2-Day Travel	950	216	300	1466	
Joe C. Fouts Airport Manager	American Association of Airport Executives Northwest Chapter Meeting Registration - \$180.00 Portland, Oregon	4	1993 3-Day Meeting 1-Day Travel	700	144	300	1144	
93travel.bud								
Prepared by _____		Phone No. _____		Totals	3102	792	1200	5094



MUNICIPALITY OF ANCHORAGE

Utility Municipal Airport	Division Merrill Field	Budget Year 1993
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1992 Approved Budget Reconciled To 1993 Proposed Budget

1992 Approved Budget	\$1,939,538
Personal Services	-66,000 <sup>a</sup>
Supplies	-5,000 <sup>b</sup>
Other Services and Charges	30,000 <sup>c</sup>
Charges From Other Departments	3,462 <sup>d</sup>
Total Depreciation	<u>82,000<sup>e</sup></u>
Net Increase	44,462
1993 Proposed Budget	\$1,984,000

<sup>a</sup> Decrease due to reduction in temporary labor costs.

<sup>b</sup> Decrease due to reduction in repair and maintenance supplies.

<sup>c</sup> Increase due to contracted repair and maintenance costs incurred after delay in previous years.

<sup>d</sup> Increase due to absorption of charges formerly charged to ATU.

<sup>e</sup> Increase due to capital improvements being completed and being transferred to plant; includes both contributed and non-contributed depreciation.

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MUNICIPALITY OF ANCHORAGE

Utility Municipal Airport	Division Merrill Field		Budget Year 1993
Municipality of Anchorage Financial Data (Dollars in Thousands)			
Line Item Description	Year: <u>1991</u> Actual	Year: <u>1992</u> Pro-Forma	Year: <u>1993</u> Budget
<b><u>OPERATING BUDGET</u></b>			
Revenue	1,144	1,155	1,224
Expense	1,667	1,843	1,984
<b>Net Income (Loss) For Governmental Financial Reporting</b>	<b>(523)</b>	<b>(688)</b>	<b>(760)</b>
Add: Depreciation Contributed Plant	715	775	800
<b>Net Income Regulatory</b>	<b>192</b>	<b>87</b>	<b>40</b>
<b><u>CAPITAL BUDGET</u></b>		<b><u>APPROPRIATED</u></b>	
<b><u>PROJECT CATEGORY</u></b>			
RAP Dust/Erosion Control Apron E-3			350
Construct Public Aviation Facility			4,700
Multiple Purpose Project			1,050
Install Two Fuel Tanks			30
Vehicle Replacement			21
Orca Street Land Acquisition		350	500
Miscellaneous Equipment		25	15
Multi-Purpose Aircraft Apron		654	
Electrify Tiedown Spaces		82	
Security Fencing/Storm Drain		720	
Tourist Viewing Area		28	
<b>TOTALS</b>		<b>1,859</b>	<b>6,666</b>
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MUNICIPALITY OF ANCHORAGE

Utility Municipal Airport	Division Merrill Field		Budget Year 1993
Municipality of Anchorage Financial Data (Dollars in Thousands)			
Line Item Description	Year: <u>1991</u> Actual	Year: <u>1992</u> Pro-Forma	Year: <u>1993</u> Budget
<b><u>OPERATING BUDGET</u></b> <b><u>STATEMENT OF REVENUE AND EXPENSE</u></b>			
<b><u>OPERATING REVENUE</u></b>			
Lease/Use Permit Fees (Less Than FMV)	422	417	417
FAA Service/Rent	56	25	29
FAA Grant Administration	60	70	80
Orca Street Lease/Rental Revenue (FMV)	234	272	308
State Aviation Fuel Fee	21	21	21
Transient Parking Revenue	14	14	16
Permanent Parking Revenue	210	216	221
Auto Parking Revenue	7	7	8
MOA Fuel Fees	45	43	49
Medevac Taxiway Permits	34	36	41
All Other Revenues	8	10	12
<b>TOTAL OPERATING REVENUE</b>	<b>1,111</b>	<b>1,131</b>	<b>1,202</b>
<b><u>OPERATING EXPENSE</u></b>			
Personal Services	568	620	683
Supplies	49	55	65
Other Services and Charges	200	229	239
Depreciation, Non-Contributed Plant	80	95	100
Charges From Other Departments	55	69	95
<b>TOTAL OPERATING EXPENSE *</b>	<b>952</b>	<b>1,068</b>	<b>1,182</b>
<b>OPERATING INCOME (LOSS)</b>	<b>159</b>	<b>63</b>	<b>20</b>
* Depreciation of Contributed Plant Not Included			
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MUNICIPALITY OF ANCHORAGE

Utility Municipal Airport	Division Merrill Field	Budget Year 1993	
Municipality of Anchorage Financial Data (Dollars in Thousands)			
Line Item Description	Year: <u>1991</u> Actual	Year: <u>1992</u> Pro-Forma	Year: <u>1993</u> Budget
<b><u>NON-OPERATING REVENUE</u></b>			
Sale of Specifications	1	1	1
Interest Revenue	29	20	20
Disposition of Assets	3	3	1
<b>TOTAL NON-OPERATING REVENUE</b>	<b>33</b>	<b>24</b>	<b>22</b>
<b><u>NON-OPERATING EXPENSE</u></b>			
Interest on Long-Term Debt	--	--	--
Machinery & Equipment	--	--	2
<b>TOTAL NON-OPERATING EXPENSE</b>	<b>--</b>	<b>--</b>	<b>2</b>
<b>NON-OPERATING INCOME</b>	<b>33</b>	<b>24</b>	<b>20</b>
<b>NET INCOME REGULATORY</b>	<b>192</b>	<b>87</b>	<b>40</b>
<b>LESS: DEPRECIATION OF CONTRIBUTED PLANT</b>	<b>715</b>	<b>775</b>	<b>800</b>
<b>NET INCOME (LOSS) FOR GOVERNMENT FINANCIAL REPORTING</b>	<b>(523)</b>	<b>(688)</b>	<b>(760)</b>
93findat.bud			

MUNICIPALITY OF ANCHORAGE

Utility Municipal Airport	Division Merrill Field		Budget Year 1993
Municipality of Anchorage Financial Data (Dollars in Thousands)			
Line Item Description	Year: <u>1991</u> Actual	Year: <u>1992</u> Pro-Forma	Year: <u>1993</u> Budget
<b><u>STATEMENT OF CHANGES IN FUND EQUITY</u></b>			
<b>Balance, January 1</b>	<b>29,823</b>	<b>29,656</b>	<b>29,881</b>
Net Income Regulatory	192	87	40
Less: Depreciation, Contributed	(715)	(775)	(800)
Net Income (Loss)	(524)	(688)	(760)
Contributions Received	357	913	900
<b>Balance, December 31</b>	<b>29,656</b>	<b>29,881</b>	<b>30,021</b>
<b><u>Detail of Fund Equity:</u></b>			
Retained Earnings	2,424	2,511	2,551
Contributed Capital	27,232	27,370	27,470
<b>Fund Equity, December 31</b>	<b>29,656</b>	<b>29,881</b>	<b>30,021</b>
<b><u>DETAIL OF CASH BALANCE:</u></b>			
Equity in General Cash Pool	(861)	(760)	(725)
Equity in Construction Cash Pool	1,175	1,100	1,150
<b>Total Cash Balance, December 31</b>	<b>314</b>	<b>340</b>	<b>425</b>
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**MERRILL FIELD AIRPORT**  
**Financial Overview**  
(Dollars In Thousands)

Description	1988 Actual	1989 Actual	1990 Actual	1991 Actual	1992 Pro-Forma	1993 Request	1994 Projected	1995 Projected	1996 Projected	1997 Projected	1998 Projected
Total Revenues	1,049	1,092	1,160	1,144	1,155	1,224	1,338	1,426	1,497	1,587	1,655
Less: Total Expenses	1,484	1,631	1,682	1,667	1,843	1,984	2,057	2,135	2,189	2,271	2,324
Income (Loss) Governmental <sup>a</sup>	-435	-539	-522	-523	-688	-760	-719	-709	-692	-684	-669
Plus: Depr Contrib Plant	637	718	715	715	775	800	811	824	833	847	859
Net Income Regulatory <sup>b</sup>	202	179	193	192	87	40	92	115	141	163	190
Salary Expense	341	360	401	384	419	465	525	552	570	594	622
Fringe Benefits	176	165	187	184	201	218	250	255	279	297	304
Total Personnel Costs <sup>c</sup>	517	525	588	568	620	683	775	807	849	891	926
Intragovernmental Charges	57	62	57	55	69	95	96	100	103	107	112
Retained Earnings	1,859	2,039	2,232	2,424	2,511	2,551	2,615	2,648	2,719	2,786	2,848
Total Cash	218	334	390	314	340	425	460	538	611	700	813
Rate Increase Revenue	-0-	-0-	28	-0-	-0-	-0-	44	14	14	14	14
Rate Increase Percent	-0-	-0-	7.1%	-0-	-0-	-0-	*	3.2%	3.1%	3.0%	2.9%
* Lease/Access Fees = 3.3%	Transient Parking = 33.3%		Permanent Parking = 11.3%								
Workforce, End of Year <sup>d</sup>	9	9	9	9	10	9	10	10	10	10	10
Capital Spending	2,441	822	468	807	1,859	1,966	7,600	520	1,200	980	950
Net Plant In Service	26,960	26,946	26,230	27,822	28,700	30,400	30,800	31,200	31,900	32,700	33,600
Debt Service Amount <sup>e</sup>	5	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Debt Service Coverage	1.25	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Debt/Equity Ratio	.1%	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-

See Accompanying Document for Footnotes

FOOTNOTES FOR ACCOMPANYING DOCUMENT

- a While revenues are expected to increase as Anchorage recovers from the recession, expenses will initially increase at a higher rate due to Depreciation Expense on those capital improvements completed in the late 1980's and then level off. Revenues will gain ground, if the proposed rate increases are approved, and our Income (Loss) For Governmental Reporting will begin to improve in the late 1990's.
- b After considerable fluctuations because of Depreciation on Contributed Plant, we anticipate Net Income Regulatory will return to a gradual increase in the 1990's.
- c We anticipate reduced wage and benefit increases until 1994 when a significant increase will occur as we add another Maintenance employee. Note that 1988-91 do not include Annual Leave Taken but it has been included for 1992-98.
- d We have a temporary Executive Assistant in 1992 that will not carryover into 1993. In 1994 we anticipate hiring another Maintenance employee because of increased demand for maintenance of airport equipment and facilities.
- e During 1989 we paid the final installment on our 1969 General Obligation Bonds, leaving no long-term debt for future years.

**Merrill Field Airport**  
**1993 Capital Budget**  
**1993 - 1998**  
**Capital Improvement Program**



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**MUNICIPAL AIRPORT**  
**1993 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY**  
**Dollars in Thousands**

Project Category	1993 Total Project Cost	Revenue Bonds	Opera- tions	State Grants	Federal Grants
Apron Improvements	1,400	---	88	---	1,312
Runways/Taxiways	---	---	---	---	---
Building & Equipment	4,766	---	66	4,700	---
Land Improvements	---	---	---	---	---
Land Acquisition	500	---	31	---	469
<b>TOTAL CIP PROGRAM</b>	<b>6,666</b>	<b>---</b>	<b>185</b>	<b>4,700</b>	<b>1,781</b>

**MUNICIPAL AIRPORT  
1993-1998 CAPITAL IMPROVEMENT PROJECT FINANCIAL SUMMARY  
Dollars in Thousands**

Project Category	1993	1994	1995	1996	1997	1998	Revenue Bonds	Operations	State Grants	Federal Grants	Total
Apron Improvements	1,400	300	---	---	980	---	---	168	---	2,512	2,680
Runways/Taxiways	---	---	---	700	---	950	---	103	---	1,547	1,650
Building & Equipment	4,766	5,800	---	---	---	---	---	66	4,700	5,800	10,566
Land Improvements	---	---	20	---	---	---	---	20	---	---	20
Land Acquisition	500	1,500	500	500	---	---	---	187	---	2,813	3,000
<b>TOTAL CIP PROGRAM</b>	<b>6,666</b>	<b>7,600</b>	<b>520</b>	<b>1,200</b>	<b>980</b>	<b>950</b>	<b>---</b>	<b>544</b>	<b>4,700</b>	<b>12,672</b>	<b>17,916</b>

**SOURCE OF FUNDING:**

Revenue Bonds	---	---	---	---	---	---	---	---	---	---	---
General Bonds	---	---	---	---	---	---	---	---	---	---	---
Operations	185	113	51	75	61	59	---	544	---	---	544
State Grants	4,700	---	---	---	---	---	---	---	4,700	---	4,700
Federal Grants	1,781	7,487	469	1,125	919	891	---	---	---	12,672	12,672
<b>TOTAL FUNDING</b>	<b>6,666</b>	<b>7,600</b>	<b>520</b>	<b>1,200</b>	<b>980</b>	<b>950</b>	<b>---</b>	<b>544</b>	<b>4,700</b>	<b>12,672</b>	<b>17,916</b>

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS						Budget Year 1993
Utility <u>Municipal Airport</u>						
Project Category	Project Title	Location	Funding			
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F-Federal S-State	Total
Apron Improvements	R A P Dust/Erosion Control Apron E-3	Block 9		22	328=F	350
	Multiple Purpose Project (Replat, Relocate, Demol- ish, Signage)	Various		66	984=F	1,050
Prepared by _____ Date _____ Total			G	88	1,312 F	1,400
			R		S	

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS						Budget Year 1993
Utility <u>Municipal Airport</u>						
Project Category	Project Title	Location	Funding			Total
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F-Federal S-State	
Building/Equip Imprvs	Public Aviation Facility	Block 2, Lot 7			4,700=S	4,700
	Vehicle Replacement	Maintenance Bldg		21		21
	Miscellaneous Equip- ment	Various		15		15
	Install Two Fuel Tanks	Maintenance Bldg		30		30
Prepared by _____ Date _____ Total			G R	66	F 4,700 S	4,766

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS						Budget Year 1993
Utility <u>Municipal Airport</u>						
Project Category	Project Title	Location	Funding			
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F-Federal S-State	Total
Land Acquisition	Acquire Orca Street Property	Western Boundary		31	469=F	500
Prepared by _____ Date _____ Total			G R	31	469 F S	500

MUNICIPALITY OF ANCHORAGE

FUTURE CAPITAL PROJECTS				Budget Year				
Utility <u>Municipal Airport</u>				1993				
Project Category	Project Title	Location	BUDGET BY YEAR					
			1994	1995	1996	1997	1998	
Apron Improvements	R A P Dust/Erosion Control Apron E-2	Block 6	281=F 19=0				919=F 61=0	
	Construct Apron E-4	Block 10						
Source of Funding:								
G.O. Bonds								
Revenue Bonds								
Operations			19				61	
State Grants								
Federal Grants			281				919	
Total			300				980	
Prepared by _____		Date _____						

MUNICIPALITY OF ANCHORAGE

FUTURE CAPITAL PROJECTS				Budget Year 1993				
Utility <u>Municipal Airport</u>								
Project Category	Project Title	Location	BUDGET BY YEAR					
			1994	1995	1996	1997	1998	
Runway/Taxiway Imprvs	Reconstruct Taxiways E-1 and E-2	Taxiway E-1 and E-2			656=F 44=O			
	Construct Taxiways D-2 and F-1	Taxiway D-2 and F-1					891=F 59=O	
Source of Funding:			G.O. Bonds					
			Revenue Bonds					
			Operations			44		59
			State Grants					
			Federal Grants			656		891
			<b>Total</b>					700
Prepared by _____	Date _____							



MUNICIPALITY OF ANCHORAGE

FUTURE CAPITAL PROJECTS				Budget Year 1993				
Utility <u>Municipal Airport</u>								
Project Category	Project Title	Location	BUDGET BY YEAR					
			1994	1995	1996	1997	1998	
Building/Equip Imprvs	Air Traffic Control Tower	Northern Boundary	5,800=F					
Source of Funding:								
G.O. Bonds								
Revenue Bonds								
Operations								
State Grants								
Federal Grants			5,800					
Total			5,800					
Prepared by _____ Date _____								

MUNICIPALITY OF ANCHORAGE

FUTURE CAPITAL PROJECTS				Budget Year 1993				
Utility <u>Municipal Airport</u>								
Project Category	Project Title	Location	BUDGET BY YEAR					
			1994	1995	1996	1997	1998	
Land Improvements	Landscape South Entrance	Lake Otis & 15th Avenue		20=0				
Source of Funding:			G.O. Bonds					
			Revenue Bonds					
			Operations		20			
			State Grants					
			Federal Grants					
			Total		20			
Prepared by _____ Date _____								

MUNICIPALITY OF ANCHORAGE

FUTURE CAPITAL PROJECTS				Budget Year			
Utility <u>Municipal Airport</u>				1993			
Project Category	Project Title	Location	BUDGET BY YEAR				
			1994	1995	1996	1997	1998
Land Acquisition	Acquire Orca Street Property	Western Boundary	1,406=F 94=0	469=F 31=0	469=F 31=0		
Source of Funding:			G.O. Bonds				
			Revenue Bonds				
			Operations	94	31	31	
			State Grants				
			Federal Grants	1,406	469	469	
Prepared by _____ Date _____			Total	1,500	500	500	

