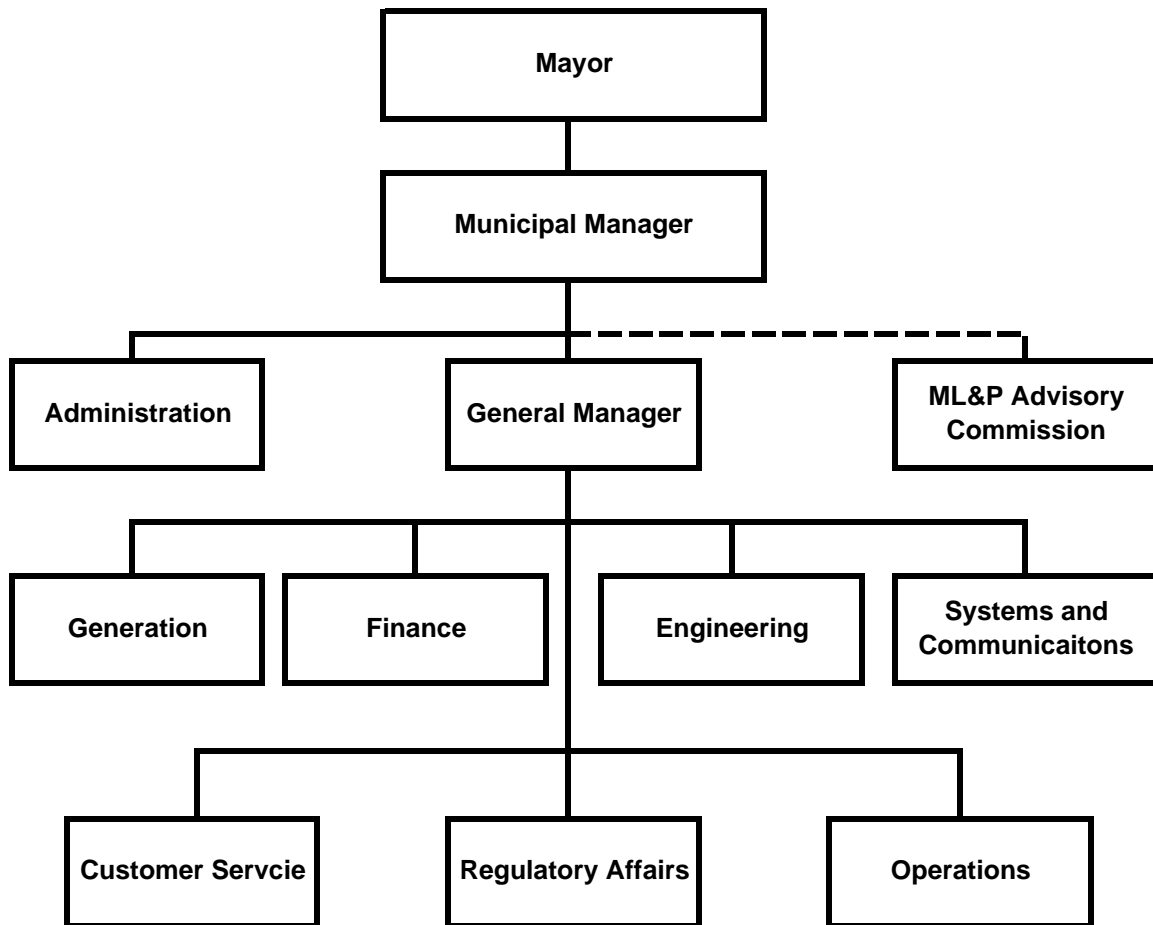


Municipal Light and Power



Municipal Light and Power Organizational Overview

Municipal Light and Power (ML&P) is functionally structured into eight operating divisions: Generation & Power Management, Engineering, Operations, Finance, Regulatory Affairs, Customer Service, Administration and Systems & Communication. Each division manager reports directly to the General Manager.

General Manager's Office

The General Manager is responsible for the overall management of Municipal Light & Power. ML&P is functionally structured into eight operating divisions: Administrative, Generation and Power Management, Engineering, Operations, Finance, Regulatory Affairs, Customer Service and Systems & Communication. Each division's manager reports directly to the General Manager. The General Manager and Division Managers are responsible for coordinating both the strategic planning efforts and the efficient application of resources necessary to achieve ML&P's mission.

Administrative Division

The Administrative Division provides support to the General Manager. Functions carried out by the Administrative section include: human resources, labor relations, safety, security, public relations, legal services, telephone switchboard/receptionist duties, and courier/mailroom operations.

Objectives and Tasks

- Recruit and retain technically competent, highly skilled and professional employees to join the ML&P team by providing a competitive wage scale
- Continue to provide employees with the training and education necessary to maintain technical competence and professional credentials
- Successfully negotiate and administer the ML&P/IBEW Collective Bargaining Agreement
- Ensure labor contract management compliance and respond to union grievances
- Provide educational material and programs related to energy matters and safety for the public
- Maintain the security of ML&P facilities and personnel
- Coordinate with or assist other municipal departments in joint or common projects
- Coordinate with other utilities on matters of common concern
- Administer Municipal Policies and Procedures within the utility
- Prepare and review ML&P Policies and Procedures
- Administer AERC, MOA-OEO, and ERC regulations
- Ensure compliance with ADA, FMLA, and FLSA
- Coordinate security matters with state and federal agencies
- Maintain Employee Classification System
- Review and administer disciplinary actions
- Prepare and review letters of agreement and proposed amendments and modifications of the Collective Bargaining Agreement
- Resolve contract disputes with contractors
- Provide timely and accurate information to the media, customers, and the public about the utility and issues facing the electric industry
- Manage responses to the public, media and Mayor's office during power outages or emergency situations

- Manage and enhance ML&P's reputation by selectively participating in community events, programs and sponsorships that enhance the quality of life in Anchorage and offer positive public relations for the utility
- Manage ML&P contributions budget
- Maintain the Key Accounts Program by providing bi-monthly newsletters to commercial customers and information regarding demand-side management
- Provide pertinent information to residential and commercial customers through a newsletter published every other month and through bill stuffers
- Promote electric safety and energy conservation in elementary schools through presentations requested by the Anchorage School District
- Manage plant tours for vocational schools and other groups
- Manage special utility projects related to commercial accounts, renewable resources (Green Power) and energy efficiency
- Monitor the overall usage of the ML&P website and manage data to insure effectiveness

Generation and Power Management Division

The Generation and Power Management Division is responsible for the production and dispatch of all thermal electricity at ML&P and the dispatch of the Eklutna Hydroelectric plant.

This includes operation, maintenance, engineering, and installation of equipment used in conjunction with the two municipally owned electric power plants. The division also provides full spectrum maintenance and support for the Eklutna Hydroelectric Power Plant of which ML&P owns 53 percent.

The Generation and Power Management division is also responsible for the safe and efficient operation of the Dispatch Center and for the management of environmental compliance programs.

The generation division is working to improve efficiency and safety by better organizing its drawing system. Plant personnel and contract engineers are working to update drawings to match the current plant configuration. The Piping and Instrument Diagrams (P&IDs) has been the focus of this effort. Accurate P&ID drawings will provide all personnel with an accurate map of the system. By installing tag numbers on all the equipment there will be no confusion operating valves to safe out a particular part of the system.

ML&P has agreed to become a 30% owner of the new Southcentral Power Plant (SPP) with the other 70% being owned by Chugach Electric Association. The planned commercial operation date for this new generation facility is fourth quarter 2012.

The **Generation Plant Operators** operate the turbines as required by the dispatch center. The operator's primary function is to monitor and respond to equipment alarms and trips. This is done on a 24 hour basis. They request assistance from the mechanical and electrical crews when major problems develop and also perform some light maintenance in the plants themselves.

The operators maintain regulatory logs and reports required by the Federal Energy Regulatory Commission (FERC) and Energy Information Administration (EIA).

The operators coordinate lock out/tag out safety procedures in the plant when equipment is taken out of service for maintenance.

One operator is designated to take care of demineralized water production for the boilers. Demineralized water is required to prevent deposits from building up inside the boiler tubes which would reduce their thermal efficiency.

The **Heavy Mechanical** crew performs overhauls and major maintenance of power production equipment. This experienced crew is trained to disassemble large industrial turbines, evaluate their condition and make necessary repairs. They also coordinate with Original Equipment Manufacturers on specialized repairs and acquisition of new parts. The crew also looks for new advancements in technology which can improve reliability and efficiency as obsolete equipment fails.

The **Electric/Electronic** section provides maintenance and installation of all instrumentation, which includes generation control and protective systems, supervisory control and data acquisition systems (SCADA), general plant electrical systems, and other related plant and construction work. The crew looks for new advancements in technology which can improve reliability and efficiency as obsolete equipment fails.

The **Eklutna** hydroelectric plant is managed by a ML&P Superintendent but operated by a CEA Operator. Maintenance is provided by the ML&P Heavy Mechanical & Electrical/Electronic crews. Light maintenance is performed by the CEA operator under the direction of the ML&P Superintendent. Plant electrical production and costs are shared between ML&P, CEA, and MEA (Matanuska Electric Association) based on a predetermined percentage of ownership.

The **Power Management** section performs studies and analysis to determine the optimal operation of ML&P's Generation and Hydroelectric resources and conducts a variety of power pooling and marketing studies to identify power sales opportunities between ML&P and other Railbelt utilities.

In addition, this section works with contracted software support consultants to implement new data bases and economic dispatch programs and produces many of the analyses ML&P relies on for strategic decisions related to power sales contracts, economic dispatch, and ML&P generation investment options. This section provides for operating guidelines and technical review, failure analysis, and system modeling. The two major functions of the Power Management section are as follows:

Power Dispatch is responsible for the safe and efficient control and dispatch of ML&P's interconnected electrical system, including the Eklutna Hydroelectric Project and the southern portion of the Alaskan Intertie. This section is responsible for continuous coordination with other utilities in the Railbelt to provide for system reliability and to pursue opportunities for power sales and purchases. In addition, this section responds to emergencies or unscheduled outages on the Interconnected System, ML&P Transmission System, and/or ML&P Power Plants and directs outage restoration procedures.

Distribution Dispatch operates the ML&P distribution system in a safe and reliable manner, responds to distribution system emergencies and unscheduled outages, directs restoration procedures to restore service as soon as practicable, and directs switching and tagging of scheduled maintenance, new services, and system improvements. This section also maintains ML&P's official record on the status of the distribution system as currently connected and produces Outage Reports.

The **Administrative** section is responsible for daily operation of the generation division's files, records, and budgetary tasks. One of these primary tasks is budget tracking and coordination with the finance division on expenditures. Capital and expense budget costs are controlled by this section. They also compile end-of-month reports on fuel usage and power generated from the plants, as required by ML&P accounting, FERC, and EIA. The administrative section also sends these reports to the necessary agencies.

The **Generation Warehouse** section maintains an inventory of critical spare parts for the generation division. Because Alaska is a remote location delays in getting materials could cause extended outage for ML&P customers. There is also an economic advantage to purchasing parts that have a long lead time; a 25% savings on parts that can cost several million dollars can be realized by doing this.

The warehouse personnel are experienced electricians and mechanics who know the ML&P systems well. They engineer design changes to the system when obsolete parts cannot be found by specifying requirements for new replacement parts. Different parts are required in different types of service. The service is defined by the product. Examples of the products are liquid fuel, natural gas, high pressure steam, condensate, hydraulic fluid, lube oil, glycol, hydrogen, etc. The operating temperature and operating pressure of these products requires that different design requirements be specified for each system.

ML&P is working to standardize the various systems and simplify the process of acquiring new parts. This will also improve safety in the plant. This can be done in conjunction with the P&ID work and the building of specifications for the systems.

Objectives and Tasks

- Minimize customer outages
- Provide low cost power
- Provide electrical generation with the utmost reliability and efficiency
- Implement system improvements to replace obsolete parts, improve reliability and efficiency
- Representation on various state and national operating committees as required
- Address Occupational Safety and Health Act (OSHA) matters; implement Environmental Protection Agency (EPA) initiatives and all other related regulatory and training requirements
- Represent ML&P on inter-utility committees and subcommittees, including the Intertie Operating Committee and the Alaska Coordinating Council/Railbelt Coordinating Committee
- Provide Dispatch Center support 24 hours a day, 365 days a year under normal and emergency conditions
- Perform studies and analysis to determine the optimal integration of ML&P's generation and hydrothermal resources
- Act as Southern Operator of the Alaska Intertie
- Direct and control all of ML&P's switching and tagging operations
- Negotiate, schedule, and control wholesale power sale transactions
- Manage the comprehensive Dispatcher Training Program
- Direct restoration of service to customers following outages
- Dispatch and control ML&P Generation and the Eklutna Project and schedule ML&P Bradley Lake energy and capacity
- Produce analysis related to power sales, system operation, economic dispatch, and generation investment decisions
- Assist in the planning and installation of the improved SCADA and Energy Management System (EMS)

- Ensure the ability of the Dispatch Center to survive and function during and after disasters
- Conduct ongoing training for employees and implement a new simulator training program for Plant 2 operators

Engineering Division

The Engineering Division is responsible for the planning, budgeting, design, coordination, and construction of transmission and distribution facilities that are required to provide consumers with safe and reliable electrical power.

The **Engineering Support and GIS** section is responsible for ML&P's GIS (Geographic Information System), rights-of-way acquisition of easements/permits/lands and record keeping, land surveying and project staking, underground locates, support, administration, and development of AUD (Autodesk utility design) encompassing ML&P's electronic Engineering design workflow. The Section is also responsible for the continuing property/facility records, CAD drafting, mapping, and the professional services contract administration as related to these responsibilities.

Additionally this section is also responsible to provide and develop tools to maintain the GIS, streamline Engineering business processes using workflows and technology to increase efficiency and maintain the integrity and accuracy of ML&P's design and asset data.

The **Station Design, System Protection and System Planning** section prepares complete substation and switchyard design packages, implements all the distribution and transmission system protection, purchases substation equipment, prepares specifications, contract documents, and procures construction contracts.

Also the section conducts distribution system normal study and transmission system load flow studies, prepare substation construction standards, provides technical support to other sections and divisions for system upgrades. Additionally this Section performs distribution system fault analyses, protective devices coordination, and manages the procurement of annual distribution transformer.

It also coordinates with other intertie utilities for transmission protection and transmission lines improvement.

The **System Planning** section conducts transmission and distribution load flow studies, prepares construction standards, provides technical support to other sections and divisions for system upgrades and modifications, prepares planning studies, performs distribution system fault and failure analyses, manages the annual distribution transformer order including procurement, purchase and evaluation.

The **System Protection** section performs relaying protection and coordination of all distribution and transmission systems and interfaces with other intertie utilities.

The **Transmission/Distribution Line Design and Customer Engineering** section is responsible for the design of major system improvements, relocations, undergrounding, and line extensions of the transmission and distribution systems; it also provides engineering services to new customers, including new service line extension design, minor customer service, and non-ML&P construction project reviews. In addition they also perform NESC safety compliance assessments, update material specifications and construction methods, develop standards and maintenance methods, evaluate material bids, prepare and administer the "unit price" construction contract and other project construction contracts, and do other special projects.

Objectives and Tasks

- Responsive design of new customer services
- Design, construct, contract for, and manage substations, plant switchyards, system protection, and sectionalizing plans
- Maintain continuing property records and system maps utilizing the GIS system and other interfacing financial programs
- Investigation of customer service complaints and power quality issues
- Investigation of system safety concerns
- Research and integration of technological advances into the existing system
- Analysis of ML&P's power system and intertie system operation
- Perform class load research, voltage profiles, and contingency studies
- Development of required capital improvement plans and projects/budgets, as well as the engineering design and management of projects
- Development of special studies, including failure analysis reports
- Representation on both internal and external technical committees and other external utility/business committees as required
- Coordination with other governmental entities and utilities for use of right-of-way and location or relocation of underground plant
- Acquires easements necessary for both transmission and distribution plant
- Provide technical support necessary to comply with all applicable environmental laws and regulations while integrating environmental risks, costs, and impacts in the decision-making process
- Implementation, input and maintenance of ML&P's Geographic Information System

Operations Division

The Operations Division oversees the construction, maintenance, and operation of the transmission and distribution systems, administration of contracts and contractors, facility maintenance, fleet and equipment maintenance, and warehousing of required material.

The **Line** section is responsible for the construction and maintenance of the transmission and distribution systems. This section also provides cut in/cut out assistance for the Customer Service Division and switching services as directed by the Generation and Power Management Division.

The **Technical Services** section provides services associated with electrical metering and substation maintenance including installation, calibration and testing of circuit breakers, relays, meters, transformers and SCADA equipment.

The **Fleet Services** section provides pre-purchase technical specifications, preventative and nonscheduled maintenance of all utility rolling stock, miscellaneous equipment, and hot line tools.

The **Electrical Services** section provides testing, repairs and tracking of transformers, facility maintenance and associated contract administration, as well as management of ML&P's PCB/Hazardous materials testing and disposal program.

The **Warehouse** section is responsible for receipt, storage and issuance of construction and maintenance material for Engineering and Operations. They also provide support to other divisions in processing purchase requisitions, including change orders and receiving goods.

Objectives and Tasks

- Improve reliability and reduce service interruptions through ongoing inspection and preventative maintenance programs
- Maintain the pilot wire system
- Annually inspect and maintain ML&P's Central Business District (CBD) vault-duct system
- Maintain right-of-way clearing and maintenance program
- Provide SCADA support services
- Annual inspection of distribution system and scheduling of routine maintenance
- Preventative maintenance of substations and 115KV switch yards
- Continue comprehensive meter audit programs
- Continue system inspection programs using infrared and x-ray technologies
- Provide reliable fleet service and vehicle maintenance by performing annual vehicle safety inspections
- Provide improved street lighting by continuing the upgrade of older street lighting systems
- Provide efficient system construction
- Refine ML&P's Comprehensive Construction and Scheduling Program
- Annually monitor and evaluate unit price contracts and expedite bid programs
- Provide an effective, reliable construction feedback and tracking system
- Provide utility wide cost effective facility management by conducting annual heating and cooling systems inspections and on-going building maintenance inspections
- Identify and initiate the replacement of failing meters and equipment
- Evaluate new technologies and alternatives for meter service
- Conduct power theft investigations and gather evidence for collection efforts
- Inspect customer's premises for defective equipment which can cause high bills
- Direct PCB testing, removal, and disposal

Finance Division

The Finance Division provides financial management and analysis of reports and budgets to ML&P's staff and Advisory Commission, the Administration, Assembly and regulatory agencies.

The **Accounting** section is responsible for financial analyses and reporting in the manner prescribed by the Federal Energy Regulatory Commission, Regulatory Commission of Alaska (RCA), and Generally Accepted Accounting Principles (GAAP). The Accounting section is also responsible for developing and maintaining the utility continuing property records (CPR) and providing accounts payable services.

The **Budgeting** section is responsible for financial forecasting, financial modeling, bond sale support, yearly operating and Capital Improvement Plan budget submissions, developing budgeting standards, ensuring budget compliance, and providing other situational fiscal analysis as required.

The **Payroll** section is responsible for collection and submission of employee time sheets for accurate payroll processing to meet bi-weekly payroll requirements; preparation of monthly health and welfare and pension and benefits reporting in compliance with collective bargaining agreements.

Objectives and Tasks

- Provide accurate and timely financial and accounting information on a monthly basis
- Prepare reports necessary to meet internal and external reporting requirements
- Develop and analyze reports to convert financial data into meaningful management information

- Provide financial training on new or changing accounting pronouncements
- Assist and respond to the annual external audit and other internal audits
- Prepare and publish the audited financial statements
- Prepare the Form 1 report and file with the RCA
- Provide Regulatory Affairs with financial data to develop Revenue Requirement, Cost of Service and other regulatory filings, provide testimony and testify before the RCA
- Upgrade depreciation reserve segment of CPR for potential changes in depreciation policies
- Produce the annual business plans, operating budgets, and capital budgets
- Develop and implement long-range financial forecasts and reports
- Review capital work order set-up information for accuracy and completeness
- Provide budget analyses throughout the year for the Advisory Commission
- Provide historic and prospective budget data for requesting entities
- Provide state and federal agencies with detailed budget and accounting information as necessary
- Advise management on financial issues facing the utility
- Provide guidelines to management on attaining Equity Management Plan objectives
- Coordination with Human Resources on all IBEW hire/rehire orientations and employee/payroll matters

Regulatory Affairs Division

The Regulatory Affairs Division is responsible for regulatory matters, long-range resource planning, operation of ML&P's interest in the Beluga River Unit (BRU) gas field, Federal and State environmental regulatory compliance, and pursuit of initiatives necessary to support the utility's financial health and competitive position.

The **Administrative** section is responsible for long-range planning, including the preparation of integrated resource plans, three-year electric system reports, gas and electric load forecasts, and coordination with other utility and State agencies regarding system-wide and Railbelt planning initiatives. Additionally, the section plays a major role in providing information and support to ML&P's Advisory Commission.

The **Rates and Tariffs** section is responsible for compliance with the Alaska Public Utilities Commission Act, as amended, and associated law. The fundamental function of this section is to maintain ML&P's tariff and special contracts under which the utility does business with the public. This includes activities such as tariff revisions, COPA filings, rate studies, and participation in all regulatory proceedings affecting ML&P's ability to perform its mission. This section also performs economic modeling and pricing, assists in negotiating power contracts, and engages in financial analyses for ML&P management.

The **Beluga Gas Field** section is responsible for meeting accounting and tax compliance requirements as well as insuring compliance with the BRU Joint Operating Agreement and Gas Balancing Agreement. This section is also responsible for acquisition of supplemental gas supplies, either through new source contracts, exchange agreements, or capital improvement efforts intended to increase/maintain field production, gas storage, or import of fuel resources from regions other than Cook Inlet.

The **Environmental** section is responsible for protecting the public's health by preventing hazardous materials releases by ML&P and maintaining compliance with operating permits and applicable environmental regulations.

Objectives and Tasks

- Manage ML&P's regulatory proceedings
- Develop revenue requirement and cost of service studies.
- Conduct customer class load research in support of cost allocations
- Revise tariffs as required.
- Monitor federal and state regulatory proceedings and provide timely response to developments as they occur in those proceedings.
- Maintain a constructive relationship with regulatory agencies in order to achieve ML&P's goals in the regulatory arena
- Effectively represent ML&P's position to state and federal legislators and the RCA
- Assist with representation of ML&P's legislative agenda before the Alaska State Legislature and Congress
- Maintain constructive relationship with BRU partners, Conoco Phillips and Chevron Texaco to ensure efficient operations of the gas field
- Administer hazardous chemicals control programs and contaminated ground water treatment programs
- Conduct permit negotiations with State and Federal environmental agencies
- Manage Engineer of Record contract
- Manage fuel supply contracts
- Maintain gas fund accounts

Customer Service Division

The Customer Service Division provides a full line of customer services for ML&P's electric customers.

The **Customer Service** section is responsible for any customer contact necessary to establish, maintain, and terminate electrical service and landlord contracts. This section explains rates and tariff applications as required, responds to residential and commercial service requests and bill inquiries, and processes cash receipts, while maintaining security of customer records. Customer Service is the focus for customer contact in the utility.

The **Credit and Collections** section is a primary function of the Division as it is responsible for negotiating payment schedules in accordance with ML&P's tariff, Alaska Statutes, and accepted Fair Credit Act practices, as well as providing anti-identity theft measures demanded by Federal statutes and practices. This section is also responsible for maintaining a low percentage of write-offs, coordinating all customer refunds and reviews, as well as preparation of accounts for legal referral.

Billing, another key function of the Division, receives the read data collected by the meter readers and processes, records, and renders billing statements to clearly inform the customer of their energy consumption.

The **Meter Reading** section is responsible for accurate and timely scheduled monthly meter reads, timely reads on customer connects and disconnects and delinquent door hanger notices. This section also investigates customer energy usage patterns, high bill complaints, customer equipment access issues and power theft incidents.

Objectives and Tasks

- Create and maintain superior levels of customer satisfaction
- Respond to customer inquiries, including telephonic, e-commerce, and in-person contact, in the most efficient and timely way practical
- Provide accurate customer records, review and monitor updates to the tariff as business needs indicate

- Analyze billing functions for opportunities to improve the efficiency and quality of customer billing services
- Maintain a high collection index utilizing both internal and external resources
- Assign account representatives to key accounts for continued superior service
- Maintain statistical records of employee and Division performance standards
- Develop and maintain a well trained and highly energized work force, capable of meeting all customer demands
- Perform energy use evaluations and administer energy audit contracts for customers
- Develop team performance standards to support customer service efficiency and quality
- Review policies, procedures, and tariffs for compliance and improvements
- Research, develop and implement e-commerce strategies and capabilities
- Prepare and review installment agreements with customers
- Promote and maintain the Key Accounts Program in partnership with Public Relations
- Develop and maintain customer appreciation programs that invigorate and educate our customers about energy efficiency and the possibilities of renewables
- Represent the utility as the identity of ML&P through customer contact and superior service and maintain open lines of communication between the customer and the utility
- Conduct investigations of customer premise access issues

Systems and Communication Division

The Systems and Communication Division provides internal communications, business systems installation and process control support for all ML&P Divisions and the General Manager's office. In addition, this Division provides recommendations for communication system upgrades, improvements and replacements ensuring equipment compatibility and cost efficiency.

The **Programming** section is responsible to ensure business practices and methodologies are applied through easy to use electronic products, applications, software and/or hardware products for all employees of ML&P from their first day of employment forward. This applies to commercial off the shelf products, applications created in-house, MOA applications.

The **Network Services** section is responsible for 24/7 Business LAN connectivity and support and telephone/voicemail services to all of ML&P. Network Services is also responsible to provide an efficient and reliable means for ML&P employees to communicate both internally and externally to ML&P customers, vendors, and other outside agencies.

The **Radio Shop** section is responsible to support process control and internal communications for all ML&P divisions. They work closely with MOA general government communications shop to provide adequate and interoperable two-way radio communications for ML&P and fulfill service contracts in support of wireless communications for Municipal Enterprise Activities (AWWU, SWS, and Port of Anchorage).

The **Energy Management System (EMS)** section provides configuration, maintenance and technical support for the ML&P SCADA/EMS system infrastructure and user computer consoles used to manage and control power generation, transmission and distribution systems.

The **Network Support** section supports and administrates Desktop and Network Server Hardware and Software for all ML&P divisions. The provide help desk support for ML&P computer users, provide disaster recovery planning and implementation to assure the availability of critical data, provide security and software update service for all network servers and desktop PCs.

The **Document Control and Records Management** section is responsible for establishing and maintaining utility wide document management and retrieval technologies.

Objectives and Tasks

- Maintain computer systems security to ensure data and system integrity
- Develop applications to meet ML&P business objectives
- Develop innovative, state-of-the-art alternatives for customer information and billing programs
- Manage hardware, software, and system procedures to improve operating efficiency and performance
- Provide enhancements and maintenance to operational data, wire line and wireless communication systems
- Develop and monitor long-range information system continuity plans
- Manage and maintain an efficient, cost-effective telecommunications system
- Provide advanced customer access technology
- Refine ML&P-wide document management and retrieval programs and maintain storage and retrieval system
- Maintain operating efficiency of EMS and SCADA software and hardware and provide 100 percent up-time of current redundant systems
- Maintain a real-time microwave communications backbone
- Perform annual inspections and maintenance of all subscriber radios and base stations
- Provide cost-effective reimbursable radio installation and repair service to client entities
- Provide communications and technology applications during emergencies
- Assist in maintaining presence on the World Wide Web
- Provide GIS function to support Engineering and Customer Service needs
- Provide data & SCADA resources for all other divisions
- Maintain internal physical security devices and closed circuit TV monitoring network
- Develop, implement, configure and maintain service area Fiber Optics system networking capabilities

Municipal Light and Power Business Plan

Mission

Provide service with competitive, safe, reliable energy.

Services

ML&P service area encompasses 19.9 contiguous square miles including a large portion of the commercial and high-density residential areas of the Municipality. In 2011, the average number of residential and commercial customers was 24,302 and 6,297 respectively. Commercial customers account for approximately eighteen percent of ML&P's customer billings, yet consume sixty-seven percent of its retail output. ML&P also has agreements to supply Fort Richardson Army Base and Elmendorf Air Force Base with firm electrical service.

Business Goals

- Provide electricity on demand to ML&P customers 24 hours a day 365 days a year.
- Meet the needs and expectations of our customers by providing:
 - Competitive rates and reliable service for all customer classes
 - Prompt, reliable and courteous customer assistance
 - Support and assistance to the military bases and wholesale power customers
- Replace old turbines with more efficient, state-of-the-art turbines capable of achieving over 25% fuel savings.
- Operate the electrical system with optimum economic efficiency and strict adherence to environmental standards.
- Provide for the safety of both the public and our employees in the operation of the electrical system.
- Recruit and retain a highly skilled, diverse workforce dedicated to serving the Anchorage community.
- Improve system reliability by incorporating new components, technologies, and methods of cooperation with interconnected utilities.
- Maintain competitive rates by incorporating cost cutting technologies and streamlining business processes without jeopardizing the financial and operational integrity of the utility.
- Attain the financial objectives established in the Equity Management Plan.
- Promote efficient use of electrical energy.
- Continue to provide educational programs to school children and the community on electrical safety. Communicate factual information to customers and the public at large on issues affecting ML&P and the utility industry, including means by which the customer may undertake on their own volition measures to install cost-effective energy efficient technologies and promote energy conservation.
- Foster teamwork and an integrated approach to decision-making within the utility.
- Maintain equity and earn net income at a level sufficient to continue to pay annual dividends to the Municipality of Anchorage.

Strategies to Achieve Goals

ML&P's strategic plan provides a framework to achieve results for the customer.

1. Provide affordable and competitive rates
2. Maintain low employee incident rate
3. Maintain low number of lost work days
4. Ensure highest possible bond rating

5. Achieve highest possible net income
6. Minimize customer outages and interruptions

Performance Measures to Track Progress in Achieving Goals

ML&P measures progress in achieving these customer commitments using the set of quantifiable performance measures.

1. Quarterly report on Residential Service Rates in Cents per Kilowatt Hour
2. Employee Incident reporting
3. Number of Lost Work Days report
4. Monthly Bond Rating Review
5. Monthly Net Income Statements, Annual report on Revenue per Kilowatt Hour Sold
6. As needed performance reporting on customer interruptions and outages

Municipal Light and Power

Anchorage: Performance. Value. Results.

Mission

Provide service with competitive, safe, reliable energy.

Core Services

- Energy distribution
- Energy generation
- Customer service

Direct Services

Direct services provided by divisions

- Regulatory
- Administration
- Customer Service
- Finance
- Generation/Power Management

Accomplishment Goals

- Affordable and competitive rates
- Safe work environment
- Safe service
- Reliable service

Performance Measures

Progress in achieving goals will be measured by:

Measure #1: Residential service rates in cents per kilowatt hour

-	2009	2010	2011
Municipal Light & Power	11.89	12.57	12.60
Chugach Elec. Assoc.	15.42	13.10	14.01
Matanuska Elec. Assoc.	16.40	13.95	15.28
Homer Elec. Assoc.	19.74	17.08	20.61
Golden Valley Electric Assoc.	16.35	20.30	21.16

Note: Customer charge is \$6.56/month and energy usage is 750 kWh/month. Energy Charge effective 10/01/11 is 8.011 cents/kWh. The Cost of Power Adjustment (COPA) effective 10/1/11 is 1.927 cents/kWh. The Regulatory Charge is adjusted annually by RCA, and is currently .0492 cents/kWh.

Measure #2: Employee incident rate

2009	2010	2011
5.59	5.29	4.41

Measure #3: Number of lost work days

2009	2010	2011
244	98	83

Note: Reflects the total number of all days our employees experience "Lost Work Days" as defined by the Occupational Safety & Hazard Association (Employee missed work due to injury).

Customer Service and Finance Division Municipal Light and Power

Anchorage: Performance. Value. Results.

Mission

Ensure Municipal Light and Power's (ML&P) business process requirements are efficiently and effectively conducted, while also meeting ML&P's stewardship obligations to the citizens of Anchorage.

Core Services

- Energy distribution
- Energy generation
- Customer service

Direct Services

- Financial services that maintain and protect the financial integrity of the utility
- Service all residential and commercial customer account needs
- Support utility wide communications and technical/business application needs of the utility

Accomplishment Goals

- Accurate and timely reporting of financial data
- Maintain sound key financial ratios
- Maintain optional business systems uptime
- Accurate and timely meter reading and customer billing

Performance Measures

Progress in achieving goals will be measured by:

Measure #4: Percent of bills that go out within 1 day of meter read date

2009	2010	2011
82%	85%	86%

Measure #5: Net income

2009	2010	2011
\$12,024,860	\$9,470,584	\$12,396,768

Note: Cumulative net income

Measure #6: Municipal Light and Power bond rating
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Standard & Poor's Rating Services			
2009	2010	2011	2012
A+	A+	A+	

Fitch Ratings			
2009	2010	2011	2012
A+	A+	A+	

Note: Rates the level of risk involved in investing in ML&P bonds; "A+" indicates the least amount of risk and is in the highest rating category.

Regulatory Division Municipal Light and Power

Anchorage: Performance. Value. Results.

Mission

Provide a competitive, reliable energy source

Core Services

- Energy generation
- Energy distribution

Direct Services

- Produce energy to meet consumer demand
- Manage energy production to efficiently dispatch electric power

Accomplishment Goals

- Generation equipment availability
- Economical management of generation resources

Performance Measures

Progress in achieving goals will be measured by:

Measure #7: Revenue per kWh (kilowatt-hour) sold

Year 2010	ML&P	CEA	MEA	HEA	GVEA
Residential	12.95	13.27	13.81	16.78	20.22
Commercial	10.17	10.91	11.36	14.74	18.75

Year 2009	ML&P	CEA	MEA	HEA	GVEA
Residential	12.17	14.93	16.11	19.59	17.96
Commercial	9.51	12.67	14.02	17.58	16.51

Year 2008	ML&P	CEA	MEA	HEA	GVEA
Residential	10.41	14.32	14.27	16.62	18.48
Commercial	7.64	12.06	12.12	14.80	17.42

Note: Year 2008, 2009 and 2010 data reported in cents. Comparisons reported annually by American Public Power Association (APPA) and EIA (Energy Information Agency, U.S. Department of Energy).

CEA=Chugach Electric Association; MEA=Matanuska Electric Association; HEA= Homer Electric Association; GVEA = Golden Valley Electric Association.

Generation/Power Management Division Municipal Light and Power

Anchorage: Performance. Value. Results.

Mission

Design, construct, operate and maintain generation, transmission and distribution facilities to serve anticipated electric power needs within ML&P's service area at the lowest reasonable cost.

Core Services

- Energy generation
- Energy distribution
- Customer service

Direct Services

- Design reliable and cost effective electrical systems
- Construct reliable and cost effective electrical systems in accordance with design standards
- Provide electrical system maintenance that insures continuity of a vital utility
- Maintain the Continuing Property Records (CPR) system to record equipment type and location

Accomplishment Goals

- Maintain voltages under normal conditions within plus or minus 5 percent (%) of nominal voltage
- Adhere to safety and construction standards
- Proactive preventative maintenance service
- Maintain an outage reporting database system in accordance with industry standards
- Restore power outage conditions in an expeditious and economical manner

Performance Measures

Progress in achieving goals will be measured by:

Measure #8: Average length of an interruption, weighted by the number of customers affected

2008	2009	2010
1.34	1.67	1.5

Note: IEEE Std. 1366 provides a benchmark for CAIDI of 1.45 hours

Measure #9: Average interruption duration for customers served during a specific time period

2008	2009	2010
.896	.659	.762

Note: IEEE Std. 1366 provides a benchmark for SAIDI of 1.15 hours

Measure #10: Average number of times that a customer is interrupted during a specified time period

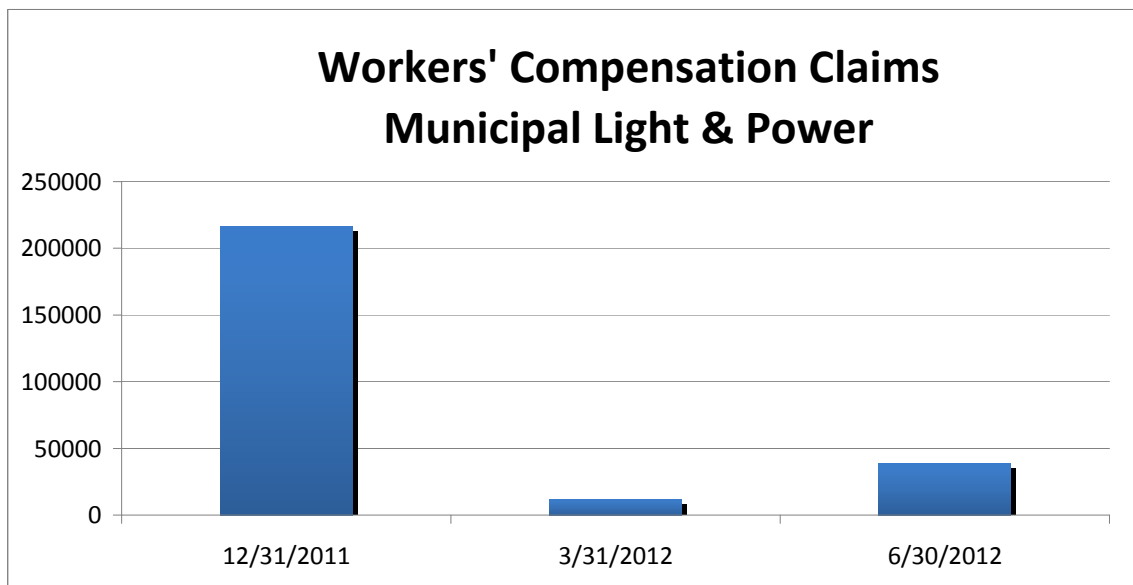
2008	2009	2010
.667	.394	.508

Note: IEEE Std. 1366 provides a benchmark for SAIFI of .88 interruptions per customer

PVR Measure WC: Managing Workers' Compensation Claims

Reducing job-related injuries is a priority for the Administration by ensuring safe work conditions and safe practices. By instilling safe work practices we ensure not only the safety of our employees but reduce the potential for injuries and property damage to the public. The Municipality is self-insured and every injury poses a financial burden on the public and the injured worker's family. It just makes good sense to WORK SAFE.

Results are tracked by monitoring monthly reports issued by the Risk Management Division.



Municipal Light and Power Highlights and Future Events

New Generation

ML&P is at a point from a life cycle perspective where it must make significant generation capital additions over the next few years. Currently, there is \$221 million (in nominal dollars) in the capital budget for new generation to replace aging generation infrastructure. Modern generating units are much more efficient, allowing them to deliver more energy for the same amount of fuel. The goal of ML&P is to have Plant 2 new generation facilities online by fourth quarter 2015.

Southcentral Power Project

ML&P entered into a participation agreement with Chugach Electric Association, Inc. (CEA) on August 28, 2008 to proceed with the joint development, construction and operation of the Southcentral Power Project (SPP). The design of the plant includes three GE LM6000PF DLE combustion turbines that recover exhaust heat to produce additional electricity in a steam bottoming cycle. Three machines have been purchased by SPP with total capacity of approximately 180 MW, of which ML&P's proportionate share will be 54 MW, or 30%. ML&P's estimated share of the cost of SPP is \$110 million. SPP is anticipated to enter commercial operation by first quarter 2013.

Municipal Light and Power External Impacts

Beginning January 1, 2006 all of ML&P's gas requirements for generation (except for purchases to meet peaking requirements) are supplied from its one-third interest in the Beluga River Unit Gas Field. Therefore, the transfer price of gas from the Gas Division to the Electric Division is, for all practicable purposes comprised of costs necessary to produce gas, and is budgeted to decrease from \$2.41/MCF in 2012 to \$2.26/MCF in 2013. However, ML&P will incur additional costs due to fees paid to Cook Inlet Natural Gas Storage Alaska, Inc. for seasonal gas storage beginning in the summer of 2012.

ML&P implemented a 6.83% permanent rate increase on October 1, 2011. ML&P will require frequent, significant rate increases during the next 3-4 years to support the large capital improvement program which it is now implementing.

Municipal Light and Power Workforce Projections

Division	2011	2012	2013	2014	2015	2016	2017	2018
Administration	15	15	13	13	13	13	13	13
Customer Service	21	21	25	25	25	25	25	25
Engineering	28	28	29	29	29	29	29	29
Finance	24	21	21	21	21	21	21	21
Generation	81	81	81	81	81	81	81	81
Operations	59	59	51	51	51	51	51	51
Regulatory	8	8	7	7	7	7	7	7
Systems & Communications	26	26	27	27	27	27	27	27
Total full time	262	259	254	254	254	254	254	254
Part-Time/Temporary	24	24	28	28	28	28	28	28
Total Positions	286	283	282	282	282	282	282	282
Total FTE	274	271	271	271	271	271	271	271

Municipal Light and Power Utility

2013 Revised Statement of Revenues and Expenses

	2011 Actuals	2012 Actuals	2013 Approved Budget	2013 Revised Budget	Δ 2013 Approved 2013 1Q Budget
Operating Revenue					
Residential	\$ 18,732,524	\$ 17,221,156	\$ 20,005,810	\$ 19,047,000	\$ (958,810)
Commercial & Industrial	82,501,410	71,910,702	83,370,752	80,524,000	(2,846,752)
Military	15,381,907	11,827,304	13,509,470	13,583,000	73,530
Sales for Resale	17,053,859	16,408,646	21,666,390	21,667,000	610
Miscellaneous Service Revenue	747,952	2,011,282	1,664,000	1,664,000	-
Total Operating Revenue	134,417,652	119,379,090	140,216,422	136,485,000	(3,731,422)
Non Operating Revenue					
Interest from Cash Pool	1,282,394	981,967	1,781,376	1,781,376	-
Miscellaneous Non-Operating Revenue	2,656,232	2,612,638	2,653,000	2,653,000	-
Total Non-Operating Revenue	3,938,626	3,594,605	4,434,376	4,434,376	-
Total Revenue	138,356,278	122,973,695	144,650,798	140,919,376	(3,731,422)
Operating Expense					
Labor	26,318,332	25,403,780	29,994,250	28,955,033	(1,039,217)
Overtime	1,628,933	2,418,108	2,000,000	2,000,000	-
Total Labor	27,947,265	27,821,888	31,994,250	30,955,033	(1,039,217)
Non-Labor					
Supplies	7,620,577	9,124,512	8,571,400	7,740,047	(831,353)
Travel	227,952	91,171	130,000	130,000	-
Charges from Other Departments	2,714,091	2,877,826	3,268,000	3,922,000	654,000
Transfers (MUSA and Gross Receipts)	5,375,710	5,549,734	6,480,360	5,059,000	(1,421,360)
Natural Gas Purchases & Transportation	26,907,576	12,799,686	20,494,272	20,494,000	(272)
Gas Production Expense	10,326,369	13,016,734	14,044,382	14,044,000	(382)
SPP	-	-	3,600,000	4,213,000	613,000
Purchased Power	3,784,470	3,914,909	4,305,000	4,305,000	-
Regulatory Debit/Credit	3,432,854	(1,342,817)	(6,077,971)	(6,078,000)	(29)
Depreciation Electric, Depletion Gas, Amort	25,948,743	26,877,295	30,446,128	30,481,909	35,781
Total Non-Labor	86,338,342	72,909,050	85,261,571	84,310,956	(950,615)
Total Operating Expense	114,285,607	100,730,938	117,255,821	115,265,989	(1,989,832)
Total Non-Operating Expense	11,674,151	6,980,850	8,890,810	8,890,810	-
Total Expenses	125,959,758	107,711,788	126,146,631	124,156,799	(1,989,832)
Net Income	\$ 12,396,520	\$ 15,261,907	\$ 18,504,167	\$ 16,762,577	\$ (1,741,590)
Total Expenses			126,146,631	124,156,799	(1,989,832)
Less: Non-Cash Items			18,618,607	18,654,719	36,112
Appropriation			107,528,024	105,502,080	(2,025,944)

Municipal Light and Power Department Summary

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Division				
MLP Administration	3,073,516	3,210,000	2,908,587	<9.39%>
MLP Customer Service	2,058,459	2,292,000	3,072,696	34.06%
MLP Engineering	2,206,153	2,518,000	2,094,723	<16.81%>
MLP Finance	42,525,614	40,495,000	44,036,253	8.74%
MLP Generation	69,010,497	51,053,000	54,615,891	6.98%
MLP Operations	7,817,745	8,369,000	7,334,776	<12.36%>
MLP Power Management	6,556,365	7,422,000	7,667,993	3.31%
MLP Regulatory Affairs	(13,864,592)	(14,264,000)	(6,876,063)	<51.79%>
MLP Systems & Communications	3,677,493	3,756,000	5,380,284	43.25%
Direct Cost Total	123,061,250	104,851,000	120,235,140	14.67%
Intragovernmental Charges				
Charges by Other Departments	2,898,508	3,443,000	3,921,659	13.90%
Function Cost Total	125,959,758	108,294,000	124,156,799	14.65%
Program Generated Revenue	(138,356,529)	(128,239,000)	(140,919,376)	9.89%
Net Cost Total	(12,396,771)	(19,945,000)	(16,762,577)	<15.96%>
Direct Cost by Category				
Personnel	23,762,747	30,019,000	30,955,035	3.12%
Supplies	45,987,965	22,282,750	21,330,578	<4.27%>
Travel	230,025	333,500	130,000	<61.02%>
Contractual/Other Services	16,339,760	19,914,750	29,590,527	48.59%
Debt Service/Depreciation	36,740,753	32,301,000	38,229,000	18.35%
Direct Cost Total	123,061,250	104,851,000	120,235,140	14.67%
Position Summary as Budgeted				
Full-Time	-	-	253	
Part-Time	-	-	28	
Position Total	-	-	281	

Municipal Light and Power
Division Summary
MLP Administration
 (Dept ID # 850101)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Category				
Salaries and Benefits	1,340,878	1,726,000	1,411,587	<18.22%>
Supplies	314,048	262,000	176,000	<32.82%>
Travel	62,304	62,000	130,000	109.68%
Contractual/Other Services	1,356,286	1,160,000	1,191,000	2.67%
Manageable Direct Cost Total	3,073,516	3,210,000	2,908,587	<9.39%>
Debt Service, Depreciation	-	-	-	
Direct Cost Total	3,073,516	3,210,000	2,908,587	<9.39%>

Positions as Budgeted

	2011 Revised		2012 Revised		2013 Revised	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
General Manager	-	-	-	-	1	-
Junior Admin Officer	-	-	-	-	1	-
Junior Clerk	-	-	-	-	2	-
Light & Power Superintendent	-	-	-	-	1	-
Regulatory Admin Assistant	-	-	-	-	1	-
Senior Office Associate	-	-	-	-	1	-
Shop Steward	-	-	-	-	1	-
Special Admin Assistant I	-	-	-	-	2	-
Special Admin Assistant II	-	-	-	-	1	-
Utility Division Mgr I	-	-	-	-	1	-
Positions as Budgeted Total	-	-	-	-	12	-

Municipal Light and Power
Division Detail
MLP Administration
(Dept ID # 850101)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Category				
Salaries and Benefits				
501010 - Straight Time Labor	740,716	1,008,000	941,088	<6.64%>
501020 - Overtime	2,252	6,000	6,500	8.33%
501035 - Lv/Holiday Accruals (Enterprise & Utilities)	123,494	140,000	102,000	<27.14%>
501080 - Retirement	472,190	570,000	201,962	<64.57%>
501100 - Medical/Dental	-	-	252,043	-
501105 - FICA/Medicare Taxes	-	-	70,899	-
501115 - Employee Assistance	-	-	735	-
501118 - Other Benefits	-	-	4,449	-
501130 - Unemployment Ins	-	-	1,882	-
501140 - Long Term Disability	-	-	967	-
501240 - Allow Differntls/Prms	1,273	2,000	2,000	-
501260 - Vacancy Factor	-	-	(172,939)	-
501270b - EmplpyeeRelocate	953	-	-	-
Salaries and Benefits Total	1,340,878	1,726,000	1,411,587	<18.22%>
Supplies	314,048	262,000	176,000	<32.82%>
Travel	62,304	62,000	130,000	109.68%
Contractual/Other Services	1,356,286	1,160,000	1,191,000	2.67%
Manageable Direct Cost Total	3,073,516	3,210,000	2,908,587	<9.39%>
Debt Service, Depreciation	-	-	-	-
Direct Cost Total	3,073,516	3,210,000	2,908,587	<9.39%>
Intra-Governmental Charges				
Charges By Other Departments	13,126	23,000	90,144	291.93%
Net Cost				
Manageable Direct Cost	3,073,516	3,210,000	2,908,587	<9.39%>
Debt Service, Depreciation	-	-	-	-
Charges By Other Departments	13,126	23,000	90,144	291.93%
Net Cost Total	3,086,642	3,233,000	2,998,731	<7.25%>

Municipal Light and Power
Division Summary
MLP Customer Service
 (Dept ID # 850401)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Category				
Salaries and Benefits	1,638,544	1,788,000	2,599,196	45.37%
Supplies	42,128	42,000	36,000	<14.29%>
Travel	42,187	30,000	-	
Contractual/Other Services	335,600	432,000	437,500	1.27%
Manageable Direct Cost Total	2,058,459	2,292,000	3,072,696	34.06%
Debt Service, Depreciation	-	-	-	
Direct Cost Total	2,058,459	2,292,000	3,072,696	34.06%
Revenue by Fund				
Fund 530000 - MLP Electric Operating	100,645,189	96,463,000	136,485,376	41.49%
Revenue Total	100,645,189	96,463,000	136,485,376	41.49%

Positions as Budgeted

	2011 Revised		2012 Revised		2013 Revised	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Customer Services Foreman	-	-	-	-	1	-
Electric Communications Tech	-	-	-	-	1	-
Junior Admin Officer	-	-	-	-	1	-
Lead Meter Reader	-	-	-	-	1	-
Meter Reader	-	-	-	-	3	-
Util AC Rep I/II/III/IV	-	-	-	-	14	1
Utility Account Rep II	-	-	-	-	1	-
Utility Account Specialist	-	-	-	-	2	-
Utility Division Mgr II	-	-	-	-	1	-
Positions as Budgeted Total	-	-	-	-	25	1

Municipal Light and Power
Division Detail
MLP Customer Service
(Dept ID # 850401)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Category				
Salaries and Benefits				
501010 - Straight Time Labor	841,836	996,000	1,574,919	58.12%
501020 - Overtime	6,423	15,000	19,825	32.17%
501035 - Lv/Holiday Accruals (Enterprise & Utilities)	162,243	136,000	143,000	5.15%
501080 - Retirement	627,912	640,000	385,758	<39.73%>
501100 - Medical/Dental	-	-	496,737	-
501105 - FICA/Medicare Taxes	-	-	120,481	-
501115 - Employee Assistance	-	-	2,437	-
501118 - Other Benefits	-	-	30,872	-
501130 - Unemployment Ins	-	-	3,150	-
501140 - Long Term Disability	-	-	223	-
501240 - Allow Diffrentls/Prms	130	1,000	7,000	600.00%
501260 - Vacancy Factor	-	-	(185,205)	-
Salaries and Benefits Total	1,638,544	1,788,000	2,599,196	45.37%
Supplies	42,128	42,000	36,000	<14.29%>
Travel	42,187	30,000	-	-
Contractual/Other Services	335,600	432,000	437,500	1.27%
Manageable Direct Cost Total	2,058,459	2,292,000	3,072,696	34.06%
Debt Service, Depreciation	-	-	-	-
Direct Cost Total	2,058,459	2,292,000	3,072,696	34.06%
Intra-Governmental Charges				
Charges By Other Departments	14,381	23,000	27,292	18.66%
Program Generated Revenue				
409010 - Residential Sales	18,732,524	18,306,000	19,047,000	4.05%
409040 - Comm/Indust Sales	80,495,645	76,735,000	79,329,000	3.38%
409160 - Pblic Str Hwy Lghtng	1,258,236	1,262,000	1,195,000	<5.31%>
409270 - OthSlesToPublicAuth	-	-	13,583,000	-
409300 - Sales for Resale	-	-	21,666,000	-
409350 - Penalties	158,784	160,000	159,000	<0.63%>
409360 - Misc Serv Revenues	-	-	240,376	-
409370 - Rent frm Elct Prprty	-	-	122,000	-
409380 - Other Electric Revs	-	-	444,000	-
409500 - Othr Util Oper Incme	-	-	700,000	-
Program Generated Revenue Total	100,645,189	96,463,000	136,485,376	41.49%
Net Cost				
Manageable Direct Cost	2,058,459	2,292,000	3,072,696	34.06%
Debt Service, Depreciation	-	-	-	-
Charges By Other Departments	14,381	23,000	27,292	18.66%

Municipal Light and Power
Division Detail
MLP Customer Service
 (Dept ID # 850401)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Net Cost				
Program Generated Revenue	(100,645,189)	(96,463,000)	(136,485,376)	41.49%
Net Cost Total	(98,572,349)	(94,148,000)	(133,385,388)	41.68%

Municipal Light and Power
Division Summary
MLP Engineering
 (Dept ID # 850601)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Category				
Salaries and Benefits	1,872,034	2,135,000	2,657,723	24.48%
Supplies	203,363	169,750	(683,000)	<502.36%>
Travel	19,823	90,250	-	
Contractual/Other Services	110,933	123,000	120,000	<2.44%>
Manageable Direct Cost Total	2,206,153	2,518,000	2,094,723	<16.81%>
Debt Service, Depreciation	-	-	-	
Direct Cost Total	2,206,153	2,518,000	2,094,723	<16.81%>

Positions as Budgeted

	2011 Revised		2012 Revised		2013 Revised	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Associate Engineer	-	-	-	-	2	-
Cable Locator	-	-	-	-	1	1
CPR Engineer	-	-	-	-	1	-
CPR Senior Clerk	-	-	-	-	1	-
Engineer in Training	-	-	-	-	7	-
Engineering Asst III	-	-	-	-	3	1
Engineering Asst IV	-	-	-	-	2	-
Foreman	-	-	-	-	1	-
Light & Power Engineer	-	-	-	-	3	-
Operator/Mechanic	-	-	-	-	-	1
Senior Clerk	-	-	-	-	1	-
Senior Engineer	-	-	-	-	3	-
Service Design & Ext Coord	-	-	-	-	1	-
Special Admin Assistant II	-	-	-	-	1	-
Utility Division Mgr II	-	-	-	-	1	-
Utility Technical Assistant	-	-	-	-	1	-
Positions as Budgeted Total	-	-	-	-	29	3

Municipal Light and Power
Division Detail
MLP Engineering
(Dept ID # 850601)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Category				
Salaries and Benefits				
501010 - Straight Time Labor	1,351,722	1,700,000	1,110,533	<34.67%>
501020 - Overtime	179,367	83,000	138,775	67.20%
501035 - Lv/Holiday Accruals (Enterprise & Utilities)	281,282	273,000	265,000	<2.93%>
501080 - Retirement	721,276	825,000	501,922	<39.16%>
501100 - Medical/Dental	-	-	618,528	-
501105 - FICA/Medicare Taxes	-	-	236,284	-
501115 - Employee Assistance	-	-	2,877	-
501118 - Other Benefits	-	-	49,141	-
501130 - Unemployment Ins	-	-	6,378	-
501140 - Long Term Disability	-	-	669	-
501240 - Allow Difrntls/Prms	9,251	8,000	15,000	87.50%
501260 - Vacancy Factor	-	-	(287,385)	-
540400b - Admin Overhead Chrgs	315	-	-	-
540410 - Engineering Overhead	(671,179)	(754,000)	-	-
Salaries and Benefits Total	1,872,034	2,135,000	2,657,723	24.48%
Supplies	203,363	169,750	(683,000)	<502.36%>
Travel	19,823	90,250	-	-
Contractual/Other Services	110,933	123,000	120,000	<2.44%>
Manageable Direct Cost Total	2,206,153	2,518,000	2,094,723	<16.81%>
Debt Service, Depreciation	-	-	-	-
Direct Cost Total	2,206,153	2,518,000	2,094,723	<16.81%>
Intra-Governmental Charges				
Charges By Other Departments	28,267	43,000	21,736	<49.45%>
Net Cost				
Manageable Direct Cost	2,206,153	2,518,000	2,094,723	<16.81%>
Debt Service, Depreciation	-	-	-	-
Charges By Other Departments	28,267	43,000	21,736	<49.45%>
Net Cost Total	2,234,420	2,561,000	2,116,459	<17.36%>

Municipal Light and Power
Division Summary
MLP Finance
 (Dept ID # 850301)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Category				
Salaries and Benefits	(1,352,091)	2,658,000	2,642,226	<0.59%>
Supplies	6,460,411	1,480,000	(3,496,000)	<336.22%>
Travel	6,000	15,000	-	
Contractual/Other Services	676,761	4,041,000	6,661,027	64.84%
Manageable Direct Cost Total	5,791,081	8,194,000	5,807,253	<29.13%>
Debt Service, Depreciation	36,734,533	32,301,000	38,229,000	18.35%
Direct Cost Total	42,525,614	40,495,000	44,036,253	8.74%
Revenue by Fund				
Fund 530000 - MLP Electric Operating	37,711,340	31,776,000	4,434,000	<86.05%>
Revenue Total	37,711,340	31,776,000	4,434,000	<86.05%>

Positions as Budgeted

	2011 Revised		2012 Revised		2013 Revised	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Accountant	-	-	-	-	4	-
Administrative Officer	-	-	-	-	1	-
Junior Accountant	-	-	-	-	1	-
Junior Clerk	-	-	-	-	-	1
ML&P Supervisor	-	-	-	-	1	-
Principal Accountant	-	-	-	-	2	-
Senior Clerk	-	-	-	-	5	-
Senior Staff Accountant	-	-	-	-	1	-
Special Admin Assistant I	-	-	-	-	1	-
Special Admin Assistant II	-	-	-	-	1	-
Utility Division Mgr II	-	-	-	-	1	-
Utility Management Assistant	-	-	-	-	2	-
Utility Technical Assistant	-	-	-	-	1	-
Positions as Budgeted Total	-	-	-	-	21	1

Municipal Light and Power
Division Detail
MLP Finance
(Dept ID # 850301)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Category				
Salaries and Benefits				
501010 - Straight Time Labor	1,162,548	1,517,000	1,636,152	7.85%
501020 - Overtime	22,617	70,000	27,694	<60.44%>
501035 - Lv/Holiday Accruals (Enterprise & Utilities)	232,817	231,000	167,000	<27.71%>
501080 - Retirement	734,926	839,000	365,851	<56.39%>
501100 - Medical/Dental	-	-	443,747	-
501105 - FICA/Medicare Taxes	-	-	125,143	-
501115 - Employee Assistance	-	-	1,661	-
501118 - Other Benefits	-	-	16,248	-
501130 - Unemployment Ins	-	-	3,272	-
501140 - Long Term Disability	-	-	1,182	-
501240 - Allow Difrntls/Prms	611	1,000	1,000	-
501260 - Vacancy Factor	-	-	(146,725)	-
511250 - Gen OH Applied	2,082	-	-	-
540400b - Admin Overhead Chrgs	(3,507,692)	-	-	-
Salaries and Benefits Total	(1,352,091)	2,658,000	2,642,226	<0.59%>
Supplies	6,460,411	1,480,000	(3,496,000)	<336.22%>
Travel	6,000	15,000	-	-
Contractual/Other Services	676,761	4,041,000	6,661,027	64.84%
Manageable Direct Cost Total	5,791,081	8,194,000	5,807,253	<29.13%>
Debt Service, Depreciation	36,734,533	32,301,000	38,229,000	18.35%
Direct Cost Total	42,525,614	40,495,000	44,036,253	8.74%
Intra-Governmental Charges				
Charges By Other Departments	2,565,790	2,846,000	3,549,311	24.71%
Program Generated Revenue				
409040 - Comm/Indust Sales	747,529	973,000	-	-
409270 - OthSlesToPublicAuth	15,381,907	14,018,000	-	-
409300 - Sales for Resale	17,053,859	10,712,000	-	-
409340 - COPA Cntra Rev Acct	(935,949)	-	-	-
409360 - Misc Serv Revenues	239,338	230,000	-	-
409370 - Rent frm Elct Prprty	121,756	120,000	-	-
409380 - Other Electric Revs	443,695	160,000	-	-
409500 - Othr Util Oper Incme	720,328	620,000	-	-
440010 - GCP CshPool ST-Int	-	1,515,000	1,613,000	6.47%
440010b - GCP CshPool ST-Int	1,155,345	-	-	-
440040 - Other Short Term Int	2,603,139	2,603,000	2,603,000	-
440140 - Int on Redmp Rsrve	127,049	608,000	168,000	<72.37%>
440180 - Restricted Interest	29,785	200,000	-	-
460050b - Gn/Lss Sle Prprty (Full)	10,454	-	-	-

Municipal Light and Power
Division Detail
MLP Finance
 (Dept ID # 850301)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
460090 - Misc Non-Oper Income	13,105	17,000	50,000	194.12%
Program Generated Revenue Total	37,711,340	31,776,000	4,434,000	<86.05%>
Net Cost				
Manageable Direct Cost	5,791,081	8,194,000	5,807,253	<29.13%>
Debt Service, Depreciation	36,734,533	32,301,000	38,229,000	18.35%
Charges By Other Departments	2,565,790	2,846,000	3,549,311	24.71%
Program Generated Revenue	(37,711,340)	(31,776,000)	(4,434,000)	<86.05%>
Net Cost Total	7,380,064	11,565,000	43,151,564	273.12%

Municipal Light and Power Division Summary

MLP Generation

(Dept ID # 850001)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Category				
Salaries and Benefits	8,768,632	9,286,000	8,897,391	<4.18%>
Supplies	58,953,451	40,142,000	40,871,000	1.82%
Travel	40,717	51,750	-	
Contractual/Other Services	1,247,697	1,573,250	4,847,500	208.12%
Manageable Direct Cost Total	69,010,497	51,053,000	54,615,891	6.98%
Debt Service, Depreciation	-	-	-	
Direct Cost Total	69,010,497	51,053,000	54,615,891	6.98%

Positions as Budgeted

	2011 Revised		2012 Revised		2013 Revised	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Electrical Leadman	-	-	-	-	1	-
Engineer in Training	-	-	-	-	1	-
Foreman	-	-	-	-	6	-
Generation Design Tech	-	-	-	-	1	-
Generation Leadman	-	-	-	-	2	-
Junior Clerk	-	-	-	-	1	-
Light & Power Engineer	-	-	-	-	1	-
Light & Power Superintendent	-	-	-	-	7	-
Mechanical Leadman	-	-	-	-	1	-
Operator/Mechanic	-	-	-	-	39	9
Operator/Mechanic Helper	-	-	-	-	1	-
Senior Clerk	-	-	-	-	1	-
Senior Engineer	-	-	-	-	1	-
Utility Division Mgr II	-	-	-	-	1	-
Utility Technical Assistant	-	-	-	-	1	-
Positions as Budgeted Total	-	-	-	-	65	9

Municipal Light and Power
Division Detail
MLP Generation
(Dept ID # 850001)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Category				
Salaries and Benefits				
501010 - Straight Time Labor	4,569,286	5,199,000	4,944,882	<4.89%>
501020 - Overtime	629,973	492,000	534,665	8.67%
501035 - Lv/Holiday Accruals (Enterprise & Utilities)	926,321	900,000	683,000	<24.11%>
501080 - Retirement	2,388,817	2,445,000	1,151,644	<52.90%>
501100 - Medical/Dental	-	-	1,404,230	-
501105 - FICA/Medicare Taxes	-	-	554,874	-
501115 - Employee Assistance	-	-	6,679	-
501118 - Other Benefits	-	-	116,700	-
501130 - Unemployment Ins	-	-	14,806	-
501140 - Long Term Disability	-	-	1,225	-
501240 - Allow Difrntls/Prms	103,671	100,000	110,000	10.00%
501260 - Vacancy Factor	-	-	(625,314)	-
511230 - Materials Overhead	12,009	-	-	-
511250 - Gen OH Applied	135,402	150,000	-	-
540400b - Admin Overhead Chrgs	3,153	-	-	-
Salaries and Benefits Total	8,768,632	9,286,000	8,897,391	<4.18%>
Supplies	58,953,451	40,142,000	40,871,000	1.82%
Travel	40,717	51,750	-	-
Contractual/Other Services	1,247,697	1,573,250	4,847,500	208.12%
Manageable Direct Cost Total	69,010,497	51,053,000	54,615,891	6.98%
Debt Service, Depreciation	-	-	-	-
Direct Cost Total	69,010,497	51,053,000	54,615,891	6.98%
Intra-Governmental Charges				
Charges By Other Departments	90,060	200,000	98,826	<50.59%>
Net Cost				
Manageable Direct Cost	69,010,497	51,053,000	54,615,891	6.98%
Debt Service, Depreciation	-	-	-	-
Charges By Other Departments	90,060	200,000	98,826	<50.59%>
Net Cost Total	69,100,557	51,253,000	54,714,717	6.75%

Municipal Light and Power
Division Summary
MLP Operations
 (Dept ID # 850701)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Category				
Salaries and Benefits	5,781,453	6,181,000	5,283,776	<14.52%>
Supplies	1,060,507	1,130,000	1,138,000	0.71%
Travel	9,964	30,000	-	
Contractual/Other Services	965,821	1,028,000	913,000	<11.19%>
Manageable Direct Cost Total	7,817,745	8,369,000	7,334,776	<12.36%>
Debt Service, Depreciation	-	-	-	
Direct Cost Total	7,817,745	8,369,000	7,334,776	<12.36%>

Positions as Budgeted

	2011 Revised		2012 Revised		2013 Revised	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Apprentice Journeyman Lineman	-	-	-	-	-	4
Assistant Warehouseman	-	-	-	-	1	-
Cut In/Cut Out Lineman	-	-	-	-	1	-
Electric Communications Tech	-	-	-	-	-	1
Electrical Equipment Journeyman	-	-	-	-	1	-
Equipment Operator	-	-	-	-	-	1
Facility Maintenance Leadman	-	-	-	-	1	-
Foreman	-	-	-	-	6	-
Fueler	-	-	-	-	1	-
Head Warehouseman	-	-	-	-	1	-
Journeyman Lineman	-	-	-	-	9	-
Journeyman Meterman	-	-	-	-	2	-
Light & Power Mnt Journeyman	-	-	-	-	1	-
Light & Power Mnt Tech	-	-	-	-	1	1
Light & Power Superintendent	-	-	-	-	3	-
Loopwagon Leadman	-	-	-	-	2	-
Metering Leadman	-	-	-	-	1	-
Meterman Trainee	-	-	-	-	1	-
ML&P Supervisor	-	-	-	-	1	-
NECA Journeyman Lineman	-	-	-	-	-	5
Operator/Mechanic	-	-	-	-	-	1
Relay Substation Foreman	-	-	-	-	1	-
Relay Substation Leadman	-	-	-	-	2	-
Relay Substation Tech	-	-	-	-	1	-
Senior Clerk	-	-	-	-	2	-
Tree Trimmer	-	-	-	-	2	-
Tree Trimmer Foreman	-	-	-	-	1	-
Utility Division Mgr II	-	-	-	-	1	-
Utility Electrician Journeyman	-	-	-	-	1	-
Utility Technical Assistant	-	-	-	-	2	-
Vehicle Journeyman Mechanic	-	-	-	-	2	-
Vehicle Mechanic Foreman	-	40	-	-	1	-

Municipal Light and Power Division Summary

MLP Operations

(Dept ID # 850701)

Positions as Budgeted

	2011 Revised		2012 Revised		2013 Revised	
	<u>Full Time</u>	<u>Part Time</u>	<u>Full Time</u>	<u>Part Time</u>	<u>Full Time</u>	<u>Part Time</u>
Vehicle Mechanic Helper	-	-	-	-	1	-
Vehicle Mechanic Welder	-	-	-	-	1	-
Positions as Budgeted Total	-	-	-	-	51	13

Municipal Light and Power
Division Detail
MLP Operations
(Dept ID # 850701)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Category				
Salaries and Benefits				
501010 - Straight Time Labor	2,834,005	3,018,000	1,472,868	<51.20%>
501020 - Overtime	531,893	740,000	1,052,026	42.17%
501035 - Lv/Holiday Accruals (Enterprise & Utilities)	572,468	570,000	480,000	<15.79%>
501080 - Retirement	1,529,297	1,638,000	954,221	<41.74%>
501100 - Medical/Dental	-	-	1,157,820	-
501105 - FICA/Medicare Taxes	-	-	438,286	-
501115 - Employee Assistance	-	-	5,215	-
501118 - Other Benefits	-	-	102,922	-
501130 - Unemployment Ins	-	-	11,600	-
501140 - Long Term Disability	-	-	691	-
501240 - Allow Diffrentls/Prms	64,912	65,000	135,000	107.69%
501260 - Vacancy Factor	-	-	(526,875)	-
511230 - Materials Overhead	247,268	150,000	-	-
540400b - Admin Overhead Chrgs	1,610	-	-	-
Salaries and Benefits Total	5,781,453	6,181,000	5,283,776	<14.52%>
Supplies	1,060,507	1,130,000	1,138,000	0.71%
Travel	9,964	30,000	-	-
Contractual/Other Services	965,821	1,028,000	913,000	<11.19%>
Manageable Direct Cost Total	7,817,745	8,369,000	7,334,776	<12.36%>
Debt Service, Depreciation	-	-	-	-
Direct Cost Total	7,817,745	8,369,000	7,334,776	<12.36%>
Intra-Governmental Charges				
Charges By Other Departments	58,605	134,000	45,728	<65.87%>
Net Cost				
Manageable Direct Cost	7,817,745	8,369,000	7,334,776	<12.36%>
Debt Service, Depreciation	-	-	-	-
Charges By Other Departments	58,605	134,000	45,728	<65.87%>
Net Cost Total	7,876,350	8,503,000	7,380,504	<13.20%>

Municipal Light and Power
Division Summary
MLP Power Management
 (Dept ID # 851700)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Category				
Salaries and Benefits	2,369,129	2,564,000	2,747,243	7.15%
Supplies	4,178,394	4,841,000	4,915,000	1.53%
Travel	5,096	11,250	-	
Contractual/Other Services	3,746	5,750	5,750	-
Manageable Direct Cost Total	6,556,365	7,422,000	7,667,993	3.31%
Debt Service, Depreciation	-	-	-	
Direct Cost Total	6,556,365	7,422,000	7,667,993	3.31%

Positions as Budgeted

	2011 Revised		2012 Revised		2013 Revised	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Engineer in Training	-	-	-	-	1	-
Junior Clerk	-	-	-	-	1	-
Light & Power Superintendent	-	-	-	-	5	-
Power Dispatch Trainee	-	-	-	-	1	-
Power Dispatcher	-	-	-	-	7	-
Utility Management Assistant	-	-	-	-	1	-
Positions as Budgeted Total	-	-	-	-	16	-

Municipal Light and Power
Division Detail
MLP Power Management
(Dept ID # 851700)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Category				
Salaries and Benefits				
501010 - Straight Time Labor	1,227,057	1,396,000	1,765,637	26.48%
501020 - Overtime	207,780	191,000	166,530	<12.81%>
501035 - Lv/Holiday Accruals (Enterprise & Utilities)	250,333	225,000	170,000	<24.44%>
501080 - Retirement	645,453	707,000	279,664	<60.44%>
501100 - Medical/Dental	-	-	319,135	-
501105 - FICA/Medicare Taxes	-	-	128,226	-
501115 - Employee Assistance	-	-	1,270	-
501118 - Other Benefits	-	-	20,258	-
501130 - Unemployment Ins	-	-	3,531	-
501140 - Long Term Disability	-	-	786	-
501240 - Allow Differntls/Prms	38,471	45,000	45,000	-
501260 - Vacancy Factor	-	-	(152,794)	-
511250 - Gen OH Applied	35	-	-	-
Salaries and Benefits Total	2,369,129	2,564,000	2,747,243	7.15%
Supplies	4,178,394	4,841,000	4,915,000	1.53%
Travel	5,096	11,250	-	-
Contractual/Other Services	3,746	5,750	5,750	-
Manageable Direct Cost Total	6,556,365	7,422,000	7,667,993	3.31%
Debt Service, Depreciation	-	-	-	-
Direct Cost Total	6,556,365	7,422,000	7,667,993	3.31%
Intra-Governmental Charges				
Charges By Other Departments	24,788	38,000	34,902	<8.15%>
Net Cost				
Manageable Direct Cost	6,556,365	7,422,000	7,667,993	3.31%
Debt Service, Depreciation	-	-	-	-
Charges By Other Departments	24,788	38,000	34,902	<8.15%>
Net Cost Total	6,581,153	7,460,000	7,702,895	3.26%

Municipal Light and Power
Division Summary
MLP Regulatory Affairs
 (Dept ID # 850501)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Category				
Salaries and Benefits	725,907	832,000	889,109	6.86%
Supplies	(25,998,737)	(26,363,000)	(22,880,422)	<13.21%>
Travel	4,555	9,750	-	
Contractual/Other Services	11,397,463	11,257,250	15,115,250	34.27%
Manageable Direct Cost Total	(13,870,812)	(14,264,000)	(6,876,063)	<51.79%>
Debt Service, Depreciation	6,220	-	-	
Direct Cost Total	(13,864,592)	(14,264,000)	(6,876,063)	<51.79%>

Positions as Budgeted

	2011 Revised		2012 Revised		2013 Revised	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Accountant	-	-	-	-	1	-
Environmental Engineer II	-	-	-	-	1	-
Junior Admin Officer	-	-	-	-	1	-
Light & Power Engineer	-	-	-	-	1	-
ML&P Supervisor	-	-	-	-	1	-
Utility Division Mgr II	-	-	-	-	1	-
Utility Tariff Analyst	-	-	-	-	1	-
Positions as Budgeted Total	-	-	-	-	7	-

Municipal Light and Power
Division Detail
MLP Regulatory Affairs
(Dept ID # 850501)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Category				
Salaries and Benefits				
501010 - Straight Time Labor	394,609	495,000	605,893	22.40%
501020 - Overtime	13,783	6,000	10,370	72.83%
501035 - Lv/Holiday Accruals (Enterprise & Utilities)	72,752	75,000	51,000	<32.00%>
501080 - Retirement	244,708	256,000	128,572	<49.78%>
501100 - Medical/Dental	-	-	149,141	-
501105 - FICA/Medicare Taxes	-	-	46,302	-
501115 - Employee Assistance	-	-	393	-
501118 - Other Benefits	-	-	1,662	-
501130 - Unemployment Ins	-	-	1,212	-
501140 - Long Term Disability	-	-	705	-
501240 - Allow Difrntls/Prms	55	-	-	-
501260 - Vacancy Factor	-	-	(106,140)	-
Salaries and Benefits Total	725,907	832,000	889,109	6.86%
Supplies	(25,998,737)	(26,363,000)	(22,880,422)	<13.21%>
Travel	4,555	9,750	-	-
Contractual/Other Services	11,397,463	11,257,250	15,115,250	34.27%
Manageable Direct Cost Total	(13,870,812)	(14,264,000)	(6,876,063)	<51.79%>
Debt Service, Depreciation	6,220	-	-	-
Direct Cost Total	(13,864,592)	(14,264,000)	(6,876,063)	<51.79%>
Intra-Governmental Charges				
Charges By Other Departments	77,783	94,000	9,819	<89.55%>
Net Cost				
Manageable Direct Cost	(13,870,812)	(14,264,000)	(6,876,063)	<51.79%>
Debt Service, Depreciation	6,220	-	-	-
Charges By Other Departments	77,783	94,000	9,819	<89.55%>
Net Cost Total	(13,786,809)	(14,170,000)	(6,866,244)	<51.54%>

Municipal Light and Power
Division Summary
MLP Systems & Communications
 (Dept ID # 850201)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Category				
Salaries and Benefits	2,618,261	2,849,000	3,826,784	34.32%
Supplies	774,400	579,000	1,254,000	116.58%
Travel	39,379	33,500	-	
Contractual/Other Services	245,453	294,500	299,500	1.70%
Manageable Direct Cost Total	3,677,493	3,756,000	5,380,284	43.25%
Debt Service, Depreciation	-	-	-	
Direct Cost Total	3,677,493	3,756,000	5,380,284	43.25%

Positions as Budgeted

	2011 Revised		2012 Revised		2013 Revised	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Administrative Officer	-	-	-	-	1	-
Application Services Supvr	-	-	-	-	1	-
Computer Operator II	-	-	-	-	1	-
Database Admin II	-	-	-	-	2	-
Electric Communications Foreman	-	-	-	-	1	-
Electric Communications Tech	-	-	-	-	1	-
Info Center Consultant III	-	-	-	-	1	-
Light & Power Superintendent	-	-	-	-	1	-
Network Analyst	-	-	-	-	1	-
Senior Admin Officer	-	-	-	-	2	-
Senior Electric Communications Tech	-	-	-	-	2	-
Senior Systems Analyst	-	-	-	-	1	-
Special Admin Officer	-	-	-	-	-	1
Systems Analyst	-	-	-	-	9	-
Systems Programmer II	-	-	-	-	1	-
Utility Division Mgr II	-	-	-	-	1	-
Utility Technical Assistant	-	-	-	-	1	-
Positions as Budgeted Total	-	-	-	-	27	1

Municipal Light and Power
Division Detail
MLP Systems & Communications
(Dept ID # 850201)

	2011 Actuals	2012 Revised	2013 Revised	13 v 12 % Chg
Direct Cost by Category				
Salaries and Benefits				
501010 - Straight Time Labor	1,468,030	1,686,000	2,403,506	42.56%
501020 - Overtime	34,847	46,000	43,615	<5.18%>
501035 - Lv/Holiday Accruals (Enterprise & Utilities)	277,950	270,000	268,000	<0.74%>
501080 - Retirement	831,812	842,000	512,567	<39.13%>
501100 - Medical/Dental	-	-	593,742	-
501105 - FICA/Medicare Taxes	-	-	192,866	-
501115 - Employee Assistance	-	-	1,619	-
501118 - Other Benefits	-	-	9,563	-
501130 - Unemployment Ins	-	-	5,067	-
501140 - Long Term Disability	-	-	2,750	-
501240 - Allow Difrntls/Prms	5,476	5,000	7,000	40.00%
501260 - Vacancy Factor	-	-	(213,511)	-
501270b - EmplpyeeRelocate	146	-	-	-
Salaries and Benefits Total	2,618,261	2,849,000	3,826,784	34.32%
Supplies	774,400	579,000	1,254,000	116.58%
Travel	39,379	33,500	-	-
Contractual/Other Services	245,453	294,500	299,500	1.70%
Manageable Direct Cost Total	3,677,493	3,756,000	5,380,284	43.25%
Debt Service, Depreciation	-	-	-	-
Direct Cost Total	3,677,493	3,756,000	5,380,284	43.25%
Intra-Governmental Charges				
Charges by Other Departments	25,708	42,000	43,901	4.53%
Net Cost				
Manageable Direct Cost	3,677,493	3,756,000	5,380,284	43.25%
Debt Service, Depreciation	-	-	-	-
Charges by Other Departments	25,708	42,000	43,901	4.53%
Net Cost Total	3,703,201	3,798,000	5,424,185	42.82%

Municipal Light and Power
2013 - 2018 Capital Improvement Program
(in thousands)

Project Category	2013	2014	2015	2016	2017	2018	Total
Production	78,562	16,837	7,090	17,910	9,310	8,610	138,319
Transmission	1,773	1,626	4,800	1,990	240	240	10,669
Distribution	13,905	11,814	11,223	10,335	10,576	10,634	68,487
General Plant	4,926	3,683	3,082	6,738	2,005	2,030	22,464
Beluga River Gas Field	26,279	28,096	28,809	12,860	5,479	5,777	107,300
Total	125,445	62,056	55,004	49,833	27,610	27,291	347,239

Source of Funding	2013	2014	2015	2016	2017	2018	Total
Equity/Operations	23,921	20,516	14,393	26,873	19,181	18,464	123,348
Revenue Bond/Commercial Pay	72,600	10,800	9,050	7,250	-	-	99,700
Contribution in Aid of Constructi	2,645	2,644	2,752	2,850	2,950	3,050	16,891
Beluga Contributed	26,279	28,096	28,809	12,860	5,479	5,777	107,300
Total	125,445	62,056	55,004	49,833	27,610	27,291	347,239

Municipal Light and Power

2013 Capital Improvement Budget

(in thousands)

Project Title	Equity/ Operations	Revenue Bond/ Commercial Paper	Contribution in Aid of Construction	Beluga Contributed	Total
Eklutna Power Plant	62	-	-	-	62
Steam	368	-	-	-	368
Structures & Improvements - Plant 1/Plant 2	200	-	-	-	200
Unit 3	729	-	-	-	729
Unit 5	676	-	-	-	676
Unit 6	368	-	-	-	368
Plant 2A	10	72,000	-	-	72,010
Plant 2 -Projects	4,150	-	-	-	4,150
Land & Land Rights - Transmission	40	-	-	-	40
Transmission Lines	70	500	-	-	570
Transmission Stations	1,063	100	-	-	1,163
Distribution Equipment	4,025	-	-	-	4,025
Land & Land Rights - Distribution	31	-	-	-	31
Meters	1,450	-	-	-	1,450
Overhead Lines	832	-	150	-	982
Street Lighting	44	-	-	-	44
Transformer Services	2,278	-	400	-	2,678
Underground Lines	2,600	-	2,095	-	4,695
Radio Communications	1,033	-	-	-	1,033
IT / Network	1,235	-	-	-	1,235
Command & Control	265	-	-	-	265
Misc Equipment	68	-	-	-	68
Stores/Tools/Lab	395	-	-	-	395
Structures & Improvements - General Plant	1,180	-	-	-	1,180
Transportation	750	-	-	-	750
Beluga River Gas Field	-	-	-	26,279	26,279
Total	23,921	72,600	2,645	26,279	125,445

About Municipal Light and Power

Organization

Municipal Light & Power (ML&P) is functionally structured into eight operating divisions: Generation & Power Management, Engineering, Operations, Finance, Regulatory Affairs, Customer Service, Administration, and Systems & Communication. Each division manager reports directly to the General Manager.

As of December 31, 2011, ML&P had 233 employees and total labor and benefit costs of approximately \$40.5 million, which includes operating and capital labor expenditures. Of these 233 employees, 170 were covered by a labor agreement with the IBEW and 63 were non-represented (covered by the Municipal Personnel Rules).

History

The history of ML&P is closely linked with the history and development of Anchorage itself. ML&P has emerged to serve a city with approximately half the population of the state at rates which are among the lowest in Alaska and that compare favorably with those of many metropolitan areas in the lower 48 states. ML&P has evolved into an acknowledged energy leader by being customer oriented, innovative, and responsive to customers' needs for safe, economical, and reliable electrical service.

When the Alaska Engineering Commission (AEC) initiated electrical service in Anchorage in 1916, Anchorage was just a small tent city in the wilderness. The City operated the electrical distribution system under a lease agreement, first with the AEC and later with the Alaska Railroad. This lease agreement continued until 1932 when the citizens of the young city bought the electrical distribution system for \$11,351.

A small steam plant and diesel power generators supplied Anchorage with electricity until 1929 when the private Anchorage Power & Light Company began supplying the community with electricity from a hydroelectric power plant on the Eklutna River, 40 miles northeast of Anchorage. The City acquired the Eklutna Plant from the Anchorage Power & Light Company in 1943. In 1955, the City contracted for 16,000 kilowatts (kW) of the generating capacity of a new Eklutna Hydroelectric power project of the U.S. Bureau of Reclamation and transferred "Little Eklutna" to that federal agency.

Between 1962 and 1984, ML&P installed seven turbine-generating units fired by natural gas and one heat recovery steam turbine generating unit. Unit 3, which was purchased in 1968 and remained in service for 36 years, was retired in 2004. Unit 3's replacement, which is the first new generating unit for ML&P in more than 20 years, began commercial operation August 16, 2007. The 30 megawatt simple-cycle gas turbine is a GE LM2500+ and cost \$27.5 million to purchase and install. Four of the seven gas fired turbines have dual-fuel capability, which enhances ML&P's reliability in the event of a disruption of the natural gas transportation system. In addition to its two power plants, ML&P operates nineteen modern substations and is the south-end controller of the Alaska Intertie from Anchorage to Fairbanks.

In late 1996, the Municipality purchased a one-third working interest in the Beluga River Gas Field, which established a guaranteed fuel supply and serves as a means to stabilize fuel prices for years to come. In 1997, ML&P in association with Chugach Electric Association and Matanuska Electric Association purchased the Eklutna

Hydroelectric Project from the federal government. On August 28, 2008 ML&P entered into an agreement with Chugach Electric Association for a dedicated 30% share of the output of the Southcentral Power Project (SPP) plant, varying in electrical output from 45 MW to 54 MW depending on season and temperature. The plant is anticipated to enter commercial operation by fourth quarter 2012.

Services

ML&P service area encompasses 19.9 contiguous square miles including a large portion of the commercial and high-density residential areas of the Municipality. In 2011, the average number of residential and commercial customers was 24,302 and 6,297 respectively. Commercial customers account for approximately eighteen percent of ML&P's customer billings, yet consume sixty-seven percent of its retail output.

In 2011, electric retail sales totaled 1,124,883 MWh resulting in revenues of \$116,615,841. Total electric operating revenues including Miscellaneous Operating Revenue, Sales for Resale and Other Utility Operating Income were \$134,417,652. ML&P also has agreements to supply Fort Richardson Army Base and Elmendorf Air Force Base with firm electrical service.

Regulation

ML&P is subject to economic regulation by the Regulatory Commission of Alaska (RCA), which is composed of five members appointed to six-year staggered terms by the Governor and confirmed by the State Legislature. RCA regulation encompasses service area definition, tariff rules and regulations, service quality criteria and establishment of recurring rates and miscellaneous fees and charges.

ML&P budgets are submitted to the Administration before submittal to the Municipal Assembly for approval.

Environmental Mandates

Environmental mandates imposed by the Federal and State governments will continue to add to the cost of environmental compliance. Scoping of environmental alternatives and pre-permitting assessments associated with equipment replacements, new generation, and services expansion will require effort to assure continued regulatory compliance. Recent changes to State oil spill prevention regulations are imposing additional requirements for corrosion protection of fuel storage tanks and piping. As a result, fuel system upgrades will be required.

Emergency Preparedness/Security

Because of the threat of natural disasters and potential for gas supply disruptions in Cook Inlet, ML&P is continuing its efforts to prevent and minimize threats to the utility as well as establishing recovery procedures. These efforts are done in conjunction with the MOA, state and federal agencies, and other local utilities. Upgraded fencing, increased closed circuit TV monitoring and 24-hour guard service at ML&P generation plants have been implemented to enhance security at ML&P's facilities. Alaska Partnership for Infrastructure Protection (APIP) continues to be a valuable tool for information flow from the private sector to the public sector to support emergency response and recovery.

Electric and Gas Plant

ML&P generates, transmits, distributes, and purchases electric power and has a one-third working interest in the Beluga River Unit Gas Field.

- Power Generated/Purchased in 2011

	1,318,470 MWh	
• ML&P Generated	1,173,700 MWh	89.02%
• Eklutna Hydroelectric Project	66,108 MWh	5.01%
• Purchased:		
- Bradley Lake Project	78,661 MWh	5.97%
- Chugach Electric Assoc.	0 MWh	0.00 %
- Total Thermal Generation capacity in 2011

	340.8 Megawatts (MW) at 30°F	
• Power Plant One (4 Turbines & 2 Diesels)	98.9 MW	29%
• Power Plant Two (4 Turbines)	241.9 MW	71%
• Seven Gas Fired Turbines		
• One Heat Recovery Turbine		
• Four of the seven gas fired turbines are equipped to use No. 2 fuel oil as an alternate fuel		
- Distribution System in 2011

	377 Miles	
• Underground Cable	252 Miles	66.84%
• Overhead Line	125 Miles	33.16 %
• 19 Substations		
- Total Electric Plant as of December 31, 2011

	\$383,717,028
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- Total Gas Plant as of December 31, 2011

	\$104,115,822
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- ML&P has a 53.33% ownership interest in the Eklutna Hydroelectric Project, which has 44.4 MW of installed capacity.
- Pursuant to a Power Sales Agreement with the Alaska Energy Authority, ML&P is required to purchase 25.9% of the output of the Bradley Lake Project, which has 126 MW of installed capacity.