



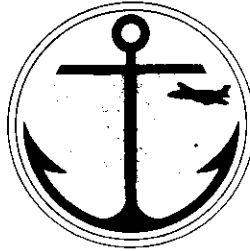
Tom Fink
Mayor

Municipality
of
Anchorage



**1991
Public Utilities
Operating and
Capital Budgets**

Municipality of Anchorage



OFFICE OF THE MAYOR

P.O. BOX 196650
ANCHORAGE, ALASKA 99519-6650
(907) 343-4431

TOM FINK,
MAYOR

January 29, 1991

Dear Anchorage Residents:

Attached are the Approved 1991 Public Utility Operating and Capital Budgets. Also included are the Approved 1991-1996 Capital Improvement Programs for each utility. These documents represent our fiscal plans for the operation of our utilities during 1991 and the outyears, and reflect our efforts to minimize rate increases while protecting the financial viability of each utility. No utility rate increases are included for 1991.

Great care was taken during plan preparation. Each utility prepared its plan from the lowest organizational upward following the guidelines and planning assumptions provided. The review and approval process was comprehensive. In addition to internal municipal reviews, the citizen advisory commission for each utility was fully briefed and solicited for input and guidance. The budget documents which were forwarded for Assembly approval had all been approved by the advisory commissions.

As evidenced by the 1991 budgets, this administration remains committed to the continued mitigation of utility rate increases. Extraordinary steps were taken to reduce expenses. The Utility Revenue Distribution to General Government was limited to \$2.5 million from ATU. Significant reductions were made to manning levels in some areas. Personnel costs reflect the anticipated savings to be derived from successful labor negotiations. Excessive cash reserves are being used in some cases to substitute for rate increases, while still maintaining adequate reserves.

This administration will continue to promote the best possible service to the ratepayer at the lowest possible cost.

Sincerely,

A handwritten signature in dark ink, appearing to read "Tom Fink", is written over a horizontal line.

Tom Fink
Mayor

1991 APPROVED

PUBLIC UTILITIES

OPERATING AND CAPITAL BUDGETS



MUNICIPALITY OF ANCHORAGE
Tom Fink, Mayor

AMENDED AND APPROVED
DATE 11-27-90

Submitted by: Chairman of the Assembly
at the Request of the Mayor
Prepared by: Office of Management
and Budget
For reading:

ANCHORAGE, ALASKA
AO NO. 90- 145 (as amended)

AN ORDINANCE ADOPTING AND APPROPRIATING FUNDS FOR THE 1991 PUBLIC UTILITIES OPERATING AND CAPITAL BUDGETS FOR THE MUNICIPALITY OF ANCHORAGE.

WHEREAS, the Mayor has presented his recommended 1991 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 13 and November 20, 1990 duly advertised public hearings were held in accordance with Article XIII, Section 13.04 of the Municipal Charter; and

WHEREAS, the 1991 funds are now ready for appropriation by ordinance.

NOW, THEREFORE, the Assembly hereby ordains:

Section 1. That the 1991 Public Utilities Operating and Capital Improvement Budgets are hereby adopted for the Municipality of Anchorage.

Section 2. The 1991 appropriations for Utility Operating Budgets are:

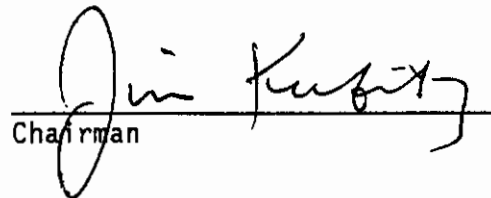
<u>FUND</u> <u>NO.</u>		<u>AMOUNT</u>
0520	Anchorage Telephone Utility	\$ 88,982,300
0530	Municipal Light & Power	70,512,600
0560	Refuse Collection	5,432,820
0562	Solid Waste Disposal	10,777,580
0570	Port of Anchorage	6,023,400
0580	Merrill Field	<u>1,872,200</u>
	Total Utility Operating Funds	\$183,600,900

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

FUND NO.	CAPITAL IMPROVEMENT FUNDS	AMOUNT
0521	Anchorage Telephone Utility	\$15,232,000
0531	Municipal Light & Power	14,174,000
0541	Anchorage Water Utility	21,315,000
0551	Anchorage Wastewater Utility	8,553,000
0561	Refuse Collection	336,000
0563	Solid Waste Disposal	7,673,000
0571	Port of Anchorage	18,155,000
0581	Merrill Field	5,969,000
Total Utility Capital Improvement		\$91,407,000

Section 4. This ordinance shall take effect January 1, 1991.

PASSED AND APPROVED by the Anchorage Assembly this 27th day
of November, 1990.


Chairman

ATTEST:


Municipal Clerk

Note: The Assembly failed to approve the 1991 Operating Budgets for the Anchorage Water Utility and the Anchorage Wastewater Utility as proposed by the Mayor. The 1991 proposed appropriation levels were \$29,738,598 for Fund 0540 Anchorage Water Utility and \$26,629,300 for Fund 0550 Anchorage Wastewater Utility. In accordance with Section 13.05 of the Municipal Charter, the budget proposals for these two utilities will become the budget and appropriation for the fiscal year since the Assembly failed to approve the budget and make the necessary appropriation.

rev

MUNICIPALITY OF ANCHORAGE

MEMORANDUM

DATE: 12-4-90

TO: Jim Kubitz, Chairman of the Assembly

FROM: Tom Fink, Mayor *Tom Fink*

SUBJECT: Line item veto of Assembly action amending AO 90-145, an ordinance adopting and appropriating funds for the 1991 Public Utilities, operating and Capital Budgets for the Municipality of Anchorage in the amount of \$210,000

I hereby line item veto the Assembly action of 11/27/90 amending the 1991 Public Utilities Operating and Capital Budgets for the Municipality of Anchorage to provide funds in the amount of \$210,000 as a contribution to the Anchorage Economic Development Corporation.

I am reducing the appropriation by 50% to \$105,000. More accountability for performance and a better working relationship must be satisfactorily achieved. If that is accomplished and the need for full funding is substantiated, we will propose an additional \$105,000 be appropriated for AEDC.

Anchorage Economic Development Corporation is a private, non-profit organization which should secure a greater percentage of its funding from private sector dollars. However, we understand the need for the MOA to provide start-up dollars and support the Corporation at some level over the organization's initial years.

The impact of this veto on AO 90-145 (as amended) is to reduce the following:

<u>Fund</u>	<u>From</u>	<u>To</u>
0520 Anchorage Telephone Util.	\$88,982,300	\$88,937,150
0530 Municipal Light & Power	70,512,600	70,485,300
0560 Refuse Collections	5,432,820	5,424,945
0562 Disposal	10,777,580	10,769,705
0570 Port	6,023,400	6,008,700
0580 Merrill Field	1,872,200	1,870,100
TOTAL ALL FUNDS	\$183,600,900	\$183,495,900

Fred W. Traber 12/12/90
Fred W. Traber, Utility Budget Officer

THIS VETO WAS SUSTAINED BY THE ASSEMBLY

Ruben E. Veldkamp
Ruben E. Veldkamp

1991 UTILITY OPERATING BUDGETS

ASSEMBLY ACTION-- 11/27/90

UTILITY		1991 PROPOSED	ASSEMBLY CHANGE	1991 ASSY APPROVED	1991 FINAL* APPROVED
0520	ATU	\$88,892,000	\$90,300	\$88,982,300	\$88,937,150
0530	ML&P	70,458,000	54,600	70,512,600	70,485,300
0540	Water	29,738,598	NO ACTION	-0-	
0550	Wastewater	26,629,300	NO ACTION	-0-	
0560	Refuse Coll.	5,417,070	15,750	5,432,820	5,424,945
0562	Disposal	10,761,830	15,750	10,777,580	10,769,705
0570	Port	5,994,000	29,400	6,023,400	6,008,700
0580	Merrill Field	<u>1,868,000</u>	<u>4,200</u>	<u>1,872,200</u>	<u>1,870,100</u>
	TOTAL	\$239,758,798	\$210,000	\$183,600,900	\$183,495,900

The Proposed Operating Budgets for the Water and Wastewater Utilities were deleted from AO90-145 when the Assembly voted to divide the question. No Assembly action was taken on those two proposed budgets. In accordance with AMC 6.10.070 (A), the 1991 appropriations for the Water and Sewer utilities will be that which was proposed by the Administration.

*The 1991 Final Approved Budget includes funds to support AEDC, added by the Assembly through amendment to AO 90-145. The original amount added by the Assembly was \$210,000, and was reduced by Mayoral Veto on 12/4/90, to \$105,000. The veto was sustained by the Assembly.

Submitted by: Chairman of the Assembly
at the Request of the Mayor
Prepared by: Office of Management
and Budget
For reading: November 20, 1990

APPROVED

Date: 11-27-90

ANCHORAGE, ALASKA
AR NO. 90- 304

A RESOLUTION OF THE MUNICIPALITY OF ANCHORAGE AFFIRMING A \$2,500,000 UTILITY REVENUE DISTRIBUTION FROM ANCHORAGE TELEPHONE UTILITY.

WHEREAS, AO 85-200 allows a maximum annual distribution of 5% of a utility's gross revenue; and

WHEREAS, the 1991 Utility Revenue Distribution is budgeted at \$2.5 million or approximately 2.54% of 1990 Anchorage Telephone Utility (ATU) projected gross revenues; and

WHEREAS, a preliminary analysis of ATU's financial status indicates that it will be able to make the proposed distribution;

NOW, THEREFORE, the Assembly hereby resolves:

1. That retained earnings of ATU, estimated to be over \$98 million in 1990, includes unrestricted surplus revenues of at least \$2.5 million which can be used for utility revenue distribution without adversely affecting the financial condition of the utility.

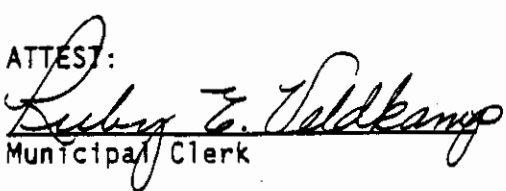
2. That the utility revenue distribution from ATU to the 1991 general government operating budget will be \$2.5 million, not to exceed 5% of actual 1990 gross revenue.

3. This resolution shall take effect immediately upon passage and approval.

PASSED AND APPROVED by the Anchorage Assembly this 27th day of November, 1990.


Chairman

ATTEST:


Municipal Clerk

JP12/AR1201

AM 1114-90

APPROVED

Date: 11-27-90

Submitted by: Chairperson of the Assembly
at the Request of the Mayor
Prepared by: Office of Management
and Budget
For reading: October 23, 1990

ANCHORAGE, ALASKA
AR NO. 90- 274

A RESOLUTION ADOPTING THE 1991-1996 PUBLIC UTILITIES CAPITAL
IMPROVEMENT PROGRAM.

WHEREAS, the Assembly has reviewed the 1991-1996 Public
Utilities Capital Improvement Program submitted by the Mayor, and

WHEREAS, on November 13 and November 20, 1990 duly
advertised public hearings were held on the 1991-1996 Public Utilities
Capital Improvement Program.

NOW, THEREFORE, the Assembly hereby resolves:

Section 1. That the 1991-1996 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
27th day of November, 1990.


Chairperson

ATTEST:


Municipal Clerk

NP9/AR905

**1991-1996 PUBLIC UTILITIES
PROPOSED CAPITAL IMPROVEMENT PROGRAM BY UTILITY
(In Thousands)**

<u>TITLE</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>TOTAL</u>
Anchorage Telephone Utility	\$15,232	\$14,325	\$14,137	\$12,966	\$12,593	\$13,219	\$82,472
Municipal Light & Power	14,174	16,219	15,644	15,292	14,458	14,794	90,581
Anchorage Water Utility	21,315	4,385	9,130	12,325	2,250	13,275	62,680
Anchorage Wastewater Utility	8,553	5,497	6,171	5,197	7,295	13,926	46,639
Refuse Collection	336	522	460	339	341	459	2,457
Solid Waste Disposal	7,673	2,361	921	7,583	959	1,206	20,703
Port of Anchorage	18,155	10,710	10,205	12,740	5,775	5,160	62,745
Merrill Field Airport	5,969	1,525	521	1,300	1,200	1,300	11,815
TOTAL	\$91,407	\$55,544	\$57,189	\$67,742	\$44,871	\$63,339	\$380,092

1991 APPROVED
PUBLIC UTILITIES OPERATING AND CAPITAL BUDGETS

ASSEMBLY

Jim Kubitz, Chairman

Jim Barnett	Fred Dyson	Pat Parnell
Mark Begich	Joe Evans	Brian Porter
Craig Campbell	Bill Faulkner	John Wood
	Heather Flynn	

1991 APPROVED PUBLIC UTILITIES
OPERATING AND CAPITAL BUDGETS

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Anchorage Telephone Utility

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OPERATING AND CAPITAL BUDGETS**

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OPERATING AND CAPITAL BUDGETS

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OVERVIEW

HOW TO USE THIS BUDGET DOCUMENT

This budget document is designed to provide concise and readable information about the 1991 Budget for Public Utilities. It summarizes anticipated revenues and expenses and displays the major business plans and capital programs for 1991 with forecasts for years 1992-1996.

The document is divided by Utility:

- **Financial Overview** - Provides key summary data for each utility - 1986 through 1996.
- **Business Plans** highlight the utility's mission, goals, objectives and planning assumptions.
- **1991 Budget Assumptions** include benefit rates, inflation factors, interest rates, and intragovernmental charges used in the financial statements.
- **Resource and Workforce Impacts** include projected manning levels.
- **Reconciliations** summarize major programmatic and functional changes from the 1990 revised budget to the 1991 proposed budget.
- **Projected Rate Adjustments** forecast rates for five years with major reasons for those adjustments.
- **Current Year Operating Budgets** summarize anticipated revenues and expenses for 1991 with pro forma comparisons for 1990 and actual data for 1989. Statement of Changes in Fund Equity, Statement of Sources and Uses of Cash, Debt Service Coverage and Net Profit Margin are also included.
- **Annual Operating Budget Expense Comparisons** summarize changes in operating budget expenses such as personnel, professional services, travel, and other expense categories.
- **Current Year Capital Improvement Budgets** summarize projects by category and funding source followed by a detailed report of individual projects.
- **Long-Range Capital Improvement Programs** summarize projects for 1992-96. Details of individual projects give a long-range perspective of capital requirements.

A separate document, the 1991 Fiscal Trends Report, also has information pertaining to Public Utilities.

ANCHORAGE TELEPHONE UTILITY
1991 Operating Budget
(\$ in thousands)

15-Jan-91
10:31 AM

FINANCIAL OVERVIEW	Actual 1985	Actual 1986	Actual 1987	Actual 1988	Actual 1989	Forecast 1990	Forecast 1991	Forecast 1992	Forecast 1993	Forecast 1994	Forecast 1995	Forecast 1996
Revenues	\$123,843	\$117,725	\$104,633	\$98,452	\$101,615	\$98,350	\$92,980	\$95,101	\$93,629	\$99,544	\$102,069	\$103,576
Expenses	\$104,121	\$108,473	\$105,138	\$94,237	\$94,313	\$95,278	\$88,937	\$86,775	\$86,759	\$88,500	\$90,709	\$91,879
Net Income (before Extra. Items)	\$19,722	\$9,252	(\$505)	\$4,215	\$7,302	\$3,072	\$4,043	\$8,326	\$6,870	\$11,044	\$11,360	\$11,697
Extraordinary and/or Unusual Items	\$0	(\$12,042)	\$0	\$0	(\$21,748)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Income	\$19,722	(\$2,790)	(\$505)	\$4,215	(\$14,446)	\$3,072	\$4,043	\$8,326	\$6,870	\$11,044	\$11,360	\$11,697
Local Rate Change (%)	n/a	n/a	n/a	20.50%	-11.08%	0.00%	0.00%	15.00%	0.00%	15.00%	0.00%	0.00
Local Rate Change (\$)	n/a	n/a	n/a	\$2,900	(\$2,057)	\$0	\$0	\$3,742	\$0	\$4,466	\$0	\$0
Workforce-Authorized per Budget	959	918	1098	843	686	689	663	663	632	632	632	632
Workforce - Year End (On Board)	871	1047	865	777	657	655	630	630	600	600	600	600
Capital Spending	\$41,129	\$33,369	\$25,866	\$7,891	\$8,288	\$16,613	\$15,030	\$14,043	\$13,805	\$12,639	\$12,271	\$12,899
Cellular	\$0	\$0	\$0	\$877	\$558	\$152	\$202	\$282	\$332	\$327	\$322	\$320
Net Plant	\$201,986	\$216,138	\$224,296	\$215,505	\$202,586	\$203,961	\$203,003	\$200,869	\$198,519	\$193,519	\$189,429	\$183,677
Retained Earnings	\$122,606	\$114,317	\$106,811	\$106,026	\$88,997	\$88,069	\$89,612	\$95,483	\$99,853	\$108,397	\$117,257	\$126,454
Bond Sales	\$0	\$10,000	\$0	\$0	\$0	\$15,000	\$0	\$20,000	\$0	\$15,000	\$0	\$15,000
Bond Redemption Cash	\$13,527	\$16,017	\$16,424	\$18,538	\$19,509	\$22,511	\$23,868	\$25,882	\$25,882	\$27,393	\$27,393	\$28,904
Bond Cash	\$15,231	\$17,773	\$12,459	\$532	\$0	\$0	\$0	\$3,171	\$0	\$155	\$0	\$0
Equity - Gen'l Cash Pool	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Toll Settlemt Res.	\$0	\$0	\$0	\$11,107	\$20,028	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Working Capt. Res.	\$64,642	\$54,099	\$35,137	\$27,874	\$24,379	\$16,852	\$6,564	\$13,645	\$8,699	\$17,558	\$15,271	\$24,566
Total Cash	\$93,400	\$87,889	\$64,020	\$58,051	\$63,916	\$39,363	\$30,432	\$42,698	\$34,581	\$45,106	\$42,664	\$53,470
IGC - Gen'l Govt.	\$4,053	\$3,740	\$3,614	\$2,558	\$7,488	\$8,192	\$7,954	\$8,272	\$8,603	\$8,947	\$9,305	\$9,677
Residual Equity Transfer	\$1,570	\$0	\$0	\$1,344	\$309	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utility Revenue Distr.	\$0	\$5,500	\$7,000	\$5,000	\$2,583	\$4,000	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
MUSA - Dividend	n/a	n/a	n/a	n/a	\$1,096	\$1,052	\$1,010	\$955	\$964	\$938	\$1,012	\$1,030
MUSA - Net Plant	\$1,524	\$1,657	\$2,439	\$3,185	\$3,677	\$3,641	\$3,594	\$3,762	\$3,981	\$4,149	\$4,274	\$4,416
Total MUSA	\$1,524	\$1,657	\$2,439	\$3,185	\$4,773	\$4,693	\$4,604	\$4,717	\$4,945	\$5,087	\$5,286	\$5,446
Rate of Return	14.30%	10.60%	5.50%	7.20%	7.70%	6.45%	6.56%	6.97%	6.17%	7.72%	7.47%	7.13
TOTAL DEBT	\$178,155	\$193,655	\$184,185	\$173,890	\$162,975	\$166,215	\$153,302	\$159,512	\$144,337	\$143,283	\$125,874	\$122,424
Debt service	\$20,484	\$21,660	\$21,972	\$22,027	\$22,159	\$22,926	\$23,861	\$23,862	\$25,872	\$25,876	\$27,371	\$27,491
Debt Service Coverage	2.62	2.05	1.49	1.78	1.84	1.65	1.60	1.71	1.54	1.72	1.68	1.67
Debt/Equity Ratio	59/41	63/37	63/37	62/38	64/36	65/35	63/37	62/38	59/41	57/43	52/48	49/51

ANCHORAGE WATER UTILITY FINANCIAL OVERVIEW

(\$ Thousands)	1987	1988	1989	1990B	1990P	1991	1992	1993	1994	1995	1966
Revenues	21,304	20,390	24,060	26,454	24,030	23,570	25,353	25,712	29,366	29,416	30,877
Expenses	20,913	20,464	24,076	24,743	25,029	25,677	26,523	27,704	28,598	29,264	30,046
Net Income (Regulatory)	391	(74)	(16)	711	(999)	(2,107)	(1,170)	(1,992)	768	152	831
Workforce	330	312	285	285	285	286	286	285	285	285	285
Net Plant	163,469	165,234	286,900	285,167	288,359	288,810	291,732	288,170	285,952	290,257	284,280
Retained Earnings	19,205	19,131	19,115	19,106	18,116	16,074	15,276	13,784	14,995	15,465	16,650
Total Cash	37,177	22,371	19,657	11,341	15,407	9,811	8,288	11,174	11,656	11,762	11,764
General Cash Pool	8,076	6,840	7,492	6,078	6,307	2,859	1,536	1,088	1,451	1,207	1,360
Capital Spending	54,346	15,735	3,663	14,111	11,273	15,732	8,075	9,630	13,125	2,250	13,275
IGC General Government	875	734	807	1,088	891	1,106	1,161	1,219	1,280	1,344	1,412
Utility Revenue Distribution	0	0	0	0	0	0	0	0	0	0	0
MISA	2,156	2,661	1,265	2,040	1,669	1,760	1,758	1,818	1,843	1,811	1,777
Allowable Reg. ROR (weighted)	DSC	DSC	DSC	DSC	DSC	DSC	DSC	DSC	DSC	DSC	DSC
Achieved Regulated ROR	2.65	5.47	6.45	10.00%	8.31%	7.43%	9.82%	8.90%	9.49%	8.97%	9.87%
Debt Service Amount	9,800	9,836	7,789	9,873	8,115	8,635	8,633	8,634	9,119	9,115	10,279
Revenue Bond DSC	1.41	1.76	2.56	2.83	3.09	2.24	2.73	2.39	2.78	2.58	2.67
Overall Debt Coverage	0.97	1.03	1.39	1.26	1.26	1.02	1.25	1.17	1.42	1.24	1.28
Debt/Equity Ratio	84/16	84/16	85/15	83/17	85/15	87/13	87/13	88/12	88/12	87/13	87/13
Personnel Costs											
Salaries	5,056	4,675	5,043	5,245	5,149	5,242	5,530	5,629	5,887	5,977	6,069
Benefits	2,484	2,200	2,484	2,702	2,652	2,640	2,786	2,835	2,966	3,011	3,057
Total	7,540	6,875	7,527	7,947	7,801	7,882	8,316	8,464	8,853	8,988	9,126
\$ Increase Single Family Rate	\$3.95	(\$1.35)	\$5.10	\$0.00	\$0.00	\$0.00	\$2.10	\$0.00	\$3.80	\$0.00	\$1.50
% Rate Increases	25.11%	-6.89%	28.00%	\$0.00%	0.00%	0.00%	9.00%	0.00%	15.00%	0.00%	5.00%
Single Family Rate	\$19.60	\$18.25	\$23.35	\$23.35	\$23.35	\$23.35	\$25.45	\$25.45	\$29.25	\$29.25	\$30.75

(1)

NOTE: (1) DSC/Debt Service Coverage.

ANCHORAGE WASTEWATER UTILITY FINANCIAL OVERVIEW

001 2 1990

(\$ Thousands)	1987	1988	1989	1990B	1990P	1991	1992	1993	1994	1995	1996
Revenues	20,872	19,550	21,067	21,890	20,971	22,169	21,873	25,427	25,704	28,602	28,628
Expenses	22,160	21,496	20,265	20,770	20,780	22,402	23,509	23,838	24,359	24,709	25,205
Net Income	(1,288)	(1,946)	802	1,120	191	(233)	(1,636)	1,589	1,345	3,892	3,424
Workforce (Combined AWWU)	330	312	285	285	285	286	286	285	285	285	285
Net Plant	188,160	221,471	221,319	224,640	236,883	233,963	232,427	232,771	230,039	238,476	235,034
Retained Earnings	1,854	(91)	711	1,127	902	669	(966)	622	1,967	5,859	9,283
Total Cash	23,785	16,466	12,270	8,148	11,034	7,200	3,863	3,152	6,265	4,521	3,676
General Cash Pool	11,126	3,378	3,049	1,526	4,689	5,149	2,791	2,415	1,113	1,454	1,194
Capital Spending	35,420	9,399	9,220	22,799	19,128	12,597	5,497	6,171	5,197	7,295	13,296
IGC General Government	1,014	807	1,089	1,371	1,185	1,425	1,496	1,571	1,650	1,732	1,819
Utility Revenue Distribution	0	0	0	0	0	0	0	0	0	0	0
MUSA	2,082	2,832	1,134	1,151	830	1,030	1,094	1,075	1,055	1,040	1,059
Allowable Reg ROR (weighted)	8.73%	8.73%	8.73%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Achieved Regulated ROR	3.78%	3.49%	8.90%	9.00%	9.31%	6.30%	9.22%	8.26%	9.62%	8.12%	8.94%
Debt Service Amount	11,688	11,470	9,802	11,340	9,448	9,448	9,899	10,333	10,386	10,564	10,688
Revenue Bond DSC	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Overall Debt Coverage	1.00	1.00	1.10	1.08	1.00	1.00	1.00	1.00	1.00	1.13	1.07
Debt/Equity Ratio	98/2	100/-0	99/1	98/2	99/1	99/1	101/-1	99/1	97/3	91/9	85/15
Personnel Costs											
Salaries	5,261	4,715	4,624	5,217	4,778	4,995	5,257	5,337	5,596	5,681	5,768
Benefits	2,586	2,219	2,278	2,570	2,461	2,516	2,649	2,689	2,819	2,862	2,906
Total	7,847	6,934	6,902	7,787	7,239	7,511	7,906	8,026	8,415	8,543	8,674
\$ Increase Single Family Rate	\$0.00	\$3.00	\$0.00	\$2.75	\$1.70	\$0.00	\$0.00	\$4.10	\$0.00	\$2.95	\$0.00
% Rate Increases	0%	0%	0.00%	14.50%	9.00%	0.00%	0.00%	20.00%	0.00%	12.00%	0.00%
Single Family Rate	\$15.85	\$18.85	\$18.85	\$21.60	\$20.55	\$20.55	\$20.55	\$24.65	\$24.65	\$27.60	\$27.60

(1)

NOTE: (1) \$3.00 single family rate increase in 1988 was the result of a cost-of-service study. Single family rates increased and commercial rates decreased. Overall revenues to the Utility did not increase.

B40

Municipal Light and Power

December 31, 1990

	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996
Revenues	64,142,249	65,989,435	69,231,526	72,417,027	(1) 71,100,000	71,325,000	76,500,000	81,000,000	85,500,000	87,400,000	92,000,000
Expenses	84,462,882	87,152,221	87,767,113	70,779,514	(2) 70,225,000	70,485,300	76,500,000	77,250,000	80,100,000	83,000,000	85,800,000
Extraordinary Item Gain(Loss)	(19,697,578)	1,517,844	19,697,578	2,953,997	840,000	0	0	0	0	0	0
Net Income	(19,868,211)	354,858	21,163,991	3,691,510	1,400,000	889,700	2,000,000	3,750,000	5,400,000	4,400,000	6,200,000
Work Force (Budgeted Positions)	213	203	194	198	203	207	210	212	214	217	220
Net Electric Plant (Excludes Intangible plant)	137,929,804	136,986,325	138,049,627	133,521,840	112,000,000	112,000,000	137,500,000	139,000,000	141,000,000	143,000,000	145,000,000
Retained Earnings	9,406,453	10,128,915	31,735,600	35,874,316	(3) 37,500,000	38,300,800	40,300,000	44,000,000	49,500,000	53,900,000	60,100,000
Equity Gen'l Cash Pool (4)	12,644,725	21,228,933	24,400,348	14,868,763	16,100,000	14,400,000	15,500,000	17,200,000	19,600,000	21,200,000	25,100,000
Equity Bond Cash Pool	34,270,624	29,785,542	30,015,774	32,477,314	26,000,000	25,000,000	20,200,000	20,300,000	20,400,000	20,500,000	20,600,000
Capital Spending	14,809,316	8,769,745	6,305,528	6,307,528	8,500,000	10,500,000	17,000,000	13,500,000	15,000,000	15,000,000	17,000,000
ICC	2,861,084	2,063,400	1,416,650	1,501,000	1,480,000	1,395,000	1,400,000	1,500,000	1,600,000	1,675,000	1,750,000
MUSA	1,024,755	1,479,748	1,787,686	2,754,236	2,000,000	1,900,000	2,200,000	2,300,000	2,340,000	2,380,000	2,425,000
Debt Service Coverage	1.47	1.41	1.57	1.68	1.58	1.68	1.73	1.87	1.99	1.95	2.07
LT Debt/Equity	93.0/7	92.0/8	86.1/13.9	84.3/15.7	83.4/16.6	82.8/17.2	81.8/18.2	80.0/20.0	77.7/22.3	75.6/24.4	73.0/27.0
Debt Service	17,796,854	18,455,674	18,451,988	17,272,388	18,045,949	17,159,395	17,159,712	17,155,252	17,158,863	17,153,244	17,157,645
Personnel Cost	7,793,533	8,543,171	8,293,400	8,565,924	8,500,000	8,380,000	8,290,000	8,415,000	8,600,000	8,780,000	9,000,000
Personnel Benefits	3,795,172	4,322,844	4,243,609	4,211,495	4,300,000	4,050,000	4,000,000	4,050,000	4,125,000	4,200,000	4,320,000
Percent of Rate Increase(permanent only) (5)	13.53	(5) 8.45	-0-	-0-	3.23 (1)	91 (1)	6.3	5.5	4.4	1.0	4.6
Residential Customer charge per 500 kWh	\$35.51	\$41.90	\$41.40	\$47.28	\$45.78	\$45.13	\$47.26	\$49.26	\$50.92	\$51.31	\$53.15

(1) 1990 assumes the interim 3 212 base rate increase approved effective October 1, 1990 for the last quarter of 1990. Projections for 1991 assume the full 4.14% rate increase requested in July 1990.

(2) Return of 1989 1.25% gross receipts portion of MUSA as required by APUC order.

(3) 1990 and all future years assume no payment of the 1.25% gross receipts portion of MUSA as a dividend.

(4) Equity in bond cash pool in 1990 and 1991 include \$5.1 million for Eklutna purchase. The \$5.1 million for Eklutna was previously included in general cash pool.

(5) Effective permanent rate granted.

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

22-Jan-91

REFUSE COLLECTIONS UTILITY	ACTUAL 1986	ACTUAL 1987	ACTUAL 1988	ACTUAL 1989	PRO-FORMA 1990	BUDGET 1991	PROJECTED 1992	PROJECTED 1993	PROJECTED 1994	PROJECTED 1995	PROJECTED 1996
Total Revenues	\$5,947,961	\$5,491,750	\$4,941,042	\$5,223,123	\$5,357,300	\$5,516,400	\$5,515,580	\$5,556,780	\$5,587,620	\$5,835,750	\$5,897,370
Salaries & Benefits	\$1,550,071	\$1,452,516	\$1,349,417	\$1,279,508	\$1,370,000	\$1,325,700	\$1,429,500	\$1,393,200	\$1,469,600	\$1,469,600	\$1,537,830
Other Expenses	526,867	218,515	300,206	190,227	269,200	280,475	283,500	294,840	306,630	318,900	331,660
Landfill Fees	969,961	1,335,594	1,680,256	2,004,997	2,025,000	2,025,000	2,025,000	2,025,000	2,025,000	2,025,000	2,025,000
Depreciation	431,540	467,893	464,215	497,970	430,000	430,000	414,000	441,500	467,000	494,000	510,000
MUSA	24,527	32,175	64,933	69,154	65,500	68,800	72,240	75,850	79,650	83,630	87,810
Debt Interest Cost	238,404	238,200	222,946	217,185	209,700	201,300	192,300	182,700	172,200	160,760	148,250
Equipment Costs	486,408	605,980	472,870	406,877	441,900	464,660	473,950	483,430	507,600	517,760	528,110
IGC's From	818,766	627,627	568,629	593,735	662,300	654,010	659,540	665,280	695,150	701,360	707,820
IGC's To	(6,733)	(8,000)	(6,373)	(7,377)	(6,100)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Total Expense	\$5,039,811	\$4,970,500	\$5,117,099	\$5,252,276	\$5,467,500	\$5,424,945	\$5,525,030	\$5,536,800	\$5,697,830	\$5,746,010	\$5,851,480
Extra Ordinary Cost		\$608,285									
Net Income	\$908,150	(\$87,035)	(\$176,057)	(\$29,153)	(\$110,200)	\$91,455	(\$9,450)	\$19,980	(\$110,210)	\$89,740	\$45,890
Capital Improvements	\$415,000	\$2,057,000	\$224,000	\$275,417	\$221,000	\$335,700	\$521,900	\$459,500	\$338,500	\$340,900	\$459,400
Bond Sales		\$3,710,000									
Net Plant (12/31)	\$2,426,439	\$4,013,136	\$3,773,479	\$3,549,439	\$3,340,439	\$3,246,139	\$3,354,039	\$3,372,039	\$3,243,539	\$3,090,439	\$3,039,839
Debt Principle Pmt.	\$25,000	\$0	\$105,000	\$145,000	\$155,000	\$160,000	\$170,000	\$175,000	\$185,000	\$195,000	\$210,000
Utility Revenue Dist.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Retained Earnings (12/31)	\$3,787,566	\$3,700,531	\$3,524,474	\$3,495,321	\$3,385,121	\$3,476,576	\$3,467,126	\$3,487,106	\$3,376,896	\$3,466,636	\$3,512,526
Total Cash (12/31)	\$2,571,541	\$2,833,210	\$2,941,363	\$2,954,920	\$2,898,720	\$2,924,175	\$2,636,825	\$2,463,805	\$2,297,095	\$2,344,935	\$2,231,425
Debt Service Coverage	6.06	4.85	1.79	2.09	1.63	2.20	1.90	2.04	1.75	2.39	2.29
Debt/Equity Ratio	31/69	48/52	50/50	50/50	50/50	50/50	49/51	48/52	47/53	44/56	42/58
Profit Margin	15.27%	-1.58%	-3.76%	-0.56%	-2.06%	1.66%	-0.17%	0.36%	-1.97%	1.54%	0.78%
Budgeted Positions	28(FT)/2(T)	28(FT)/2(T)	26(FT)/3(T)	24(FT)/1(T)	23(FT)/2(T)	23(FT)/2(T)	23(FT)/2(T)	23(FT)/2(T)	23(FT)/2(T)	23(FT)/2(T)	23(FT)/2(T)
Tons Collected	46,153	43,961	43,083	44,524	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Rate Change Percent	15.00%			5.10%	8.15%				5.00%		
Residential Cost/month	\$13.60			\$14.30	\$15.00				\$15.75		
Comerc'l (3yd-1x/wk)/mo.	\$43.30			\$45.50	\$50.50				\$53.03		

22-Jan-91

SOLID WASTE DISPOSAL UTILITY	ACTUAL 1986	ACTUAL 1987	ACTUAL 1988	ACTUAL 1989	PRO-FORMA 1990	PROJECTED 1991	PROJECTED 1992	PROJECTED 1993	PROJECTED 1994	PROJECTED 1995	PROJECTED 1996
Total Revenues	\$6,153,157	\$7,586,265	\$8,434,722	\$10,335,565	\$10,605,800	\$10,909,700	\$11,014,450	\$11,120,250	\$11,227,100	\$11,335,020	\$11,444,020
Salaries & Benefits	\$2,473,926	\$1,148,658	\$1,966,344	\$1,979,100	\$2,076,300	\$2,000,750	\$2,112,350	\$2,073,780	\$2,163,210	\$2,163,210	\$2,271,370
Other Expenses	2,435,181	1,303,306	1,175,354	1,588,035	2,422,580	2,532,375	2,600,230	2,748,240	2,760,690	2,843,510	2,651,990
Depreciation	687,473	699,372	1,312,500	1,381,314	1,475,000	1,643,000	1,899,430	2,077,080	2,045,460	2,100,520	2,253,830
MUSA	0	0	0	419,252	404,100	474,700	495,630	515,270	535,850	557,400	579,980
Debt Interest Cost	1,191,714	1,973,901	1,961,303	2,037,184	2,134,600	2,122,300	2,244,260	2,151,140	2,093,990	2,345,770	2,229,940
Equipment Costs	502,703	346,904	708,077	837,499	913,600	960,670	979,890	999,490	1,039,470	1,060,260	1,081,470
Landfill Closure Costs	0	0	0	2,779,382	480,000	498,800	513,770	529,180	545,050	561,400	578,240
IGC's Prom	544,148	623,056	613,304	582,948	704,600	720,210	725,880	731,730	764,300	770,500	776,900
IGC's To	(117,824)	(136,845)	(141,975)	(147,309)	(199,200)	(183,100)	(187,450)	(191,930)	(196,550)	(201,300)	(206,200)
Total Expense	7,717,321	5,958,352	7,594,907	11,457,405	10,411,580	10,769,705	11,383,990	11,633,980	11,751,470	12,201,270	12,217,520
Net Income Govt.	(1,564,164)	1,627,913	839,815	(1,121,840)	194,220	139,995	(369,540)	(513,730)	(524,370)	(866,250)	(773,500)
Amortization Contributions	46,514	100,479	113,275	138,490	140,000	140,000	140,130	132,630	132,630	131,730	131,730
Net Income Reg.	(\$1,517,650)	\$1,728,392	\$953,090	(\$983,350)	\$334,220	\$279,995	(\$229,410)	(\$381,100)	(\$391,740)	(\$734,520)	(\$641,770)
Capital Improvements	\$18,000	\$23,806,000	\$1,218,255	\$1,005,601	\$6,033,000	\$7,672,900	\$2,360,800	\$920,700	\$7,583,100	\$958,800	\$1,206,000
Bond Sales	\$18,000,000	\$0	\$700,000	\$3,916,180	\$0	\$7,000,000	\$1,500,000	\$0	\$6,500,000	\$0	\$0
Grants Awarded	\$415,500		\$284,450		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Plant (12/31)	\$3,808,690	\$26,728,743	\$26,525,927	\$28,517,885	\$33,075,885	\$39,105,785	\$39,567,155	\$38,410,775	\$43,948,415	\$42,806,695	\$41,758,865
Debt Principle Pmt.	\$968,623	\$550,000	\$550,000	\$600,000	\$640,000	\$765,000	\$700,000	\$897,500	\$622,500	\$672,500	\$820,000
Utility Revenue Dist	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Retained Earnings (12/31)	\$2,931,857	\$4,660,248	\$5,645,798	\$4,662,448	\$4,996,668	\$5,276,663	\$5,047,253	\$4,666,153	\$4,274,413	\$3,539,893	\$2,898,123
Total Cash (12/31)	\$23,957,839	\$7,254,176	\$6,503,798	\$9,193,396	\$4,189,616	\$4,534,711	\$4,503,801	\$4,248,951	\$4,064,441	\$3,667,411	\$3,121,741
Revenue Bond Coverage	N.A.	N.A.	N.A.	8.12	6.85	7.25	6.63	6.68	6.56	5.80	6.57
Debt/Equity Ratio	83/17	74/26	71/29	74/26	75/25	77/23	77/23	77/23	80/20	80/20	81/19
Profit Margin	-25.42%	21.46%	9.96%	-10.85%	1.83%	1.28%	-3.36%	-4.62%	-4.67%	-7.64%	-6.76%
Budgeted Positions	40(FT)/10(T)	38(FT)/10(T)	34(FT)/11(T)	34(FT)/8(T)	31(FT)/9(T)	31(FT)/9(T)	31(FT)/9(T)	31(FT)/9(T)	31(FT)/9(T)	31(FT)/9(T)	31(FT)/9(T)
Tons Disposed	246,729	220,698	222,222	230,936	239,991	249,401	251,895	254,414	256,958	259,528	262,123
Rate Change Percent		57.14%	18.18%	15.38%							
User Rate/Ton		\$33.00	\$39.00	\$45.00							
Pickup Rate		\$5.00	\$5.00	\$5.00							
Car Rate		\$5.00	\$5.00	\$5.00							

PORT OF ANCHORAGE

		1986	1987	1988	1989	1990 PRO- FORMA	1991 PROPOSED	1992 EST	1993 EST	1994 EST	1995 EST	1996 EST	NOTES
Revenues	(000)	\$7,843	\$7,644	\$7,285	\$7,941	\$7,806	\$7,864	\$7,835	\$8,136	\$8,520	\$8,859	\$9,479	
Expenses	(000)	\$5,917	\$6,171	\$5,326	\$5,589	\$5,674	\$6,009	\$6,392	\$6,532	\$6,530	\$6,566	\$6,595	
Extraordinary Item	(000)	\$0	\$403	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Net Income	(000)	\$1,926	\$1,070	\$1,959	\$2,352	\$2,132	\$1,855	\$1,443	\$1,604	\$1,990	\$2,293	\$2,884	(a)
Workforce		18	19	19	21	21	21	21	21	21	21	21	
Salaries	(000)	\$599	\$664	\$702	\$760	\$827	\$838	\$863	\$889	\$916	\$943	\$971	
Benefits	(000)	\$270	\$327	\$326	\$360	\$418	\$370	\$381	\$393	\$404	\$416	\$429	
Total	(000)	\$869	\$991	\$1,028	\$1,120	\$1,245	\$1,208	\$1,244	\$1,282	\$1,320	\$1,360	\$1,400	
Total Cash	(000)	42,692	26,053	24,361	21,648	13,952	5,202	5,954	5,792	5,953	6,581	10,005	(b)
Revenue Distribution	(000)	-0-	-0-	-0-	1,000	178	178	-0-	-0-	-0-	-0-	-0-	
Retained Earnings	(000)	23,875	24,729	27,173	29,017	31,412	33,756	35,718	37,836	40,340	43,178	46,607	
Net Plant	(000)	24,079	25,619	25,027	30,352	39,345	56,905	63,887	69,864	78,372	82,381	85,766	
Rate of Return		8.31%	7.56%	6.66%	6.55%	5.74%	4.66%	4.25%	4.33%	4.23%	4.32%	4.74%	
Capital Spending	(000)	2,685	7,121	3,800	1,406	10,297	19,008	8,710	7,705	10,240	5,775	5,160	
Bond Sales	(000)	-0-	-0-	-0-	1,000	1,000	10,600	3,000	4,500	8,000	3,500	5,000	
Debt - Gen Obligation	(000)	9,925	8,679	7,413	6,067	4,661	3,782	2,818	1,836	1,138	700	432	
Debt - Revenue	(000)	27,190	18,870	17,360	16,635	16,170	20,770	21,130	22,450	27,200	29,850	33,950	
Debt Total	(000)	37,115	27,549	24,773	22,702	20,831	24,552	23,948	24,286	28,338	30,550	34,382	
Debt Service Amount	(000)	2,354	2,565	1,914	1,916	1,914	2,166	2,456	2,624	2,637	2,679	2,710	
Debt Service Coverage		2.63	2.18	2.54	2.85	2.70	2.41	2.07	2.01	2.11	2.16	2.32	
Debt/Equity Ratio		47/53	37/63	34/66	29/71	24/76	22/78	20/80	19/81	20/80	20/80	21/79	
Tonnage	(000)	1,620	1,743	1,906	2,308	2,751	3,209	3,712	4,210	4,669	5,043	5,290	
Revenue/Ton		\$2.75	\$2.72	\$2.57	\$2.30	\$2.07	\$1.95	\$1.80	\$1.68	\$1.61	\$1.56	\$1.61	(c)
Preferential Use Rates		19.25%	-0-	-0-	-0-	-0-	(6.0%)	-0-	-0-	-0-	-0-	10.00%	(d)
IGC - Gen Gov't		145,140	182,425	198,367	225,366	248,000	257,400	265,000	270,000	275,000	280,000	285,000	

PORT OF ANCHORAGE

- (a) 1991-1993 reduction in non-operating revenues as a result of a decrease of interest income on funds previously on deposit being expended in the 1990-1991 Capital Improvement Program contributes significantly to the reduction in 1991-1993 Net Income.
- (b) Decrease in total cash, 1989-1991, due to expenditures on 1990-1991 Capital Improvement Program.
- (c) The increasing petroleum portion of total tonnage causes the rate per ton to decrease.
- (d) Decrease in 1991 FUA rates is offset by increased revenues from Port Industrial Park leases and the new long term lease of Transit Area "D". The net effect is that total combined revenues, from both leases and preferential use agreements, will increase 3.3% through a combined 1,000,000 tons shipped by TOTE and SeaLand. Above 1,000,000 tons, revenues will increase due to higher tonnage volume.

MERRILL FIELD AIRPORT
Additional Financial Data
(Dollars In Thousands)

Description	1986 Actual	1987 Actual	1988 Actual	1989 Actual	1990 Pro-Forma	1991 Approved	1992 Projected	1993 Projected	1994 Projected	1995 Projected	1996 Projected
Total Revenues	781	872	1,049	1,092	1,144	1,181	1,234	1,324	1,442	1,532	1,605
Less: Total Expenses	957	992	1,484	1,631	1,819	1,870	2,009	2,086	2,196	2,274	2,336
Income (Loss) Governmental ^a	-176	-120	-435	-539	-675	-689	-775	-762	-754	-742	-731
Plus: Depr Contrib Plant	266	288	637	718	727	740	859	871	887	902	925
Net Income Regulatory ^b	90	168	202	179	52	51	84	109	133	160	194
Salary Expense	320	303	341	360	455	456	468	524	544	570	603
Fringe Benefits	137	159	176	165	209	181	183	216	225	238	253
Total Personnel Costs ^c	457	462	517	525	664	637	651	740	769	808	856
Intragovernmental Charges ^d	81	88	57	62	81	90	92	96	99	103	108
Retained Earnings ^e	1,490	1,658	1,859	2,039	1,364	675	738	789	816	873	936
Total Cash ^f	-2,415	-268	218	334	355	297	351	419	510	628	780
Rate Increase Revenue	29	7	-0-	-0-	28	-0-	51	14	14	14	14
Rate Increase Percent	8.0%	3.7%	-0-	-0-	7.1%	-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 ^g	9	8	9	9	9	9	9	10	10	10	10
Capital Spending	6,696	4,241	2,441	822	791	982	1,068	842	1,066	1,230	1,270
Net Plant In Service	13,039	15,101	26,960	26,946	26,921	27,071	27,174	27,038	27,108	27,325	27,556
Debt Service Amount ^h	5	5	5	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Debt Service Coverage	26.28	29.76	1.25	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Debt/Equity Ratio	.1%	.1%	.1%	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-

See Accompanying Document for Footnotes

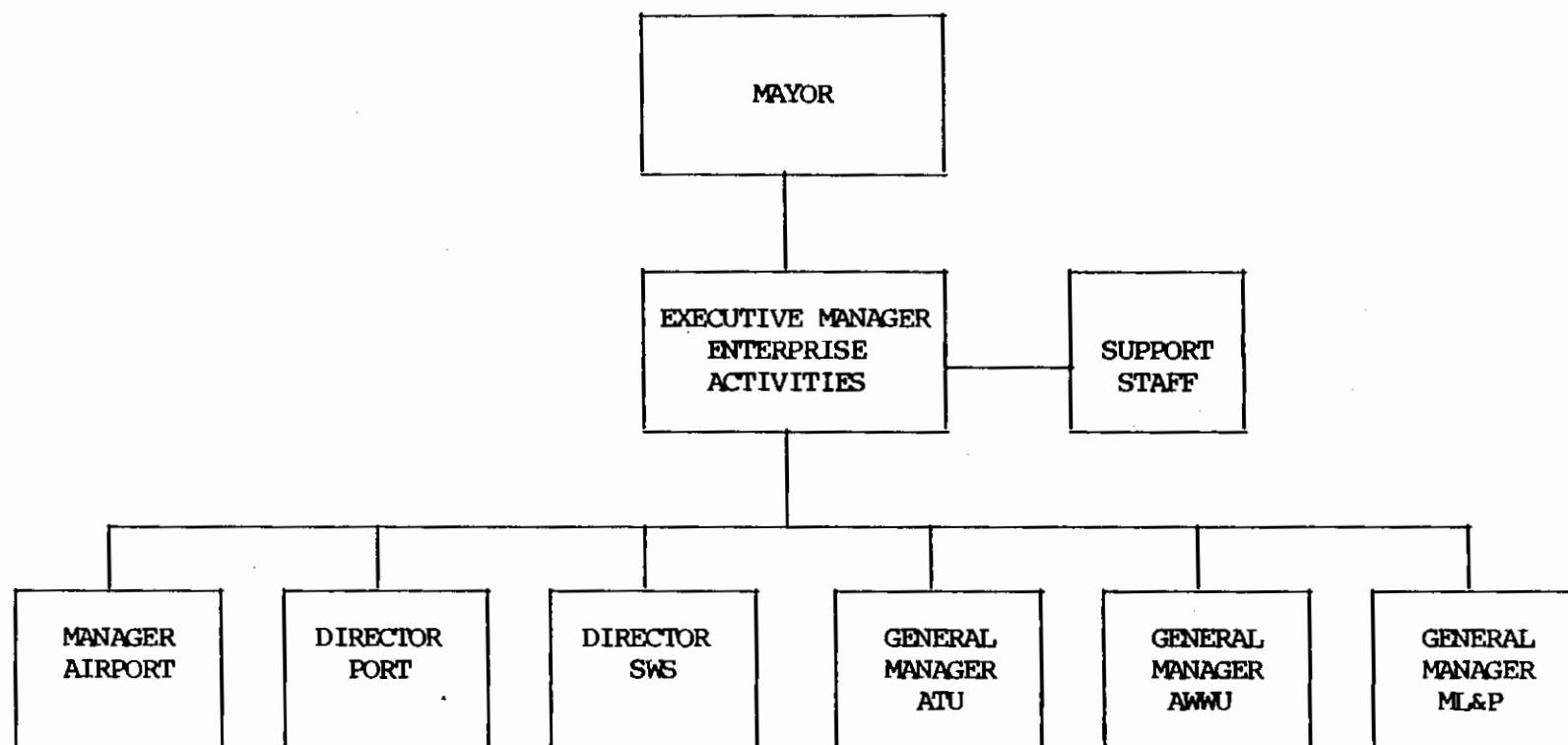
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FOOTNOTES FOR ACCOMPANYING DOCUMENT

- 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 mid-1980's and then level off as we acquire land which is not depreciated. Revenues will eventually gain ground, if the proposed rate increases are approved, and our Income (Loss) For Governmental Reporting will begin to improve in the early 1990's.
- b After considerable fluctuations in the late 1980's 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 1993 when a significant increase will occur as we add another Maintenance employee. Note that 1986-89 do not include Annual Leave Taken but in 1990-96 it has been included.
- d In 1988 we secured an agreement with FAA to pay a portion of our IGC expenses as Direct Administrative Charges for grant administration, causing the reduction in that year. Otherwise, we anticipate gradual increases in Intragovernmental Charges will continue into the 1990's.
- e During 1990 and 1991 non-FAA grant eligible capital expenditures will cause a reduction in Retained Earnings but gradual increases should return in the mid-1990's.
- f FAA requires we purchase land at our expense, submit a grant application for the exact known amount and reimburse ourselves after the grant is received. During 1986 & 1987 it was necessary for the Airport to borrow funds from the Municipal Cash Pool to accomplish this objective, leaving a deficit balance during those years.
- g In 1987 we did not fill the position of Operations Engineer but waited until early 1988. In 1993 we anticipate hiring another Maintenance employee because of increased demand for maintenance of airport equipment and facilities.
- h During 1989 we paid the final installment on our 1969 General Obligation Bonds, leaving no long-term debt for future years.

ENTERPRISE ACTIVITIES

OCT 2 1990



MUNICIPALITY OF ANCHORAGE

Utility Enterprise Activities	Division Administration	Budget Year 1991
<p><u>MISSION</u></p> <p>To supervise the administrative functions of the various enterprise activities and coordinate their efforts with general government so that enterprise management can concentrate efforts on managing day to day operations. To provide guidance and supervision of strategic planning efforts in all enterprise activities.</p> <p><u>GOALS</u></p> <ul style="list-style-type: none"> ° Assure that enterprise activities operations and planning efforts, including the preparation and execution of budgets, are consistent with goals and objectives of the Administration. ° Assure that all enterprise activities are using consistent operating and planning assumptions. <p><u>EXTERNAL FACTORS/PLANNING ASSUMPTIONS</u></p> <ul style="list-style-type: none"> ° Changing regulatory environment requires constant monitoring of assumptions used by enterprise activities in the preparation of rate cases and other issues before the APUC, the Assembly, and other regulatory entities. ° Labor issues are extremely critical, particularly during times of economic decline. ° Budgets should provide as much user-friendly information as possible while remaining summary-level tools to aid in management decision-making. ° General Government and Enterprise Activities will continue to operate in an environment where responsibility for various staff functions, including finance, accounting, engineering and data processing, is shared by both units of municipal government. ° Privatization of enterprise activities and enterprise functions will be considered and evaluated. ° Alternatives to current utility management organization will be considered and evaluated, including authority organizational structures. ° The successful growth and operation of our current utilities depends on successful relationships with several external organizations, including the military community, federal regulators, and the APUC. <p style="text-align: center;">EA-2</p>		

Utility	Division	Budget Year
Enterprise Activities	Administration	1991

OBJECTIVES/PROGRAMS

- Supervise and provide liaison functions between general government and enterprise activities in administrative areas where functions overlap such as intragovernmental charges, labor relations, municipal utility service assessment issues, utility revenue distribution issues, personnel management and budget coordination.
- Develop strategic planning assumptions, such as marketing assumptions, to be used by utilities in planning efforts.
- Review and approve all enterprise activities operating and capital budgets. Assure that budgets are consistent with the Administration's goals and objectives.
- Establish and monitor administrative policies for all enterprise activities.
- Establish and maintain ongoing relationship with sectors of the community and outside organizations which have impact on successful operations of the enterprise activities, such as the military.

Utility	Division		Budget Year
Enterprise Activities	Administration		1991
Municipality of Anchorage Financial Data			
Line Item Description	Year: <u>1989</u> Actual	Year: <u>1990</u> Pro-Forma	Year: <u>1991</u> Budget
8100 Personal Services	262,251	280,000	288,000
8200 Supplies	2,073	2,300	3,000
8300 Other Services and Charges	25,155	44,000	50,000
8700 Intragovernmental Charges	36,142	37,000	40,000
TOTAL	<u>325,621</u>	<u>360,000</u>	<u>381,000</u>
8800 Intragovernmental Revenue	325,621	360,000	381,000
EA-4			

ANCHORAGE TELEPHONE UTILITY

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ANCHORAGE TELEPHONE UTILITY

OPERATING AND CAPITAL BUDGETS

ANCHORAGE TELEPHONE UTILITY

ATU is the largest Municipally owned telephone utility in the United States and is ranked 22nd by number of access lines for 1989 by the United States Telephone Association. ATU provides telephone and data service on a fully digital network to approximately 119,829 access lines. All of ATU's central offices were connected with fiber optic cable in 1989 enabling us to more effectively serve the needs of our largest business customers.

Operating Budget

Today, the telephone industry is in a state of transition. The Federal Communications Commission (FCC) and the Alaska Public Utilities Commission (APUC) has made fundamental changes in the way telephone companies obtain their revenues. The impact in 1991 will be a \$3 million jurisdictional shift from intrastate and interstate toll to local service. In the future ATU will need to develop new sources of revenue to minimize the impact of competition, economic swings and "bypass" technology. "Bypass" technology gives large companies the ability to send voice and data messages through use of their own microwave radio network or private lines that directly access the long-distance network.

ATU continues to respond aggressively to these challenges. In 1990 ATU responded by developing and implementing a 5-year strategic plan. ATU has pared its workforce from a high of 1,047 in 1986 to 689 positions in 1990, a decrease of 34 percent. It is assumed that 5% or 33 positions will be vacant during the year.

	1989 <u>Actual</u>	1990 <u>Pro Forma</u>	1991 <u>Budget</u>
Operating and Non-Operating Revenue	\$101,615	\$98,350	\$92,980
Operating and Non-Operating Expense	94,313	95,278	88,937
Net Income <Loss> before extraordinary & unusual items	7,302	3,072	4,043
Unusual and Extraordinary items	<u><21,748></u>	<u>0</u>	<u>0</u>
Net Income (Loss)	\$<14,446>	\$ 3,072	\$ 4,043
Workforce - Year-End	657	655	630

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division						Budget Year 1991	
<u>Capital Budget</u>								
Capital expenditures during past years have provided ATU with a fully digital switching system interconnected by fiber optics, making it one of the most modern exchange network. The 1991 capital budget of \$15,232,000 will maintain the network. As new technology develops the capital program will need to be revised.								
	<u>1989</u>	<u>1990 Pro Forma</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
COE	2.1	4.6	5.8	3.5	3.0	3.0	3.0	3.0
OSP	3.1	6.7	3.6	5.0	5.0	4.5	4.5	5.0
BLDG	0.8	.7	0.5	0.4	0.6	0.4	0.5	0.5
OTHER	<u>2.8</u>	<u>4.8</u>	<u>5.3</u>	<u>5.4</u>	<u>5.5</u>	<u>5.1</u>	<u>4.6</u>	<u>4.7</u>
TOTAL	8.8	16.8	15.2	14.3	14.1	13.0	12.6	13.2
COE - Central Office Switching/Line Additions								
OSP - Outside Plant Distribution Systems								
BLDG - Buildings and Grounds								
OTHER - Data Processing/Vehicles/Other								

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1991
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1991 Budget ImpactsOperating

- Anchorage recession has stabilized and access lines are projected to grow by 2% in 1991.
- Toll revenues will decrease \$ 3 million in 1991 due to regulatory changes.
- Reduced expense levels result in lower toll revenues.

Capital

- The capital programs will maintain the network rather than change or expand it. Major technology changes are on the horizon, but are not reflected in the 1991 budget; due to the uncertainty of the timing of and the dollar magnitude of the projects.

MUNICIPALITY OF ANCHORAGE

Utility

ANCHORAGE TELEPHONE UTILITY

Division

Budget Year
19911991 Budget AssumptionsRate Increase

No rate increases are forecast for 1991.

Salaries and Benefits

Employment levels for 1991 will decrease 26 positions with the size of the workforce being matched to the operating requirements of ATU. A 5% vacancy rate is included.

Benefits are projected at 37% based on 1990 experience for medical benefits, FICA, retirement and worker's compensation.

Proposed reductions in salaries and benefits totaling \$3.7 million are included. If these concessions are not realized, ATU's budget will need to be increased and a rate increase implemented in 1991.

Inflation

Inflation for 1991 on non-labor is assumed at 4%.

Debt Service Interest Rates

ATU plans to sell \$15 million in revenue bonds in 1990. Interest rates are assumed at 7.75%

Interest Income

General cash pool investment is calculated at an interest rate of 7.5%.

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1991
Continued 1991 Budget Assumptions		
<u>Intragaovernmental Charges</u>		
Budget estimates are based on the 1990 budget received from general government departments. These are calculated according to agreed upon allocation methodologies. Self insurance is included in ATU's benefit rate; therefore it is not included in the IGC's.		
<u>Municipal Utility Service Assessment (MUSA)</u>		
MUSA mill rates are projected to increase 5% during 1991. Payment will also include 1.25% of the gross revenue from regulated services.		
<u>Utility Revenue Distribution</u>		
Utility revenue distribution is planned at \$2,500,000 per the Office of Management and Budget.		

Utility
ANCHORAGE TELEPHONE UTILITY

Division

**Budget Year
1991**

WORKFORCE PROJECTION

<u>FULL-TIME POSITIONS</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
Network Services	220	224	224	224	224	224	224
Finance & Admin Services	101	98	98	98	98	98	98
Utility Services	279	282	282	251	251	251	251
ATU Services	50	35	35	35	35	35	35
General Manager	28	21	21	21	21	21	21
	—	—	—	—	—	—	—
Total	678	660	660	629	629	629	629
<u>TEMPORARY POSITIONS</u>							
Utility Services	11	3	3	3	3	3	3

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year	
ANCHORAGE TELEPHONE UTILITY		1991	
Municipality of Anchorage			
Financial Data			
SUMMARY			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro Forma	Year: 1991 Budget
(\$ in thousands)			
<u>Operating Results</u>			
REVENUE	101,615	98,350	92,980
EXPENSE	<u>94,313</u>	<u>95,278</u>	<u>88,937</u>
NET INCOME (LOSS) BEFORE UNUSUAL & EXTRAORDINARY ITEMS	<u>7,302</u>		
NET INCOME (LOSS)	<14,446>	3,072	4,043
<u>Capital Spending</u>			
CENTRAL OFFICE EQUIPMENT	2,274	4,405	5,795
NETWORK CHANNEL TERM EQUIPMENT	111	260	0
OUTSIDE PLANT EQUIPMENT	3,276	6,684	3,589
INSTALLATION	915	1,210	1,150
BUILDING AND GROUNDS	753	669	510
PERSONAL COMPUTERS	62	470	440
VEHICLES	0	581	749
COMPANY OFFICIAL EQUIPMENT	27	42	273
FURNITURE & SMALL TOOLS	75	166	176
CUSTOMER PREMISE EQUIPMENT FOR RENT	627	1,376	1,000
CELLULAR TELEPHONE	558	152	202
COMPUTER SOFTWARE	<u>168</u>	<u>750</u>	<u>1,348</u>
CAPITAL IMPROVEMENT BUDGET	8,846	16,765	15,232

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1991	
DEBT SERVICE COVERAGE		Municipality of Anchorage Financial Data	
Line Item Description	Year: 1989 Actual	Year: 1990 Pro Forma	Year: 1991 Budget
(\$ in thousands)			
Net Income (Loss)	7,302	3,072	4,043
Depreciation	15,836	16,955	16,710
Municipal Utilities Services Assessment	4,773	4,693	4,605
Interest on Funded Debt	11,244	11,166	10,948
Other	<u>1,529</u>	<u>2,010</u>	<u>1,763</u>
Net Available for Debt Service	40,684 =====	37,896 =====	38,069 =====
Revenue Bond Debt Service			
Interest on Funded Debt	11,244	11,166	10,948
Principal Payment	<u>10,915</u>	<u>11,760</u>	<u>12,913</u>
TOTAL DEBT SERVICE	22,159 =====	22,926 =====	23,861 =====
Debt Service Coverage Ratio	1.84	1.65	1.60
Required Debt Coverage Ratio	1.40	1.40	1.40

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year	
ANCHORAGE TELEPHONE UTILITY		1991	
Municipality of Anchorage			
STATEMENT OF REVENUE AND EXPENSES		Financial Data	
Line Item Description	Year: 1989 Actual	Year: 1990 Pro Forma	Year: 1991 Budget
(\$ in thousands)			
REVENUE			
REVENUE FROM SERVICES			
Subscriber Line/MDC	24,909	24,440	24,716
Public Telephone	1,406	1,500	1,400
Toll Service	41,633	38,800	35,633
Directory Advertising	15,093	15,352	14,933
Rent of Equipment	4,600	4,975	4,003
Directory Assistance	0	1,100	900
Total Revenue from Services	87,641	86,167	81,585
REVENUE FROM SALES			
Sales and Financial Leases	2,735	2,648	4,069
OTHER REVENUE			
Billing & Collection	1,420	1,100	1,123
Maintenance/Installations	3,857	3,726	3,628
Other Revenue from Operations	660	1,275	1,525
Interest Income	6,443	4,674	2,350
Total Other Revenue	12,380	10,775	8,626
UNCOLLECTIBLES	<1,141>	<1,240>	<1,300>
TOTAL REVENUE	101,615	98,350	92,980

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division		Budget Year 1991
Municipality of Anchorage Financial Data			
STATEMENT OF REVENUE AND EXPENSES	Year: 1989 Actual	Year: 1990 Pro Forma	Year: 1991 Budget
Line Item Description			
EXPENSES			
COST OF GOODS SOLD			
Cost of Goods Sold	1,655	1,300	1,300
EXPENSES			
Plant Specific Operations	14,922	16,077	15,850
Plant Non-specific Operations	6,215	6,095	4,714
Customer Operations	16,078	15,734	15,745
Corporate Operations	10,816	11,589	9,189
Installation & Maintenance	5,186	5,502	3,503
Marketing & Sales Administration	1,983	982	1,575
Indirect Expense	3,481	3,204	2,989
Anchorage Economic Development Commission	90	84	45
Total Direct Expense	58,771	59,267	53,610
DEPRECIATION, TAXES AND INTEREST			
Depreciation	15,836	16,955	16,710
Municipal Utility Service Assessment	4,772	4,693	4,604
Interest on Funded Debt	11,244	11,166	10,948
Other Interest Expense	1,819	1,547	1,562
Total Other Expenses	33,671	34,361	33,824
CELLULAR LOSS	216	350	203
TOTAL EXPENSES	94,313	95,278	88,937
Net Income before Unusual & Extraordinary Item	7,302	3,072	4,043
Unusual & Extraordinary Items	<21,748>	0	0
NET INCOME (LOSS)	<14,446> =====	3,072 =====	4,043 =====

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1991	
Municipality of Anchorage Financial Data			
SOURCES AND USES OF CASH			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro Forma	Year: 1991 Budget
SOURCES OF CASH: (\$ in thousands)			
Net Income (Loss)	<14,446>	3,072	4,043
Depreciation & Amortization	16,536	17,930	17,671
Bond Proceeds	0	13,122	0
Increase in Current Liabilities	25,598	0	0
Decrease in Current Assets	1,581	0	0
Cash Transfer	532	0	0
Total Sources of Cash	29,801	34,124	21,714
USES OF CASH:			
* Additions to Plant	3,536	16,765	15,030
Cellular Investment	558	152	202
Bond Principal Payment	11,760	11,760	12,913
Alascom Toll Settlement	0	26,000	0
Utility Revenue Distribution	2,583	4,000	2,500
Decrease in Liabilities	288	0	0
Increase in Non-Current Assets	5,211	0	0
Total Uses of Cash	23,936	58,677	30,645
Net Increase (Decrease) in Cash	5,865	<24,553>	<8,931>
Beginning Cash Balance, January 1	58,051	63,916	39,363
Ending Cash Balance, December 31	63,916	39,363	30,432
DETAIL OF CASH BALANCE:			
Bond Redemption Reserve	19,509	22,511	23,868
Equity in Construction Cash Pool	0	0	0
Equity in General Cash Pool			
Toll Settlement Reserve	20,028	0	0
Working Capital Reserve	24,379	16,852	6,564
TOTAL CASH BALANCE	63,916	39,363	30,432

* Additions to plant for 1989 are net of the adjustment for excess capacity & retirements.

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division		Budget Year 1991	
RECONCILIATION OF 1990 PRO FORMA BUDGET TO 1991 BUDGET				
Line Item Description	1990 PRO FORMA	1991 BUDGET	IMPACT TO NET INCOME	EXPLANATION
<u>REVENUE (\$ in thousands)</u>				
<u>REVENUE FROM SERVICES</u>				
Subscriber Line/MDC	24,440	24,716	276	A
Public Telephone	1,500	1,400	<100>	B
Toll Service	38,800	35,633	<3,167>	C
Directory Advertisig	15,352	14,933	<419>	D
Rent of Equipment	4,975	4,003	<972>	E
Directory Assistance	1,100	900	<200>	F
Total Revenue from Services	86,167	81,585	<4,582>	
<u>REVENUE FROM SALES</u>				
Sales and Financial Leases	2,648	4,069	1,421	G
<u>OTHER REVENUE</u>				
Billing and Collection	1,100	1,123	23	H
Installations	3,726	3,628	<98>	I
Other Revenue from Operations	1,275	1,525	250	J
Interest Income	4,674	2,350	<2,324>	K
Total Other Revenue	10,775	8,626	<2,149>	
<u>UNCOLLECTIBLES</u>	<1,240>	<1,300>	<60>	L
TOTAL REVENUE	98,350	92,980	<5,370>	

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1991		
RECONCILIATION OF 1990 PRO FORMA BUDGET TO 1991 BUDGET				
Line Item Description	1990 PRO FORMA	1991 BUDGET	IMPACT TO NET INCOME	EXPLANATION
EXPENSES				
COST OF GOODS SOLD (\$ in thousands)				
Cost of Goods Sold	1,300	1,300	0	
LABOR AND MATERIALS & SUPPLIES				
Labor	37,107	31,524	5,583	M
Materials & Supplies	13,856	14,088	<232>	N
Equal Access Amortization	105	105	0	
Intragovernmental Charges	8,192	7,954	238	O
Anchorage Economic Development Comm	84	45	39	P
Total Labor and Materials and Supplies	59,344	53,716	5,628	
DEPRECIATION, TAXES AND INTEREST				
Depreciation	16,955	16,710	245	Q
Municipal Utility Service Assessment	4,693	4,604	89	R
Interest Expense	12,636	12,404	232	S
Total Other Expenses	34,284	33,718	566	
CELLULAR LOSS	350	203	147	T
TOTAL EXPENSES	95,278	88,937	6,341	
NET INCOME (LOSS)	3,072	4,043	971	

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1991
RECONCILIATION OF 1990 PROFORMA TO 1991 BUDGET EXPLANATION OF VARIANCE		
N. Increase due to contracts for services for line card repair and pole rental contracts provided by outside vendors.		
O. Intragovernmental charges were budgeted at 1990 level with a downward adjustment for MISD.		
P. ATU will fund the Anchorage Economic Development Commission at a reduced level.		
Q. Decreased spending on plant.		
R. Proposed MUSA calculation for 1991; 5% increase in projected mill rates plus 1.25% of the gross revenues for regulated services. Gross revenues for 1990 are projected at lower levels than 1989.		
S. Decrease in interest on funded debt due to delaying bond sale until fourth quarter and reducing amount to \$15 million.		
T. Decrease in cellular operating loss.		

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1991
RECONCILIATION OF 1990 PRO FORMA TO 1991 BUDGET EXPLANATION OF VARIANCE		
<p>A. Increase due to projected growth in access lines.</p> <p>B. Decrease in revenue from public telephone use.</p> <p>C. Decrease in toll revenues due are primarily due to 1991 regulated jurisdictional shifts.</p> <p>D. Decrease in sales to the Anchorage business community.</p> <p>E. Decrease in Customer Premise Equipment rents due to the continued increase in private ownership.</p> <p>F. Decrease in use of Directory Assistance due to charge for service.</p> <p>G. Increase in Customer Premise Equipment installation revenue due to more aggressive marketing and statewide expansion of sales.</p> <p>H. Slight increase in Billing & Collection revenue.</p> <p>I. Decrease due to increased competition since deregulation.</p> <p>J. Increase in miscellaneous revenue such as leases, rents, and late fees.</p> <p>K. Decrease in interest due to reduced cash balances.</p> <p>L. Uncollectible accounts are expected to increase as ATU's access lines increase.</p> <p>M. Labor savings projected by OMB and the elimination of 26 positions result in reduced labor. If the projected savings are not achieved, ATU's budget will need to be increased.</p>		

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY		Division	Budget Year 1991
Municipality of Anchorage Financial Data			
FUND EQUITY BALANCE			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro Forma	Year: 1991 Budget
(\$ in thousands)			
Balance January 1	106,026	88,997	88,069
Net Income (Loss)	<14,446>	3,072	4,043
Utility Revenue Distribution	<2,583>	<4,000>	<2,500>
Balance December 31	88,997 =====	88,069 =====	89,612 =====
Detail of Fund Equity			
Retained Earnings	88,997	88,069	89,612
Contributed Capital	<u>0</u>	<u>0</u>	<u>0</u>
Total Fund Equity (December 31)	88,997 =====	88,069 =====	89,612 =====

MUNICIPALITY OF ANCHORAGE

Municipality of Anchorage Utility ANCHORAGE TELEPHONE UTILITY		Division		Budget Year 1991			
Municipality of Anchorage Financial Data							
KEY FINANCIAL RATIOS							
Line Item Description		Year: 1989 Actual		Year: 1990 Pro Forma		Year: 1991 Budget	
Current Ratio		1.13		1.19		.77	
Debt/Equity		64/36		65/35		63/37	
Rate of Return (%) (Regulated)		7.70%		6.45%		6.56%	
Debt Service Coverage (times)		1.84		1.65		1.60	
Operating Margin (regulated - %)		19.4%		16.7%		18.0%	
Net Profit Margin (total company - % - before extraordinary and unusual items)		7.2%		3.1%		4.4%	
Net Profit Margin (after extraordinary and unusual items)		<14.2%>		3.1%		4.4%	

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division		Budget Year 1991
Municipality of Anchorage Financial Data			
KEY OPERATING RATIOS			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro Forma	Year: 1991 Budget
Access Lines (average)	117,073	119,829	121,342
Regulated Operating Revenue Per Access Line (\$)	718	689	651
Regulated Operating Expenses Per Access Line (\$)	578	574	534
Toll Revenue Per Access Line (\$)	356	324	294
Local Revenue Per Access Line (\$)	225	217	215
Net Book Cost Per Access Line (\$)	1,677	1,636	1,706

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY		Division		Budget Year 1991
Municipality of Anchorage Financial Data				
EXPENSE DETAIL BY TYPE		Year: 1989 Actual	Year: 1990 Pro Forma	Year: 1991 Budget
Line Item Description				
<u>EXPENSES</u>				
LABOR		37,063	37,107	31,524
MATERIALS, SUPPLIES & CONTRACTS		14,010	13,856	14,088
INTRAGOVERNMENTAL CHARGES		7,502	8,192	7,954
COST OF GOODS SOLD		1,655	1,300	1,300
DEPRECIATION		15,836	16,955	16,710
EQUAL ACCESS AMORTIZATION		105	105	105
MUNICIPAL UTILITIES SERVICES ASSESSMENT				
- MILL RATE		3,694	3,674	3,594
- 1.25 % ASSESSMENT		1,078	1,019	1,010
INTEREST AND AMORTIZATIONS		13,064	12,636	12,404
ANCHORAGE ECONOMIC DEVELOPMENT COMMISSION		90	84	45
TOTAL EXPENSES		94,097	94,928	88,734
CELLULAR LOSS		216	350	203

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division					Budget Year 1991
RESOURCE IMPACTS LONG RANGE FORECAST (\$ in thousands)						
	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
Revenue	92,980	95,101	93,629	99,544	102,069	103,576
Expenses	88,937	86,775	86,759	88,500	90,709	91,879
Net Income	4,043	8,326	6,870	11,044	11,360	11,697
Regulated Rate of Return	6.56%	6.97%	6.17%	7.72%	7.47%	7.13%
Personnel	663	663	632	632	632	632
Capital Expenditure Budget	15,232	14,325	14,137	12,966	12,593	13,219
Bond Sales	0	20,000	0	15,000	0	15,000

MUNICIPALITY OF ANCHORAGE

Utility	Division						Budget Year
ANCHORAGE TELEPHONE UTILITY							1991
ANCHORAGE TELEPHONE UTILITY POSSIBLE RATE INCREASE FOR YEARS 1990 - 1996							
	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
Possible Local Telephone Rate Increase	0%	0%	15.0%	0%	15.0%	0%	0%
Monthly Rate	\$8.60*	\$8.60	\$9.89	\$9.89	\$11.37	\$11.37	\$11.37
<p>Between 1986 and 1993, the FCC mandated a shift of costs from the interstate toll jurisdiction to the local rate payer. It is anticipated that the APUC will mandate similar shifts from the intrastate jurisdiction to the local rate payer beginning in 1990 and continuing through 1993. Between 1990 and 1993, these shifts equate to an annual local rate increase of approximately \$3 million. The \$3 million represents a smaller percent of local revenue as the local revenue base increases each year.</p> <p>Although the FCC mandated shifts began in 1986, ATU did not request an increase in local rates until 1988. In July 1989, the 1988 interim local rate increase was replaced by a permanent rate increase of 9.42%.</p> <p>* Rate shown is the weighted average single party residential rotary service and does not include additional charges for customer premise equipment.</p>							

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year				
ANCHORAGE TELEPHONE UTILITY		1991				
<u>1991 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY</u>						
<u>PROJECT TITLE</u>	<u>PROJECT COST</u>	<u>REVENUE</u>	<u>G. O. BONDS</u>	<u>OPERATIONS</u>	<u>STATE GRANT</u>	<u>FEDERAL GRANT</u>
Central Office Equipment	\$ 5,795	\$ -0-	\$2,000	\$ 3,795	\$ -0-	\$ -0-
Network Channel Term Equip	-0-	-0-	-0-	-0-	-0-	-0-
Outside Plant Systems	3,589	-0-	-0-	3,589	-0-	-0-
Installation	1,150	-0-	-0-	1,150	-0-	-0-
Buildings & Grounds	510	-0-	-0-	510	-0-	-0-
Personal Computers	440	-0-	-0-	440	-0-	-0-
Vehicle Services	749	-0-	-0-	749	-0-	-0-
Company Official Equipment	273	-0-	-0-	273	-0-	-0-
Furniture & Tools	176	-0-	-0-	176	-0-	-0-
Customer Premise Equipment	1,000	-0-	-0-	1,000	-0-	-0-
Cellular Service	202	-0-	-0-	202	-0-	-0-
Computer Software	1,348	-0-	-0-	1,348	-0-	-0-
TOTAL	\$15,232	\$ -0-	\$2,000	\$13,232	\$ -0-	\$ -0-

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division				Budget Year 1991	
<div>CAPITAL IMPROVEMENT PROJECTIONS</div> <div>1991 THROUGH 1996</div>						
PROJECT TITLE	1991	1992	1993	1994	1995	1996
Central Office Equipment	\$ 5,795	\$ 3,500	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Outside Plant Equipment	3,589	5,000	5,000	4,500	4,500	5,000
Network Channel Terminating Equipment	0	0	0	0	0	0
Installation	1,150	1,150	1,150	1,200	1,200	1,200
Building and Grounds	510	410	570	400	450	500
Personal Computers	440	500	500	500	500	500
Vehicles	749	900	950	1,000	1,000	1,000
Company Official Equipment	273	95	70	75	80	85
Furniture and Tools	176	180	182	181	183	181
Customer Premise Equipment for Rent	1,000	1,075	1,150	1,250	1,325	1,400
Cellular Telephone	202	282	332	327	322	320
Computer Software	1,348	1,233	1,233	533	33	33
Total Funding	\$15,232	\$14,325	\$14,137	\$12,966	\$12,593	\$13,219
=====						

BUDGET YEAR PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

Project Category	Project Title	Location	Funding			
			Bonds	Operations	Grants	Total
Central Office Equipment	Switching Systems	Various	\$2,000	\$ 777		\$2,777
	Carrier Inter-office	Various		310		310
	Carrier Subscriber	Various		628		628
	Carrier Misc.	Various		516		516
	Fiber Optics	Various		1,136		1,136
	Test Equipment	Various		48		48
	Special Projects	Various		380		380
PREPARED BY <u>M. Reynolds</u> DATE <u>08/28/90</u> Total			\$2,000	\$3,795		\$5,795

BUDGET YEAR PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

Project Category	Project Title	Location	Funding			
			Bonds	Operations	Grants	Total
Outside Plant Equipment	Terminals	Various		\$88		\$88
	Air Pressure	Various		120		120
	New Buildings	Various		62		62
	Sub-Divisions	Various		200		200
	Rearrangements	Various		303		303
	Cable Additions	Various		300		300
	Duct Systems	Various		26		26
	Trunks	Various		24		24
	Pair Gain	Various		33		33
	Undergrounding	Various		66		66
	Distribution Areas	Various		1,117		1,117
	Fiber Optics	Various		600		600
	Miscellaneous	Various		650		650
PREPARED BY <u>M. Reynolds</u> DATE <u>08/28/90</u> Total				\$3,589		\$3,589

BUDGET YEAR PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

Project Category	Project Title	Location	Funding			
			Bonds	Operations	Grants	Total
Installation & Repair	Pay Stations	Various		\$250		\$250
	Sub-Division	Various		700		700
	Subscriber Isol. Development	Various		200		200
PREPARED BY <u>M. Reynolds</u> DATE <u>08/28/90</u> Total				\$1,150		\$1,150

BUDGET YEAR PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

Project Category	Project Title	Location	Funding			
			Bonds	Operations	Grants	Total
Facility Services	Upgrade/Remodel	Various		\$ 60		\$ 60
	Maintenance & Beautification			450		450

BUDGET YEAR PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

Project Category	Project Title	Location	Funding			
			Bonds	Operations	Grants	Total
PC's	PC's	Various		\$440		\$440
PREPARED BY <u>M. Reynolds</u> DATE <u>08/28/90</u> Total				\$440		\$440

BUDGET YEAR PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

Project Category	Project Title	Location	Funding			
			Bonds	Operations	Grants	Total
Vehicles	Vehicles			\$749		\$749
PREPARED BY <u>M. Reynolds</u> DATE <u>08/28/90</u> Total				\$749		\$749

BUDGET YEAR PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

Project Category	Project Title	Location	Funding			
			Bonds	Operations	Grants	Total
CO Official Equip	CO Official Equip	Various		\$273		\$273
PREPARED BY <u>M. Reynolds</u> DATE <u>08/28/90</u> Total				\$273		\$273

BUDGET YEAR PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

Project Category	Project Title	Location	Funding			
			Bonds	Operations	Grants	Total
Furniture and Tools	Furniture	Various		\$ 32		\$ 32
	Tools	Various		144		144
PREPARED BY <u>M. Reynolds</u> DATE <u>08/28/90</u> Total				\$176		\$176

BUDGET YEAR PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

Project Category	Project Title	Location	Funding			
			Bonds	Operations	Grants	Total
CPE	CPE	Various		\$1,000		\$1,000
PREPARED BY <u>M. Reynolds</u> DATE <u>08/28/90</u> Total				\$1,000		\$1,000

BUDGET YEAR PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

Project Category	Project Title	Location	Funding			
			Bonds	Operations	Grants	Total
Cellular	Cellular			\$202		\$202
PREPARED BY <u>M. Reynolds</u> DATE <u>08/28/90</u> Total				\$202		\$202

BUDGET YEAR PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

Project Category	Project Title	Location	Funding			
			Bonds	Operations	Grants	Total
MISD	Hardware	Various		\$ 33		\$ 33
	Software	Various		1,315		1,315
PREPARED BY <u>M. Reynolds</u> DATE <u>08/28/90</u> Total				\$1,348		\$1,348

FUTURE CAPITAL PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1992	1993	1994	1995	1996
Central Office Equipment	Switching Systems	Various	\$1,999	\$1,735	\$1,964	\$2,059	\$2,069
	Switching Misc.	Various	0	0	0	0	0
	Carrier Inter-Office	Various	85	85	85	85	85
	Carrier Subscriber	Various	200	200	200	200	200
	Carrier Misc.	Various	380	456	380	456	395
	Fiber Optics	Various	426	324	171	0	51
	Operator Systems		210	0	0	0	0
	Test Equipment		0	0	0	0	0
	Microwave Radio		0	0	0	0	0
	Special Projects	Various	200	200	200	200	200
Source of Funding		G.O. Bonds					
		Revenue Bonds					
		Operations					
		State Grants					
		Federal Grants					
PREPARED BY <u>M. Reynolds</u> DATE <u>08/28/90</u>		Total	\$3,500	\$3,000	\$3,000	\$3,000	\$3,000

Utility Anchorage Telephone Utility

FUTURE CAPITAL PROJECTS
(\$000 omitted)

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1992	1993	1994	1995	1996
Outside Plant Equipment	Terminals	Various	\$75	\$99	\$106	\$112	\$120
	Air Pressure	Various	126	159	168	176	183
	New Buildings	Various	110	269	311	328	354
	Sub-Divisions	Various	271	285	502	555	592
	Rearrangements	Various	260	352	307	393	729
	Cable Additions	Various	732	564	525	551	576
	Duct Systems	Various	27	29	30	37	41
	Trunks	Various	25	26	28	40	42
	Pair Gain	Various	35	36	52	80	272
	Undergrounding	Various	83	983	457	73	77
	Distrib. Areas	Various	1,319	1,392	1,462	1,600	1,500
	Fiber Optic Cbl	Various	1,523	479	262	150	404
	Miscellaneous	Various	414	327	290	405	110
Source of Funding		G.O. Bonds					
		Revenue Bonds					
		Operations					
		State Grants					
		Federal Grants					
PREPARED BY <u>M. Reynolds</u> DATE <u>08/28/90</u>		Total	\$5,000	\$5,000	\$4,500	\$4,500	\$5,000

FUTURE CAPITAL PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1992	1993	1994	1995	1996
Installation & Repair	Pay Stations	Various	\$250	\$250	\$300	\$300	\$300
	Sub-Division Cable	Various	750	750	750	750	750
	Subscriber Isol. Dev.	Various	150	150	150	150	150
Source of Funding			G.O. Bonds				
			Revenue Bonds				
			Operations				
			State Grants				
			Federal Grants				
PREPARED BY <u>M. Reynolds</u> DATE <u>08/28/90</u>			Total	\$1,150	\$1,150	\$1,200	\$1,200

FUTURE CAPITAL PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1992	1993	1994	1995	1996
Buildings and Grounds	Upgrade/Remodel	Various	\$60	\$60	\$ 0	\$ 0	\$ 0
	Maintenance & Beautification	Various	350	510	400	450	500
Source of Funding			G.O. Bonds				
			Revenue Bonds				
			Operations				
			State Grants				
			Federal Grants				
PREPARED BY <u>M. Reynolds</u> DATE <u>08/28/90</u>			Total	\$410	\$570	\$400	\$450
							\$500

FUTURE CAPITAL PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1992	1993	1994	1995	1996
PC's		PC's	500	500	500	500	500
Source of Funding			G.O. Bonds				
			Revenue Bonds				
			Operations				
			State Grants				
			Federal Grants				
PREPARED BY <u>M. Reynolds</u> DATE <u>08/28/90</u>			Total	\$500	\$500	\$500	\$500

Utility Anchorage Telephone Utility

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Utility Anchorage Telephone Utility

ATU - 2

Utility Anchorage Telephone Utility

ATU - 43

FUTURE CAPITAL PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1992	1993	1994	1995	1996
CPE	CPE	Various	\$1,075	\$1,150	\$1,250	\$1,325	\$1,400
Source of Funding							
G.O. Bonds							
Revenue Bonds							
Operations							
State Grants							
Federal Grants							
PREPARED BY <u>M. Reynolds</u> DATE <u>08/28/90</u> Total			<u>\$1,075</u>	<u>\$1,150</u>	<u>\$1,250</u>	<u>\$1,325</u>	<u>\$1,400</u>

FUTURE CAPITAL PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR					
			1992	1993	1994	1995	1996	
Cellular Telephone	Cellular		\$282	\$332	\$327	\$322	\$320	
Source of Funding			G.O. Bonds					
			Revenue Bonds					
			Operations					
			State Grants					
			Federal Grants					
PREPARED BY <u>M. Reynolds</u> DATE <u>08/28/90</u>			Total	\$282	\$332	\$327	\$322	\$320

FUTURE CAPITAL PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR					
			1992	1993	1994	1995	1996	
MIS	Hardware	Various	\$1,233	\$1,233	\$ 33	\$ 33	\$ 33	
	Software		0	0	500	0	0	
Source of Funding			G.O. Bonds					
			Revenue Bonds					
			Operations					
			State Grants					
			Federal Grants					
PREPARED BY <u>M. Reynolds</u> DATE <u>08/28/90</u>			Total	\$1,233	\$1,233	\$533	\$33	\$33

ANCHORAGE WATER AND WASTEWATER UTILITY

OCT 2 1990

1991 CORPORATE STRATEGIC PLAN
OF THE ANCHORAGE WATER AND WASTEWATER UTILITY

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

Adopted:

PREFACE

OCT 2 1990

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 guidelines 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 better place to work. Employees have already had a chance to review the plan in draft form and make suggestions. Now we look forward to the successful implementation of this plan, with our employees' help.

General Manager

Manager, Finance Division

Manager, Operations Division

Manager, Engineering and
Planning Division

Manager, Customer Service Division

Manager, Technical Services Division

Manager, Employee Services

Manager, Regulatory Affairs Division

OCT 2 1990

ANCHORAGE WATER & WASTEWATER UTILITY
STRATEGIC PLAN

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

A. AWWU'S MISSION, GOALS, 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 services at a reasonable cost 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; a reasonable profit; and sound technical and management practices."

B. AWWU'S STRATEGIC DIRECTION

A brief description of the direction AWWU plans to take over the next several years is presented below:

- Fiscal Integrity and Financial Performance: Improve financial position; implement cost containment measures; explore new revenue sources; seek to minimize rate increases; and improve financial management capability through more useful and timely reports and analysis.
- Organizational Environment: Maintain a formal strategic planning process; improve internal communications; and maintain a positive and safe climate for performance and increased production in the work environment.
- Customer Service and Community Relations: Increase responsiveness to customer needs and strive for positive community reaction to AWWU issues.
- Product Quality and System Reliability: Maintain the current high quality of the water supply and continue to provide flexible, reliable water and wastewater systems.
- Regulatory Compliance: Implement Municipal self-regulation; retain 301(h) waiver status for wastewater treatment at Point Woronzof; and take steps to meet new, more stringent water standards and environmental standards.

C. MAJOR OBJECTIVES AND TARGETED COMPLETION DATES

The major objectives adopted by the AWWU management team and their targeted completion dates are presented on pages 3, 4 and 5. Steps for accomplishing each of the major objectives are presented in Section VII of the plan.

OCT 2 1990

D. FISCAL POLICIES

Fiscal policies of the Utility which have helped guide the development of financial objectives are presented in Section VIII of the plan. The 1991 budget and 6 year Equity Management Plan are also presented in Section VIII.

E. IMPLEMENTATION

Implementation of the plan will begin with development of Division Strategic Plans, targeted for completion by December 21, 1990.

MAJOR OBJECTIVES AND TARGETED COMPLETION DATES	FISCAL YEAR
<p>A. <u>FISCAL INTEGRITY AND FINANCIAL PERFORMANCE</u></p> <p>1. <u>Objective:</u> To promote future financial stability for AWWU.</p> <p>2. <u>Objective:</u> To meet performance levels as detailed in equity management plans developed for both water and wastewater utilities.</p> <p>3. <u>Objective:</u> To revise the approved 6-year Capital Improvement Program (CIP) to reflect projected financial objectives and obtain necessary approvals.</p> <p>4. <u>Objective:</u> To hold 1991 controllable operating costs to 1990 approved budgeted levels plus 5% for non-labor inflation.</p> <p>5. <u>Objective:</u> To improve financial management and information reporting capabilities.</p> <p>6. <u>Objective:</u> To fund capital construction programs as outlined in the Water & Wastewater 6-year Capital Improvement Program.</p> <p>7. <u>Objective:</u> To increase revenues from Utility and non-utility sources.</p>	<p>1991 & Beyond</p> <p>1991 & Beyond</p> <p>1991 & Beyond</p> <p>1991</p> <p>1991 & Beyond</p> <p>1991 & Beyond</p> <p>1991 & Beyond</p>
<p>B. <u>ORGANIZATIONAL ENVIRONMENT</u></p> <p>1. <u>Objective:</u> To improve employee morale and enhance the overall climate for performance in the Utility.</p> <p>2. <u>Objective:</u> To involve employees in the annual update of the corporate strategic plan.</p> <p>3. <u>Objective:</u> To implement identified employee training needs.</p> <p>4. <u>Objective:</u> To integrate the corporate strategic plan into each division's operational planning process.</p> <p>5. <u>Objective:</u> To update safety requirements; design, conduct, and administer a comprehensive safety education and training program for the Utility to reduce accidents, encourage "wellness", and eliminate safety citations.</p>	<p>1991 & Beyond</p> <p>1991 & Beyond</p> <p>1991 & Beyond</p> <p>1991 & Beyond</p> <p>1991 & Beyond</p>

MAJOR OBJECTIVES AND TARGETED COMPLETION DATES	FISCAL YEAR
<p>6. <u>Objective:</u> To insure Utility efficiency by reviewing and changing as needed the organizational structure.</p>	1991 & Beyond
<p>C. <u>CUSTOMER SERVICE AND COMMUNITY RELATIONS</u></p>	
<p>1. <u>Objective:</u> To identify customer and community concerns and provide for proper responses.</p>	1991 & Beyond
<p>2. <u>Objective:</u> Promote employee awareness of the importance of customer service and customer communication to reinforce the concept that each AWWU employee is responsible for maintaining good customer relations.</p>	1991 & Beyond
<p>3. <u>Objective:</u> To obtain and maintain a positive community and public image for AWWU issues as indicated by support for Utility issues and development of support group(s) for future issues.</p>	1991 & Beyond
<p>4. <u>Objective:</u> To maintain positive customer relations through coordination of Utility educational and informational communications, activities and sponsored events.</p>	1991 & Beyond
<p>D. <u>PRODUCT QUALITY AND SYSTEM RELIABILITY</u></p>	
<p>1. <u>Objective:</u> To decrease water and wastewater systems failures, and to improve product delivery and collection to customers and prevent degradation of product quality.</p>	1991 & Beyond
<p>2. <u>Objective:</u> To provide all approved service areas with adequate and reliable water supply and wastewater collection to ensure that all customers have sufficient service at all times of the year, with adequate reserve capacity to satisfy future demands.</p>	1991 & Beyond
<p>3. <u>Objective:</u> To test and evaluate AWWU's existing fuel storage tanks.</p>	1991 & Beyond
<p>4. <u>Objective:</u> To maintain effective management information systems planning, acquisition, implementation and maintenance support.</p>	1991 & Beyond

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MAJOR OBJECTIVES AND TARGETED COMPLETION DATES	FISCAL YEAR
<p>5. <u>Objective:</u> To provide for an emergency operations plan that would expeditiously restore services, minimize damages and coordinate community and system recovery in the event of a catastrophic disaster or emergency.</p> <p>E. <u>REGULATORY COMPLIANCE</u></p> <p>1. <u>Objective:</u> To ensure that all water and wastewater treatment facilities meet current and anticipated NPDES permit limits, Clean Water Act, Clean Air Act and Safe Drinking Water Act standards.</p> <p>2. <u>Objective:</u> To operate under the guidelines of the 301(h) Waiver at Pt. Woronzof.</p> <p>3. <u>Objective:</u> To ensure there are no unreasonable rate cross-subsidies between customer classes.</p> <p>4. <u>Objective:</u> To eliminate financial impacts of non-Utility oil/hazardous substances liability.</p> <p>5. <u>Objective:</u> To maintain a fully integrated Utility Hazard Communication Program designed to meet regulatory requirements.</p> <p>WP/stratplan(3)</p>	<p>1991 & Beyond</p> <p>1991 & Beyond</p> <p>1991 & Beyond</p> <p>1991 & Beyond</p> <p>1991</p> <p>1991</p>

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 corporate level objectives and strategies.

A. PURPOSE OF THE PLAN

The basic 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 critical strategies. 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 AWWU 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 environmental influences....economic, political, social/cultural, technological, environmental and regulatory factors
- Internal strengths and weaknesses of AWWU
- External threats and opportunities
- Significant issues facing the Utility and the community

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D. AWWU'S STRATEGIC PLAN

In general, the strategic plan includes only the highest priority, Utility-wide objectives and strategies. It provides the basis for the development of division plans where operational level objectives and strategies are presented.

The 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.

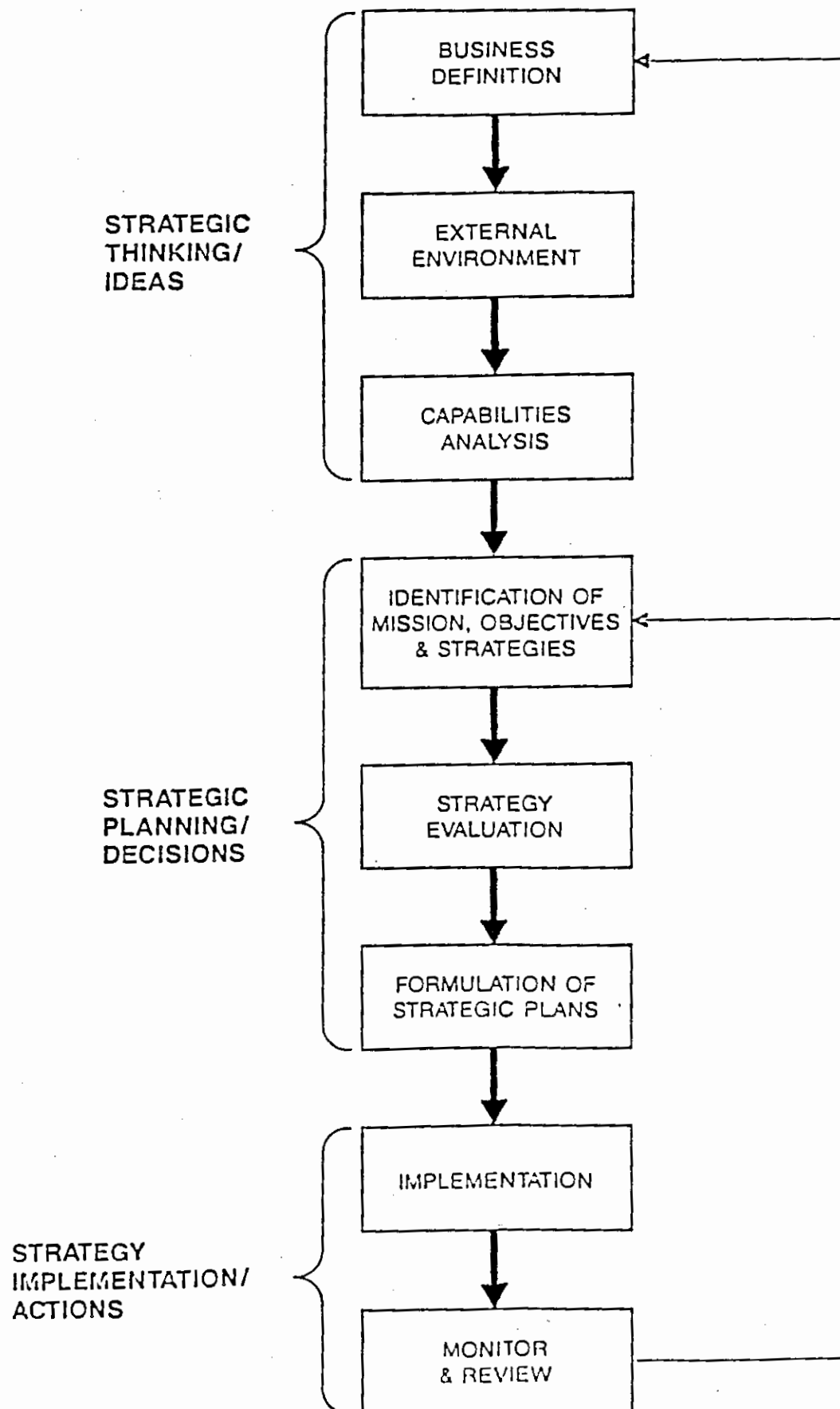
E. ANNUAL PLANNING AND UPDATE PROCESS

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

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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 the 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 about one-half 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.

The Alaska Public Utilities Commission 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 100 square miles, encompasses the major portion 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. The rest of the Anchorage population is served by individual private wells.

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 last three years the Municipality of Anchorage finds itself in a period of decreased economic activity and population. As a result, AWWU is focusing more emphasis on rehabilitation and replacement of older and sometimes failing portions of our distribution and collection system. Major (R&R) projects include:

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

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. As a governmental entity, and unlike privately owned utilities, AWWU has the authority to levy property assessments and to sell general obligation and tax-exempt revenue bonds. 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 Federal 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.

ANCHORAGE WATER & WASTEWATER UTILITY
FUNCTIONAL ORGANIZATION CHART
JULY, 1990

GENERAL MANAGER
RICK B. & PE

TECHNICAL SERVICES DIVISION
DON BENNETT (MGR)

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REGULATORY AFFAIRS DIVISION
VACANT (MGR)

- REVENUE REQUIREMENTS
- COST OF SERVICE
- DEPRECIATION STUDIES
- SERVICE AREA FILINGS
- REVENUE PROJECTIONS
- SPECIAL CONTRACT ADMINISTRATION
- FINANCIAL ANALYSIS

EMPLOYEE SERVICES
EMORY WALKER (MGR)

- RECRUITMENT
- LABOR RELATIONS
- EMPLOYEE RECORDS
- BENEFITS AND ORIENTATION PROGRAMS
- CAREER DEVELOPMENT
- TRAINING PROGRAM DEVELOPMENT
- CLASSIFICATION
- SAFETY PROGRAM

MANAGEMENT INFORMATION SYSTEMS
BONNIE COCHRELL (MGR)

- DATA BASE ADMINISTRATION
- DATA PROCESSING SERVICES
- COMPUTER SYSTEM MAINTENANCE
- BUSINESS & SCIENTIFIC DEVEL.

GRANT ADMINISTRATION

- CAPITAL FUNDING MANAGEMENT
- GRANTS/REVOLVING FUND ADMIN.
- LEGISLATIVE LIAISON
- PROJECT ANALYSIS

MANAGEMENT SUPPORT

- TARIFF CODE REVIEW
- SPECIAL PROJECTS
- INTER DIVISION MANAGEMENT
- RECORDS MANAGEMENT
- POLICY & PROCEDURE COORD.
- COMPLIANT COORDINATION

SUPPORT SERVICES

- WORD PROCESSING
- CENTRAL COPYING
- COURIER SERVICES

OPERATIONS
CHARLEY BRYANT (MGR)

SYSTEMS MAINTENANCE

- EXCAVATIONS
- MAIN LINE REPAIRS
- REIMBURSABLE REPAIRS
- HYDRANT MAINTNCE & REPAIRS
- MANHOLE MAINTNCE & REPAIRS
- CLEANING & FLUSHING
- LIVE TAPS

SUPPORT MAINTENANCE

- VEHICLE MAINTENANCE
- BUILDING & GROUNDS
- PUMP STATIONS
- INSTRUMENTATION
- MECHANICAL
- ELECTRICAL

- ADMINISTRATION
- PURCHASE WATER CONT.
- WATER RIGHTS/FILES
- FACILITY TOURS
- 301(h) WAIVER

WATER TREATMENT

- OPERATE TREATMENT FACILITIES
 - SHIP CREEK WTF
 - EKLUTNA WTF
- OPERATE WELLS
- RESERVOIRS & VAULTS
- H2O QUAL. COMPLAINTS

WASTEWATER TREATMENT

- OPERATE TREATMENT FACILITIES
 - PT WORONZOF
 - EAGLE RIVER
 - GIRDWOOD
- NPDES PERMITS

LABORATORY SERVICES

- PHYSICAL, CHEMICAL & BACTERIOLOGICAL SAMPLE ANALYSES
 - WATER SYSTEM
 - WASTEWATER SYSTEM
- PRETREATMENT PROGRAM
- 301(h) WAIVER

FINANCE
DIANA BENNETT (MGR)

ACCOUNTING

- GENERAL ACCOUNTING
- GRANTS ACCOUNTING
- AUDIT INTERFACE
- REIMBURSABLE ACNTS
- ASSESSMENTS ACTNG
- FINANCIAL ANALYSIS
- PLANT ACCOUNTING
- CPR ADMINISTRATION
- CASH FLOW ANALYSIS

SUPPLY

- COST ACCOUNTING
- ACCOUNTS PAYABLE
- PURCHASING

MATERIAL MGT.

- CTRL WAREHOUSING
- EXPEDITING

FISCAL PLAN/BUDGET AND PAYROLL

- PAYROLL
- CAPITAL BUDGETS
- OPERATING BUDGETS
- FISCAL PLANNING
- PROJECTIONS
- INTERFUND ANALYSIS
- BUDGETARY CONTROL
- FINANCIAL ANALYSIS
- STATISTICAL ACQUIS. AND MAINTENANCE
- BUS./STRAT. PLANS

CUSTOMER SERVICES
GENE GREEN (MGR)

CUSTOMER SERVICE

- SERVICE APPLICATIONS
- CUSTOMER RECORDS
- CUSTOMER INFORMATION
- CUSTOMER COUNTER
- BILLING/A.R.
- CREDIT & COLLECTIONS
- CASHIER FUNCTIONS

FIELD SERVICE

- ON-PROPERTY INSPECTIONS
- AS-BUILTS
- PERMITS
 - HYDRANTS
 - CONNECTS
- DISPATCH
- LOCATES
- RATE SETTING
- TARIFF & CODE ENFORCEMENT
- SYSTEM COMPLAINTS
- METER READING/REPAIR/INSTALL.
- FIELD OPERATIONS
- COMPLAINTS

SPECL ASSESSMNTS

- CASHIER/INFO
- BILLING/AR/COLLECTIONS

ENGINEERING & PLANNING
MARK PREMO PE (MGR)

- CONTRACT ADMIN / PROJECT SUPPORT
- ADMINISTRATION

PLANNING

- PLAN /PLAT/ZONE REVIEWS
- DESIGN CRITERIA
- CODES/PROCEDURES
- CPR ENGINEERING DATA
- CAPITAL PLANNING
- MASTER PLANS
- SYSTEM MODELING

CONSTRUCTION

- CONTRACT ADMIN/INSPECTION
- SURVEY
- PRIVATE DEVEL. INSPECTIONS
- PAVING/LANDSCAPE CONTRACT

ENGINEERING

- WATER/SEWER SYSTEM DESIGN
- PROJECT MANAGEMENT
- ANALYSIS & ESTIMATING
- MAPPING & ARCHIVES
- REAL ESTATE & ROW ACQUIS.

ASSESSMENTS & PRIV. DEVEL.

- PRIVATE DEV. AGREEMENTS
- ASSESSMENTS

IV. AWWU'S MISSION, GOALS AND VALUES

This section of the strategic plan 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 at a reasonable cost 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; a reasonable profit; and sound technical and management practices.

B. AWWU'S GOALS

The major goals of AWWU are:

- To provide our customers with high quality service through well-engineered and economical water distribution, wastewater collection, and treatment systems.
- To adequately maintain and safeguard Utility assets including facilities, buildings, and underground plant.
- To keep the public informed about major AWWU issues and to involve the public in planning efforts of the Utility.
- To maintain a high level of customer service and satisfaction including maintaining open communications and ease of access by all customers and rapid response to customer needs.
- To ensure that all personnel are knowledgeable regarding Municipal and other regulations applying to the jobs they perform for the Utility and that they maintain an awareness of constantly changing technical requirements which are relevant to their positions.
- To emphasize employee development through an effective training program and a meaningful performance standard/appraisal process in order to maintain high morale, motivation and productivity.
- To maintain policies that foster fairness in job opportunities, promotions, career development, and labor relations.
- To develop and implement programs that promote employee safety, health and well-being.
- To achieve, through the implementation of sound management and supervisory practices, an open and harmonious climate within AWWU that is characterized by productive employee-supervisor relations, an atmosphere of good communication, and a positive learning environment emphasizing excellence, creativity, and teamwork.

- To achieve through pre-planning and employee awareness a "Disaster Preparedness" plan throughout the Utility that will minimize health and safety impacts, restore service, and utilize Utility resources efficiently.
- To minimize costs without sacrificing service levels.
- To explore and initiate innovative marketing program and revenue generation.
- To provide strong support for community's overall economic development plan and objectives.
- To support a Municipal self-regulation process that will provide more efficient and cost effective management and operation of AWWU.
- To maintain sufficient flexibility in organization and management to be able to respond to changing conditions and scale operations up or down, as required, to meet economic opportunities or constraints.
- To minimize rate increases by utilizing the lowest cost funding available for capital projects.
- To maintain cooperation between AWWU and regulatory and grantor agencies and governing bodies to achieve mutual goals.
- To maintain a sound financial system that provides timely, complete and accurate information to Utility and Municipal decision makers.
- To achieve a positive bottom line which will enable the internal funding of routine plant additions and improvements.

C. PHILOSOPHY OF OPERATIONS

The following basic values govern the operation of AWWU:

- Quality: We strive to provide high quality water and wastewater services.
- Customer Service: We are a public organization, whose chief purpose is to serve the general public and our customers. We place a high value on being responsive to customer needs.
- Productivity/Cost: We believe in being cost conscious in every aspect of the Utility's management and service provision in order to provide the best service at the lowest possible cost and to maintain reasonable rates for our customers.
- 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 try new approaches to their work and where teamwork and cooperation are encouraged in order to meet our goals and to achieve a safe work environment.

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- Public Responsibility/Trust: We set high ethical standards in managing the public's resources, both physical and financial.
- Financial Integrity - We are an enterprise activity mandated by the Municipal Charter to provide a "reasonable profit." We strive to strengthen the Utility's financial position and to attain a strong positive bottom line without sacrificing service. We constantly are seeking ways to cut costs.

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 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. ECONOMIC1. Assumptions:

- The Anchorage economy will experience modest growth for the next 1-2 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.

2. Impacts on AWWU:

- AWWU's customer base will be stable in 1991.
- There will be less capital expansion as State revenues decline.
- Near-term growth will absorb a high percentage of existing commercial space and housing units 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.
 - Duty Free Port/International Airport industrial expansion
 - Approval of oil exploration in the Arctic National Wildlife Refuge (ANWR): Preparation phase, possible population increase
 - Gas Pipeline: Preparation phase, population increase
 - Port Expansion
 - Fire Island Development
 - Girdwood Expansion
 - Future move of Alaska Railroad to Eagle River.
- AWWU will be asked to support economic development initiatives of the Municipality.
- Unplanned events could have negative financial impact on AWWU.

B. REGULATORY/ENVIRONMENTAL1. Assumptions:

- Environmental regulations will increase.
- Adverse weather conditions will occur.
- 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.
- Utility will be economically regulated by the Municipality.
- Enforcement of L.U.S.T. and contaminated spill cleanup regulations will financially impact AWWU.

2. Impacts on AWWU:

- Municipal rate making will decrease expenses.
- There will continue to be demands for capital expenditures due to system upgrades and increased ground water contamination.
- Increased OSHA/environment regulation will result in decreased responsiveness, increased operating costs, diminution of revenue stream, and adverse effect on the debt/equity structure.
- Annual operating plans require flexibility to address unusually adverse weather.
- Projects may be slowed down.

C. KEY RESOURCE AVAILABILITY - FINANCIAL, PHYSICAL, AND HUMAN1. Assumptions:

- Bond Rating will not change.
- Less grant money will be available.
- Less low cost money will be available through tax free issues, both as a result of market factors and more stringent regulation. Low cost money will be available from the State of Alaska Clean Water Revolving Loan Fund.
- Source of water supply will not be a problem, assuming we maintain water rights.
- Municipality will become less competitive in the local labor market.
- Major projects undertaken to accommodate growth have been or soon will be completed.

2. Impacts on AWWU:

- Fixed costs will only increase slightly.
- The cost of new capital could decrease.
- Less contributed capital available to fund new projects.
- Smaller capital program in the intermediate term.
- Emphasis on Rehabilitation and Replacement program will increase.
- AWWU will experience shortage of skilled operators, maintenance personnel, and professional/technical staff.

D. POLITICAL1. Assumptions:

- Federal Government: There will be more requirements without commensurate funding.
- State Government: There will be limited funding available from the State Capital budget.
- Local Government: Self-regulation will continue to be a major issue. Increased Assembly, Advisory, and Regulatory Commission involvement.
- State and Municipal elections may result in newly elected/appointed officials.

2. Impacts on AWWU:

- O&M costs will continue to increase, due to increased regulation resulting in lower productivity.
- Increased Federal requirements without Federal funding will mean increased costs for air quality and clean water.
- Administration, Assembly, Advisory and Regulatory Commissions will more closely scrutinize AWWU's operations.
- Newly elected/appointed officials may not understand AWWU's mission and operation causing confusion, delays and the need to educate new officials.

E. SOCIAL/CULTURAL1. Assumptions:

- Current economic situation will place a strain on employees, customers, and the public generally.
- Customers will continue to expect the same high quality service, but will not be receptive to rate increases for three main reasons: (1) the government has been able to keep rates low in the past due to direct subsidy, (2) current economic conditions give customers less disposable income and (3) customers have difficulty understanding why rates are going up when economic activity is flat and the local cost of living is just starting to increase.

2. Impacts on AWWU:

- Rate increases will be difficult to obtain.

VI. AWWU'S STRATEGIC DIRECTION

AWWU has established the following five major areas in which action is required to maintain current priority programs and services and to enhance future success. A brief description is included within each area to indicate the direction AWWU intends to take.

A. FISCAL INTEGRITY AND FINANCIAL PERFORMANCE

AWWU will explore new revenue sources and product development which does not require major outlay of capital. AWWU will continue to respond to the unstable economy by emphasizing ongoing cost analysis for capital decision making. 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 capabilities.

Success in this area will be measured by:

- Reasonable, defensible rates without reducing service levels.
- Grant receipts.
- Involvement in the new State and Federal Revolving Loan Programs.
- Cash position.
- Bond coverage.
- Net income.
- Debt/equity ratio.

B. ORGANIZATIONAL ENVIRONMENT

AWWU will focus on enriching 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:

- Accomplishment of career development objectives.
- Employee morale.
- Improved productivity measures; workload indicators.
- Strategic Plan implementation and success.
- Improved safety indicators, i.e. number of claims, injuries and lost time.
- Individual Development Plan and Performance Standards achievement and improvement.
- Training schedule maintained and encouraged.
- Improved communication to and from employees through the Employee Involvement Committee.
- Reduced numbers and types of employee grievances, mediations, and arbitrations.

C. CUSTOMER SERVICE AND COMMUNITY RELATIONS

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

Success in this area will be measured by:

- Feedback from surveys and public Speaker Bureau presentations by Utility personnel.
- Results of community meetings.
- Decrease in numbers of customer complaints.
- Visible public information activities.
- Reduction in response time to customer requests, complaints and questions.
- Positive feedback from employees.

D. PRODUCT QUALITY AND SYSTEM RELIABILITY

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

Success in this area will be measured by:

- Ongoing monitoring and reporting of product quality.
- Number of damage claims filed.
- Amount of damages paid.
- Cost benefit of operational programs.
- Reduction of permit violations.
- Successful completion of projects and reduction of project backlogs.
- Perceived quality/reliability problems — measured by customer complaints.

E. REGULATORY COMPLIANCE

AWWU will seek solutions as necessary to the multiple 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. Major expansion efforts will continue at the Eagle River Wastewater Treatment Facility and improvements will be constructed at the Girdwood Wastewater Facility. The Point Woronzof Wastewater Treatment Facility will continue to operate with a 301(h) waiver.

Success in this area will be measured by:

- Timely response to proposed and announced regulatory requirements
- Successful completion of EPA annual audit of programs and facilities
- Elimination of permit violations
- Operation of 301(h) program including monitoring at Pt. Woronzof
- Attaining reasonable regulatory requirements

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VII. AWWU'S MAJOR OBJECTIVES, STRATEGIES & TARGET COMPLETION DATES

The following pages present major objectives within each strategic direction and the broad courses of action that will be necessary to accomplish the established objectives. Targeted completion dates are also established within three time frames -- 1991, 1992 and beyond.

WP/stratplan(2)

STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES	FISCAL YEAR		
	91	92	93 & BEYOND
<p>A. FISCAL INTEGRITY AND FINANCIAL PERFORMANCE</p> <p>1. <u>Objective:</u> To promote future financial stability for AWWU.</p> <p><u>Primary Responsibility:</u> General Manager/Finance</p> <p><u>Strategies:</u></p> <p>a. Establish a joint committee of Utility and Administration managers to clearly define "reasonable profit" as identified in Municipal Charter, and define the appropriate use of that reasonable profit.</p> <p>b. Secure long and short term financial policy statement from the Administration and Assembly for all Municipal utilities before beginning annual budgetary process.</p>	X	X	X
<p>2. <u>Objective:</u> To meet performance levels as detailed in equity management plans developed for both water and wastewater utilities.</p> <p><u>Primary Responsibility:</u> General Manager/Division Managers</p> <p><u>Strategies:</u></p> <p>a. Minimize additional long term borrowing.</p> <p>b. Reduce delinquencies.</p> <p>c. Promote bulk water sales.</p> <p>d. Implement rate increases as dictated by equity management plan and approved by Administration.</p> <p>e. Promote innovative and effective cost saving ideas.</p> <p>f. Achieve non-operating revenues and hold expense levels to that forecast in Assembly approved budgets.</p> <p>g. Develop plan and actively pursue monies from State legislature for high priority projects.</p>	X	X	X
<p>3. <u>Objective:</u> To revise the approved 6-year Capital Improvement Program (CIP) to reflect projected financial objectives and obtain necessary approvals.</p> <p><u>Primary Responsibility:</u> Engineering & Planning</p> <p><u>Strategies:</u></p> <p>a. Review transmission, distribution and collection master plans in light of current economic conditions annually by April 30.</p> <p>b. Coordinate with Department of Public Works and Alaska Department of Transportation to identify non-AWWU projects requiring AWWU improvements.</p>	X	X	X

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STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES	FISCAL YEAR		
	91	92	93 & BEYOND
<ul style="list-style-type: none"> c. Reprioritize and update capital program to reflect projected financial conditions and objectives annually by May 31. d. Incorporate revisions into draft 1992-1997 CIP annually by June 30. e. Obtain approvals for updated CIP annually by December 31. f. Update CIB quarterly. 			
<p>4. <u>Objective:</u> To hold 1991 controllable operating costs to 1990 approved budgeted levels plus 5% for non-labor inflation.</p> <p><u>Primary Responsibility:</u> General Manager/Division Managers Operations - c,d,f Engineering & Planning - d</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Staffing level will not exceed 286 positions. b. Savings in budget realized through attrition, vacancies, and reallocation of labor rather than layoffs. c. Identify and document optimum operating efficiency for water production. (OPS) d. Continue well abandonment program to reduce reliance on costly well production. (OPS) e. Minimize controllable overtime. f. Identify cost effective R&R projects. (OPS) 	X		
<p>5. <u>Objective:</u> To improve financial management and information reporting capabilities.</p> <p><u>Primary Responsibility:</u> Finance/Regulatory Affairs/MIS</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Enhance FMIS to provide additional cost separation and better data transfer to PCs. b. Monitor and perfect financial management for capital projects. c. Monitor and enhance bond cash flow with operational cash flow by networking PCs. d. Develop model to link revenue requirements/rate increases to Assembly approved budgets. e. Develop long term financial forecasting system. f. Review and adjust as necessary equity management plan objectives for inclusion in equity management model. 	X	X	X
<p>6. <u>Objective:</u> To fund capital construction programs as outlined in the Water & Wastewater 6-year Capital Improvement Program.</p>	X	X	X

STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES	FISCAL YEAR		
	91	92	93 & BEYOND
<p><u>Primary Responsibility:</u> General Manager/Finance Technical Services</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Continue to lobby for direct state funding—efficiently prioritize any state grants. b. Internally generate capital construction funds as set out in equity management plan. c. Utilize low cost state revolving loans over bond funds. d. Continue to finance WIDs and LIDs with special assessment debt. 			
<p>7. <u>Objective:</u> To increase revenues from Utility and non-utility sources.</p> <p><u>Primary Responsibility:</u> General Manager/Technical Services</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Initiate marketing plan as developed in 1990. b. Identify and prioritize new business ventures. 	X	X	X
<p>B. ORGANIZATIONAL ENVIRONMENT</p> <p>1. <u>Objective:</u> To improve employee morale and enhance the overall climate for performance in the Utility.</p> <p><u>Primary Responsibility:</u> Employee Services - a,b Division Managers - all General Manager - a,b</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Assess organizational climate and management practices in light of external changes by March 31. b. Develop plans to address any problems that are identified annually by May 31. c. Continue Employee Involvement Committee Program. d. Implement approved annual EIC goals and objectives. 	X	X	X
<p>2. <u>Objective:</u> To involve employees in the annual update of the corporate strategic plan.</p> <p><u>Primary Responsibility:</u> General Manager/Division Managers</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. AWWU employees review draft corporate strategic plan during third quarter of each year. b. Distribute the final corporate strategic plan to all employees by October 1 of each year. 	X	X	X

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STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES	FISCAL YEAR		
	91	92	93 & BEYOND
<p>3. <u>Objective:</u> To implement identified employee training needs.</p> <p><u>Primary Responsibility:</u> Employee Services</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Review Needs Assessment Plan annually to validate objectives and accomplishments. b. Provide in-house employee training and development each quarter. c. Maximize use of available Municipal training. 	X	X	X
<p>4. <u>Objective:</u> To integrate the corporate strategic plan into each division's operational planning process.</p> <p><u>Primary Responsibility:</u> Division Managers</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Forward final Utility strategic plan to divisions annually by September 21. b. Division managers to provide draft of division strategic plan to General Manager annually by November 1. c. General Manager to provide comments on division strategic plans annually by December 3. d. Division managers to provide final division strategic plan to General Manager annually by December 21. 	X	X	X
<p>5. <u>Objective:</u> To update safety requirements; design, conduct, and administer a comprehensive safety education and training program for the Utility to reduce accidents, encourage "wellness" and eliminate safety citations.</p> <p><u>Primary Responsibility:</u> Employee Services/Operations</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Maintain and update the safety program designed to identify and track recurring safety training requirements. b. Conduct annual First Aid, CPR, and operator/employee training as required by the applicable regulations or governing agencies. c. Insure employee compliance with OSHA standards such as confined spaces, trenching, and lockout/tag procedures. 	X	X	X
<p>6. <u>Objective:</u> To insure Utility efficiency by reviewing and changing as needed the organizational structure.</p>	X	X	X

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STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES	FISCAL YEAR		
	91	92	93 & BEYOND
<p><u>Primary Responsibility:</u> General Manager/Division Managers</p> <p><u>Strategies:</u></p> <p>a. Division Managers review division organizational structures and provide input to the General Manager annually by May 31.</p> <p>b. Incorporate revised organizational structure into the strategic plan.</p> <p>C. CUSTOMER SERVICE AND COMMUNITY RELATIONS</p> <p>1. <u>Objective:</u> To identify customer and community concerns and provide for proper responses.</p> <p><u>Primary Responsibility:</u> Community Relations Committee Technical Services Customer Service General Manager</p> <p><u>Strategies:</u></p> <p>a. Develop new customer survey by March 31, 1991.</p> <p>b. Complete customer survey by August 15, 1991 and thereafter repeat biannually.</p> <p>c. Address critical customer concerns raised by survey biannually by October 31.</p> <p>d. Respond to all signed survey responses biannually by December 31.</p> <p>e. Mail survey results to all customers biannually by April 15, 1992.</p> <p>2. <u>Objective:</u> Promote employee awareness of the importance of customer service and customer communication to reinforce the concept that each AWWU employee is responsible for maintaining good customer relations.</p> <p><u>Primary Responsibility:</u> Division Managers/Employee Services</p> <p><u>Strategies:</u></p> <p>a. Complete a customer relations and customer sensitivity training program each year by December 31.</p> <p>b. Reemphasize customer relations in all performance evaluations.</p> <p>3. <u>Objective:</u> To obtain and maintain a positive community and public image for AWWU issues as indicated by support for Utility issues and development of support group(s) for future issues.</p>	X	X	
	X	X	X

STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES	FISCAL YEAR		
	91	92	93 & BEYOND
<p><u>Primary Responsibility:</u> General Manager/Technical Services Employee Services/Community Relations Committee</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Conduct annual Speaker's Bureau reinforcement training. b. Update technical information for those participating in Speaker's Bureau. Complete two proposed speaker programs by December 31, 1991. c. AWWU personnel will complete 25 speaking engagements during 1991. 			
<p>4. <u>Objective:</u> To maintain positive customer relations through coordination of Utility educational and informational communications, activities and sponsored events.</p> <p><u>Primary Responsibility:</u> Technical Services Community Relations Committee</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Use of a multimedia approach, i.e. billing inserts, press releases, novelties and free handouts, brochures, public announcement about Utility events (Water Awareness Week and other community activities), newspaper, radio and television releases and PSAs. b. Development of an annual budget by June 30 for approved community relations programs which provide customer information related to operation and service. c. Display of photographs when/where appropriate, using pictures of treatment plant facilities, lift stations, well houses, reservoirs, protected water sheds, dams, pipeline, and employees/equipment at work, to create greater "visibility" of employees and the hidden plant serving our customers. d. Informing the public with facts about water quality and other important issues on an as needed basis such as the 301(h) waiver, water/sewer standards and Utility bond proposals, explaining in laymen terminology the anticipated customer/public impact on each issue. e. Develop video to support customer relations. 	X	X	X
D. PRODUCT QUALITY AND SYSTEM RELIABILITY			
<p>1. <u>Objective:</u> To decrease water and wastewater systems failures, and to improve product delivery and collection to customers and prevent degradation of product quality.</p>	X	X	X

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STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES	FISCAL YEAR		
	91	92	93 & BEYOND
<p><u>Primary Responsibility:</u> General Manager/Operations - all Engineering & Planning - a,b,f</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Identify source and correct pressure fluctuation within water system on an ongoing basis. b. Evaluate pilot program developed during 1990 to prevent external corrosion. c. Continue the sewer system maintenance programs to prevent blockages, plugs, and system failures. d. Maintain water and wastewater systems maintenance at or above the 1988 level. e. Continue treatment facilities, lift stations, and wells preventative maintenance program. f. Insure appropriate redundancy for treatment facilities and lift/booster systems. g. Continue water flushing program as required to reduce complaints due to bad taste and/or dirty water. 			
<p>2. <u>Objective:</u> To provide all approved service areas with adequate and reliable water supply and wastewater collection to ensure that all customers have sufficient service at all times of year with adequate reserve capacity to satisfy future demands.</p> <p><u>Primary Responsibility:</u> Engineering & Planning - a,c Operations - b,c</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Evaluate and update current Water & Wastewater Master Plans to reflect current economic conditions and needs annually by December 31. b. Review and update water rights for critical wells. (Action step to include working with the Department of Natural Resources.) c. Review ancillary facilities (wells, PRVs, pump stations, etc.) to determine which may be removed or put on standby annually by June 30. 	X	X	X
<p>3. <u>Objective:</u> To test and evaluate AWWU's existing fuel storage tanks.</p> <p><u>Primary Responsibility:</u> Engineering & Planning - a thru c Operations - a,c,d Technical Services - b</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Remove and replace any fuel tanks found to be leaking and perform site cleanup if necessary. 	X	X	X

STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES	FISCAL YEAR		
	91	92	93 & BEYOND
<p>b. Maximize use of state grant funds for cleanup and replacement of underground tanks.</p> <p>c. Develop a tank upgrade and replacement program based on the tank tests and in conformance with the new EPA standards. All existing tanks shall be replaced or upgraded prior to 1998 in accordance with EPA regulations.</p> <p>d. Maintain an ongoing fuel inventory and fuel tank monitoring program in conformance with the new EPA standards.</p>			
<p>4. <u>Objective:</u> To maintain effective management information systems planning, acquisition, implementation and maintenance support.</p> <p><u>Primary Responsibility:</u> MIS/Division Managers/ General Manager</p> <p><u>Strategies:</u></p> <p>a. Review and update Data Processing Master Plan within the scope of the Utility and Municipal Business Plans annually by February 15.</p> <p>b. Implement effective quality assurance, production control and problem management practices.</p> <p>c. Implement effective project management practices.</p> <p>d. Coordinate with external agencies to minimize time for system acquisitions.</p>	X	X	X
<p>5. <u>Objective:</u> To 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.</p> <p><u>Primary Responsibility:</u> General Manager/Division Managers/ Utility Emergency Coordinator</p> <p><u>Strategies:</u></p> <p>a. Review and update Utility plan annually by June 30.</p> <p>b. Take advantage of emergency management seminars and training.</p> <p>c. Provide for training for all Utility employees and hold an exercise at least once per year on Utility plan.</p> <p>d. Appoint a Utility Emergency Coordinator annually by January 31 who will also be chairman of the AWWU Disaster Committee.</p>			

STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES	FISCAL YEAR		
	91	92	93 & BEYOND
E. REGULATORY COMPLIANCE			
1. Objective: To ensure that all water and wastewater treatment facilities meet current and anticipated NPDES permit limits, Clean Water Act, Clean Air Act, and Safe Drinking Water Act standards. <u>Primary Responsibility:</u> Operations/General Manager/Engineering <u>Strategies:</u> <ol style="list-style-type: none"> Remain proactive in development of regulations through professional groups and lobby groups. Maintain a satisfactory Pretreatment Program. Ensure that laboratory is responsive to regulatory requirements. Incorporate into the Capital Improvement Program any necessary treatment enhancements. Ensure that Treatment staff is adequately trained to meet all new operational, analytical, and testing requirements. 	X	X	X
2. Objective: To seek renewal of the 301(h) waiver at the Pt. Woronzof Wastewater Treatment Facility. <u>Primary Responsibility:</u> General Manager/Operations <u>Strategies:</u> <ol style="list-style-type: none"> Respond to any subsequent questions or comments from EPA concerning renewal of the 301(h) waiver. Solicit support from all interested agencies and all communities with 301(h) waivers. Seek legislative remedy to problem created by reference to BOD removal in 1987 amendments to Clean Water Act. Actively participate in promulgation of regulations for 1987 amendments to Clean Water Act. Continue required 301(h) annual monitoring effort and submit annual report to EPA by November 30. Keep wastewater ratepayers and residents of Anchorage informed of need for 301(h) waiver at the Pt. Woronzof Wastewater Treatment Facility and progress in renewing permit. Define contingency plan by June 30, 1991 in case legislative and regulation efforts are not successful. 	X	X	X
3. Objective: To ensure there are no unreasonable rate cross-subsidies between customer classes.	X	X	X

STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES	FISCAL YEAR		
	91	92	93 & BEYOND
<p><u>Primary Responsibility:</u> Customer Service/ Regulatory Affairs</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. To identify flat rated single family residences with meter idlers. b. Install 50 additional water test meters in single family residences during 1991. c. Install 50 additional water test meters in single family residences each year after 1991 until total for class reaches 500. d. Monitor all water consumption meter data for adequacy and inclusion in future cost-of-service studies. 			
<p>4. <u>Objective:</u> To eliminate financial impacts of non-Utility oil/hazardous substances liability.</p> <p><u>Primary Responsibility:</u> General Manager/Technical Services/ Engineering and Planning</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Promote legislation to exempt municipal liability. b. Work with ADEC to identify guidelines when hazardous waste is encountered. Identify funding sources to meet ADEC requirements. c. Continue to act as a municipal clearinghouse to insure proper response and direction for municipal liability. 	X		
<p>5. <u>Objective:</u> To maintain a fully integrated Utility Hazard Communication Program designed to meet regulatory requirements.</p> <p><u>Primary Responsibility:</u> Employee Services (Safety)</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Update the Utility Board Hazard Communication Program to meet established regulatory requirements by July 31, 1991. b. Update as necessary the Material Safety Data Sheets (MSDS) according to Occupational Safety and Health Administration (OSHA) Regulations for each AWWU division and maintain the master file in the Safety office. c. Review and update the "Community Right-to-Know" reporting process on hazardous and toxic chemicals by March 1, 1991 and administer on an ongoing basis. 	X		
WP/stratplan(4)			

VIII. AWWU'S FISCAL POLICIES AND BUDGETS

The Anchorage Water and Wastewater Utility consists of two separate and distinct business entities which are regulated by the Alaska Public Utilities Commission (APUC). A request for waiver of economic regulation for AWWU has been filed with the APUC.

The Utilities have reduced Capital Improvement Programs to reflect current economic conditions. AWWU is committed to minimizing the impact on rates of any additional long term debt. At least \$50 million of projects have been deferred, delayed or eliminated. We are actively pursuing options to general obligation and revenue bonds and are seeking low cost, low risk alternatives; for example, the State revolving loan program, special assessment bonds and direct grants from the State of Alaska.

In that regard, if State monies become available, some of the deferred projects will be resurrected, resulting in impacts on the Engineering, Technical Services and Operations Divisions.

Details of the program are available in the AWWU Capital Improvement Program document.

The operating budgets of both utilities also reflect our goals of minimizing rate increases. Staffing levels have been reduced and will continue to be closely monitored. Other controllable expenses reflect minimal increases substantially less than inflation. Non controllable expenses still are primarily driven by plant additions.

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AWWU STRATEGIC PLAN
FINANCIAL ASSUMPTIONS
1991

The following assumptions are being used to formulate our 1991 Operating Budget:

1. Personnel levels will not exceed 286 personnel.
2. Salary and wage adjustments have been made for steps and longevity increases.
3. Benefits were calculated at 51% of salary.
4. A 5% inflation factor was used for outside services and supplies. Utilities are increased to reflect local rate increases.
5. No customer growth was anticipated.
6. We do not anticipate a bond sale for either Utility.
7. Net income will be used for construction needs to the extent available in order to reduce debt associated with borrowing.
8. The Water Utility will receive the full amount budgeted for fire protection, including any anticipated increases due to new cost-of-service study from the Fire Department.
9. Rate increases: Water Utility - None.
Wastewater Utility - None.

IX. IMPLEMENTATION OF CORPORATE STRATEGIC PLAN

The AWWU 1991 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 efforts presented below will be completed each year upon adoption of the strategic plan. These tasks link the corporate strategic plan to annual operational work programs and also to budgets.

1. Prepare division strategic plans, which will include division mission statements, objectives and strategies.
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, VALUES, 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
- Selection of Anchorage as a home port for the Navy
- The price of oil—increases or decreases as they affect State spending and oil industry activity
- Development of Fire Island
- Gas pipeline activity

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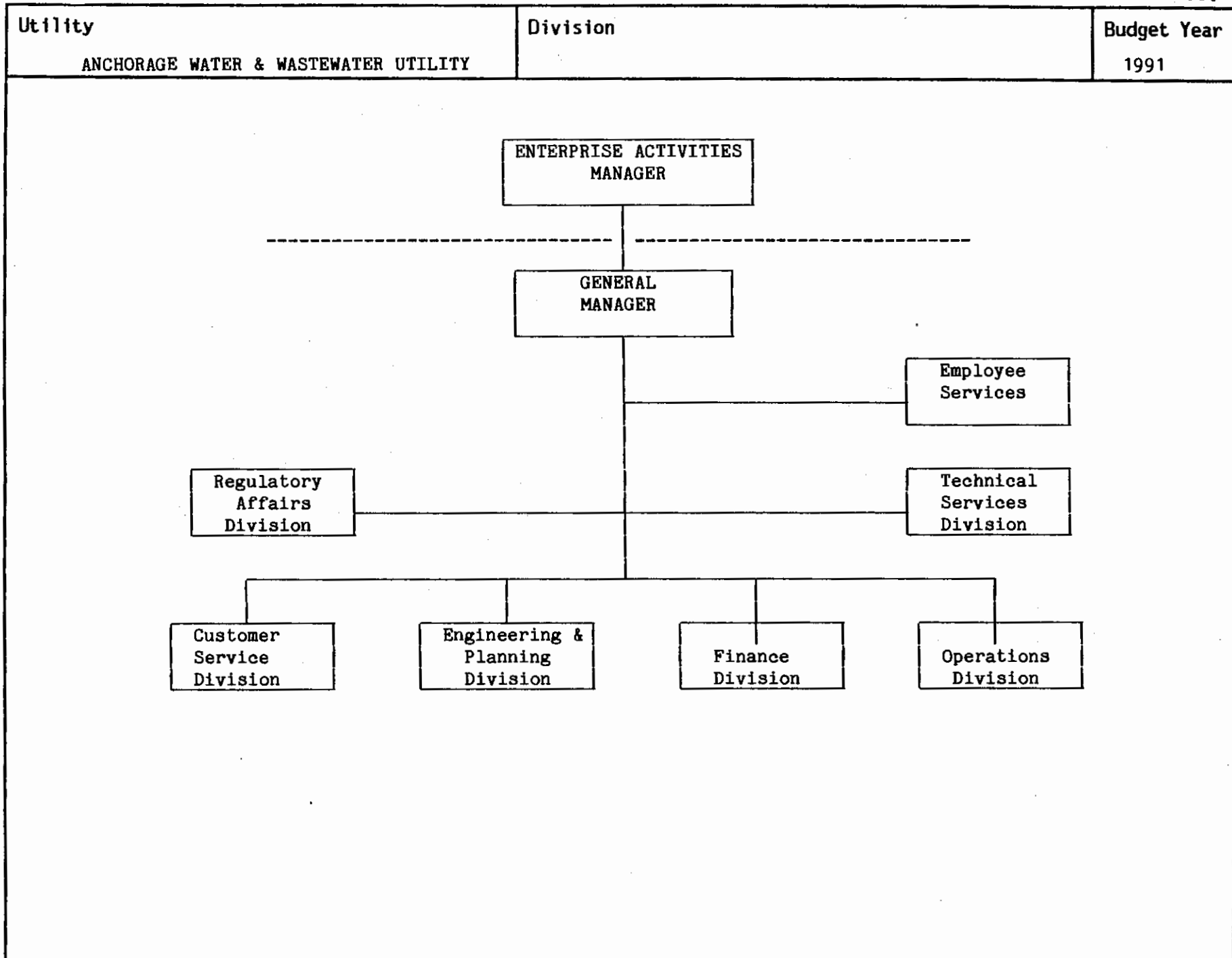
- Natural Disasters
- Substantial changes in current regulations (e.g., loss of 301(h) waiver)
- Weather
- Major financial assumptions outlined in Section VIII

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
- Development of Fire Island

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

WP/stratplan(17)



Utility	Division						Budget Year
ANCHORAGE WATER & WASTEWATER UTILITY							1991
<u>WORKFORCE PROJECTION</u>							
<u>DIVISIONS</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
Manager	8	8	8	8	8	8	8
Technical Services	23	23	23	23	23	23	23
Engineering	31	31	31	31	31	31	31
Operations	147	148	148	147	147	147	147
Finance	21	21	21	21	21	21	21
Regulatory Affairs	4	4	4	4	4	4	4
Customer Service	51	51	51	51	51	51	51
Total	285	286	286	285	285	285	285
AWWU-2							

Utility	Division	Budget Year
ANCHORAGE WATER & WASTEWATER UTILITY		1991
<p style="text-align: center;"><u>1991 BUDGET ASSUMPTIONS</u></p> <p>Salaries and Wages: Only step and longevity increases budgeted.</p> <p>Benefits: 33.8% of labor costs.</p> <p>Inflation Factor: 5%</p> <p>Debt Service: No bond sales in 1991.</p> <p>Interest Income: Interest on short-term investments anticipated to be 7.5%.</p> <p>Intragovernmental Charges: Assumed to increase 28%. (Majority of increase is for new customer billing system.) Other IGC's increased by 7.5%.</p> <p>Mill Rate Increase: Assumes a 5% increase.</p> <p>Vacancy Factor: 2%</p> <p>Overtime: 3.5% of payroll.</p> <p style="text-align: center;">AWWU-3</p>		

Utility	Division		Budget Year	
ANCHORAGE WATER & WASTEWATER UTILITY			1991	
ANCHORAGE WATER UTILITY RECONCILIATION OF 1990 BUDGET TO 1990 PROFORMA (\$000)				
	<u>1990 BUDGET</u>	<u>1990 PROFORMA</u>	<u>VARIANCE</u>	<u>EXPLANATION</u>
<u>REVENUE</u>				
Operating Revenues	25,321	22,249	(3,072)	A
Non-Operating Revenues	<u>1,133</u>	<u>1,781</u>	<u>648</u>	B
TOTAL REVENUES	26,454	24,030	(2,424)	
<u>OPERATING EXPENSES</u>				
Operations	12,986	12,650	(336)	C
Depreciation	3,341	3,272	(68)	D
MUSA	<u>2,040</u>	<u>1,669</u>	<u>(372)</u>	E
TOTAL OPERATING EXPENSES	18,367	17,591	(777)	
Non-Operating Expenses	7,376	7,438	62	F
Total Expenses	25,743	25,029	(714)	
Net Income Regulatory	710	(999)	(1,709)	
Adjustment for GAAP Method	(4,009)	(4,189)	(180)	
Net Income GAAP	(3,298)	(5,188)	(1,889)	
AWWU-4				

Utility	Division	Budget Year
ANCHORAGE WATER UTILITY		1991

RECONCILIATION OF 1990 BUDGET TO 1990 PROFORMA
EXPLANATION OF VARIANCE

NOTE: A. Budget reflected 14% rate increase which was not filed.

NOTE: B. Larger than anticipated cash balance created additional interest income.

NOTE: C. Expenses underrunning budget.

NOTE: D. Additions to plant less than anticipated.

NOTE: E. MUSA on gross receipts deducted (\$275K) and less additions to plant than anticipated.

NOTE: F. Decrease in capitalized interest \$461K. Decrease in long-term debt \$398K.

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MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
ANCHORAGE WATER & WASTEWATER UTILITY		1991

ANCHORAGE WATER UTILITY RECONCILIATION OF 1990 PROFORMA TO 1991 BUDGET (\$000)				
	1990 PROFORMA	1991 BUDGET	VARIANCE	EXPLANATION
<u>REVENUE</u>				
Operating Revenues	22,249	22,249	0	
Non-Operating Revenues	<u>1,781</u>	<u>1,321</u>	<u>(460)</u>	A
TOTAL REVENUES	24,030	23,570	(460)	
<u>OPERATING EXPENSES</u>				
Operations	12,650	13,251	602	B
Depreciation	3,272	3,312	39	C
MUSA	<u>1,669</u>	<u>1,760</u>	<u>91</u>	D
TOTAL OPERATING EXPENSES	17,591	18,323	732	
Non-Operating Expenses	7,438	7,354	(84)	E
Total Expenses	25,029	25,677	648	
Net Income Regulatory	(999)	(2,107)	(1,108)	
Adjustment for GAAP Method	(4,189)	(4,061)	127	
Net Income GAAP	(5,188)	(6,169)	(981)	

AWWU-6

MUI PALITY OF ANCHORAGE

Utility ANCHORAGE WATER UTILITY	Division	Budget Year 1991
<p style="text-align: center;">RECONCILIATION OF 1990 PROFORMA TO 1991 BUDGET EXPLANATION OF VARIANCE</p> <p>NOTE: A. Decrease in anticipated cash balance.</p> <p>NOTE: B. Labor increase \$81K; supplies increase; \$108K; other services increase \$192K; IGC increase \$221K.</p> <p>NOTE: C. Additions to non-contributed plant.</p> <p>NOTE: D. Additions to plant.</p> <p>NOTE: E. Interest expense decrease of \$63K; capitalized linterest increase of \$21K.</p> <p style="text-align: center;">AWWU-7</p>		

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MUNICIPALITY OF ANCHORAGE

Utility	Division					Budget Year
ANCHORAGE WATER UTILITY						1991
<u>RESOURCE IMPACTS</u>						
	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
Bond Sales (000)	0	0	5,000	5,000	0	5,000
Grants Anticipated (000)	9,210	525	2,075	5,400	50	5,550
Loans	0	4,550	3,300	0	0	0
 <u>Total Water/Wastewater Personnel Increases</u>						
Program:						
Operations & Maintenance	1	-	(1)	-	-	-
Treatment Plant	-	-	-	-	-	-
Administrative & General	-	-	-	-	-	-
	1	0	(1)	0	0	0
Total Personnel	286	286	285	285	285	285
 <u>Personnel by bargaining unit/classification</u>						
Executive	10					
Non-Rep	60					
AMEA	74					
JCC	142					
AWWU-8						

Utility	Division				Budget Year
ANCHORAGE WATER UTILITY					1991
MISCELLANEOUS STATISTICAL DATA					
<u>Water Utility</u>	<u>1987 ACTUAL</u>	<u>1988 ACTUAL</u>	<u>1989 ACTUAL</u>	<u>1990 ESTIMATED</u>	<u>1991 ESTIMATED</u>
Number of Customers	39,077	39,194	40,187	39,482	39,760
Average Treatment Plant Production (GPD)					
Ship Creek Water Treatment Facility	14,500,118	15,200,000	12,008,995	12,600,000	14,500,000
Eklutna Water Treatment Facility	N/A	1,300,000	6,548,648	10,000,000	10,500,000
Average Well Production (GPD)					
Anchorage Bowl Wells	9,700,000	7,210,000	4,757,867	3,500,000	3,000,000
Eagle River Wells	149,178	70,000	45,958	10,000	10,000
Miles of Water Mains	624	622	622	629	646
Number of Fire Hydrants	5,000	5,160	5,468	5,515	5,624
AWWU-9					

Utility ANCHORAGE WATER UTILITY	Division	Budget Year 1991
<p data-bbox="163 293 468 321"><u>1991 Budget Impacts</u></p> <p data-bbox="911 391 1060 418"><u>Operating</u></p> <p data-bbox="163 488 1829 613">1. Cost reduction measures implemented during 1987-90 are being maintained as cost containment measures into 1991. Budgeted positions, down from 330 in 1987, to 312 in 1988, to 286 in 1991 are remaining constant with the one additional position being added for the next two years to support the Girdwood Water System project.</p> <p data-bbox="928 748 1043 776"><u>Capital</u></p> <p data-bbox="163 846 1879 938">1. A direct appropriation of \$4.5M will be requested from the State of Alaska for the Anchorage International Airport reservoir and transmission main which will enhance water supply and fire flows in West Anchorage.</p> <p data-bbox="163 976 1892 1101">2. A direct appropriation of \$2.5M will be requested from the State of Alaska for the construction of a 48" transmission main from Ship Creek to the reservoirs on Tudor Road. This will transport an adequate supply of water to serve projected future demands south and west of the Tudor Road reservoirs and the higher elevation areas of Muldoon.</p> <p data-bbox="163 1138 1864 1198">3. A direct appropriation of \$4.75M will be requested from the State of Alaska for the replacement of all remaining woodstave water lines in the Anchorage system.</p> <p data-bbox="963 1451 1079 1479">AWWU-10</p>		

OCT 1990

Utility	Division	Budget Year
ANCHORAGE WATER UTILITY		1991

Municipality of Anchorage
Financial Data

Line Item Description	Year: 1989 Actual	Year: 1990 Pro-Forma	Year: 1991 Budget
<u>OPERATING BUDGET</u>			
Revenue	24,060,452	24,029,910	23,569,972
Expense	27,725,635	29,217,833	29,738,598
Net Income for Governmental Financial Reporting	(3,665,183)	(5,187,923)	(6,168,626)
Adjustment for Regulatory Reporting	3,649,663	4,188,884	4,061,445
Net Income (Regulatory)	(15,520)	(999,039)	(2,107,181)
<u>Capital Budget</u>			
Project Category			
◦ Resource Development	0	780,000	50,000
◦ Treatment	0	200,000	340,000
◦ Distribution Reservoirs	0	0	225,000
◦ Distribution	500,000	550,000	1,016,000
◦ Transmission	966,000	4,642,000	8,232,000
◦ Upgrade Transmission	0	20,000	635,000
◦ Repair & Rehabilitation	688,000	1,601,000	6,392,000
◦ New Equipment	718,000	395,000	1,100,000
◦ Buildings	0	2,220,000	175,000
Total	2,872,000	10,388,000	18,165,000
AWWU-11			

Utility	Division	Budget Year	
ANCHORAGE WATER UTILITY		1991	
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro-Forma	Year: 1991 Budget
STATEMENT OF REVENUE & EXPENSE			
<u>OPERATING REVENUE</u>			
4601 Residential Sales	14,293,662	15,092,000	15,092,000
4602 Commercial Sales	5,254,667	4,928,000	4,928,000
4630 Public Fire Protection	2,039,000	2,117,000	2,117,000
4710 Miscellaneous Service Revenue	59,346	57,000	57,000
4742 Hydrant Use Charge	54,604	55,000	55,000
Total Operating Revenue	21,701,279	22,249,000	22,249,000
<u>OPERATING EXPENSE</u>			
6000 Source of Supply	1,682,208	1,767,820	1,901,553
6400 Treatment	1,651,584	1,723,680	1,737,574
6600 Transmission	3,204,677	3,413,240	3,262,536
9000 Customer Accounts	1,444,494	1,667,560	1,925,120
9200 General & Administrative	3,837,822	4,077,290	4,424,601
4030 Depreciation*	3,135,562	3,272,360	3,311,653
4080 MUSA**	1,264,702	1,668,682	1,759,951
*Total Operating Expense	16,221,049	17,590,632	18,322,988
Operating Income	5,480,230	4,658,368	3,926,012
* Depreciation of Contributed Plant not included			
**Potential gross receipts liability	AWWU-12	271,266	278,113

Utility	Division	Budget Year	
ANCHORAGE WATER UTILITY		1991	
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro-Forma	Year: 1991 Budget
STATEMENT OF REVENUE & EXPENSE			
<u>NON-OPERATING REVENUE</u>			
4180 Rental Income	321,360	255,328	260,000
4190 Interest Revenue - Construction	52,436	470,000	270,000
4190 Interest - General Cash Pool	1,963,302	618,548	327,672
4190 Interest - Bond Redemption Resv.	0	270,000	290,000
4190 Interest - Bond Pmt. Deposits	0	114,534	123,300
4190 Interest - Other	<u>22,075</u>	<u>52,500</u>	<u>50,000</u>
Total Non-Operating Revenue	2,359,173	1,780,910	1,320,972
<u>NON-OPERATING EXPENSE</u>			
4250 Amortization of Deferred Debits	98,984	239,510	239,510
4270 Interest - Long-Term Debt	7,929,194	7,492,807	7,429,655
4300 Interest Expense - General Cash Pool	0	0	0
4192 AFUDC	<u>(173,255)</u>	<u>(294,000)</u>	<u>(315,000)</u>
Total Non-Operating Expense	7,854,923	7,438,317	7,354,165
Non-Operating Income	(5,495,750)	(5,657,407)	(6,033,193)
Net Income	(15,520)	(999,039)	(2,107,181)
Net Income - Regulatory	(15,520)	(999,039)	(2,107,181)
Less: 4031 - Depreciation of Contributed Plant	3,649,663	4,188,884	4,061,445
Net Income for Governmental Financial Reporting	(3,655,183)	(5,187,923)	(6,168,626)
AWWU-13			

Utility	Division	Budget Year	
ANCHORAGE WATER UTILITY		1991	
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro-Forma	Year: 1991 Budget
STATEMENT OF SOURCES AND USES OF CASH FUNDS			
SOURCES OF CASH FUNDS:			
Net Income (Loss)	\$ (3,665,183)	\$ (5,187,923)	\$ (6,168,626)
Depreciation	6,785,225	7,461,244	7,373,098
Bond Proceeds	0	0	0
Assessment Bonds	0	1,584,945	300,000
Grants	955,320	3,497,000	9,210,000
Loans	0	0	0
Assessments	523,953	621,775	600,000
Other	98,984	0	0
Total Sources of Cash Funds	\$ 4,698,299	\$ 7,977,041	\$ 11,314,472
USES OF CASH FUNDS:			
Additions to Plant	3,663,320	11,273,000	15,731,600
Bond Principal Payment	1,823,597	954,120	1,179,110
Other	1,924,954	0	0
Total Uses of Cash Funds	7,411,871	12,227,120	16,910,710
Net Increase (Decrease) in Cash Funds	(2,713,572)	(4,250,079)	(5,596,238)
Cash Balance January 1,	\$ 22,370,869	\$ 19,657,297	\$ 15,407,218
Cash Balance December 31,	\$ 19,657,297	\$ 15,407,218	\$ 9,810,980
DETAIL OF CASH BALANCE:			
Equity in Construction Cash Pool	8,663,840	4,387,840	1,679,840
Revenue Bond Redemption Reserve	2,410,029	2,680,029	3,180,030
Revenue Bond Sinking Fund Reserve	1,091,177	2,032,813	2,091,920
Equity in General Cash Pool	\$ 7,492,251	\$ 6,306,536	\$ 2,859,190
	AWWU-14		

AWWU-14

OCT 1990

Utility	Division	1990 Budget Year	
ANCHORAGE WATER UTILITY		1991	
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro-Forma	Year: 1991 Budget
STATEMENT OF CHANGES IN FUND EQUITY			
Balance January 1	\$218,779,659	\$222,555,122	\$225,053,083
Net Income/Loss	(3,665,183)	(5,187,923)	(6,168,626)
Contributions Received	3,790,983	3,497,000	9,210,000
Depreciation on Contributed Plant	3,649,663	4,188,884	4,061,445
Balance December 31,	<u>\$222,555,122</u>	<u>\$225,053,083</u>	<u>\$232,155,902</u>
Detail of Fund Equity:			
Retained Earnings	\$ 19,115,341	\$ 18,116,302	\$ 16,009,121
Contributed Capital	<u>203,439,781</u>	<u>206,936,781</u>	<u>216,146,781</u>
Total Fund Equity December 31,	<u>\$222,555,122</u>	<u>\$225,053,083</u>	<u>\$232,155,902</u>
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Form 473

Utility	Division	Budget Year	
ANCHORAGE WATER UTILITY		1991	
Municipality of Anchorage Financial Data			
Line Item Description	Year: <u>1989</u> Actual	Year: <u>1990</u> Pro-Forma	Year: <u>1991</u> Budget
<u>NET PROFIT MARGIN</u>			
Net Income Governmental Reporting	(3,665,183)	(5,187,923)	(6,168,626)
Operating Revenues	21,701,279	22,249,000	22,249,000
Net Profit Margin Governmental Reporting	(16.89%)	(23.32%)	(27.73%)
Net Income Regulatory	(15,520)	(999,039)	(2,107,181)
Operating Revenues	21,701,279	22,249,000	22,249,000
Net Profit Margin Regulatory	(0.07%)	(4.49%)	(9.47%)
AWWU-17			

MUNICIPALITY OF ANCHORAGE

Utility	Division			Budget Year
ANCHORAGE WATER & WASTEWATER UTILITY				1991
ANCHORAGE WATER UTILITY OPERATING BUDGET				
EXPENSE ITEMS	ACTUAL 1988	ACTUAL 1989	PRO FORMA 1990	BUDGET 1991
Personnel Costs	4,675,111	5,043,226	5,149,320	5,241,745
Benefit Costs	2,200,052	2,483,977	2,652,165	2,640,579
Professional Services	152,368	150,992	157,750	164,375
Travel	8,591	4,306	10,000	10,000
Depreciation & Amortization	4,338,536	6,785,225	7,461,244	7,373,098
Interest	4,831,806	7,854,923	7,438,317	7,354,165
MUSA	2,660,552	1,264,702	1,668,682	1,759,951
SUBTOTAL	18,867,016	22,587,351	24,537,478	24,543,913
Intergovernmental Charges				
Finance Department	298,002	318,865	336,705	378,170
Information Systems Department	15,830	28,212	51,135	228,528
Public Utilities Administration	8,506	28,336	38,960	48,190
Public Utilities Customer Service	0	0	0	0
Public Utilities Credit & Collections	0	0	0	0
ATU Billing Charges	74,607	64,150	70,000	91,500
Human Resources Department	114,267	116,785	133,390	140,040
Other Intergovernmental Charges	228,578	250,782	260,440	219,700
Sub Total IGC	733,790	807,130	890,630	1,106,128
Purchased Utilities	1,193,973	1,138,580	1,220,395	1,291,790
Materials/Repairs/Supplies	568,240	667,080	663,670	772,170
Other Expenses	1,793,254	1,525,494	1,905,660	2,024,597
TOTAL EXPENSES	23,156,273	27,725,635	29,217,833	29,738,598

AWWU-18

AWWU-18

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

1991 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY

PROJECT CATEGORY	TOTAL PROJECT COST 1991	REVENUE BONDS	G.O. BONDS	EQUITY	STATE GRANTS	FEDERAL GRANTS	LOAN/ APPROP
Resource Development	50	0	0	50	0	0	0
Treatment	340	45	0	250	45	0	0
Distribution Reser-	4,725	0	0	225	0	0	4,500
Transmission	6,882	416	0	0	316	0	6,150
Distribution	1,016	783	0	150	83	0	0
Upgrade Transmission	635	0	0	0	0	0	635
Repair and	6,392	646	0	350	646	0	4,750
New Equipment	1,100	0	0	1,100	0	0	0
Buildings	175	0	0	175	0	0	0
Total (000)	21,315	1,890	0	2,300	1,090	0	16,035

Utility: WATER

Project Category	Project Title	Location	Bonds	F u n d i n g Equity	Grants	Total
			G=GO Bonds R=Rev Bonds		F=Federal S=State U=Loan/App	
Resource Development	Corrosion Evaluation Phase II	Areawide	G R	50	F S U	50
Requested by MICHELLE			Date 09/19/90 AWWU-20		G R	50
					F S U	50

OCT 2 1990

Utility: WATER

Project Category	Project Title	Location	Bonds		Funding Equity	Grants F=Federal S=State U=Loan/App	Total
			G=GO Bonds	R=Rev Bonds			
Treatment	ER Heights North Well Reservoir	Eagle River, Chugiak	G			F	90
			R	45		S 45 U	
	Eklutna Pipeline Vaults	Areawide	G		50	F S U	50
	Misc Well Abandonments	Areawide	G		75	F S U	75
	Misc Well Upgrades - R & R / Test Wells	Areawide (Anch, ER)	G		50	F S U	50
	Ship Creek Floor Drain Repair	Areawide	G		75	F S U	75
Requested by MICHELLE			G		250	F	340
Date 09/19/90 AWWU-21			R	45		S 45 U	

OCT 2 1990

Utility: WATER

Project Category	Project Title	Location	Bonds		Funding		Total
			G=GO Bonds	R=Rev Bonds	Equity	Grants F=Federal S=State U=Loan/App	
Distribution Reser- voirs	Airport Water Project Phase I	Sand Lake	G	R		F S U + 4,500	4,500
	Reservoir Painting	Areawide (Anch, ER)	G	R	225	F S U	225
Requested by MICHELLE			Date 09/19/90 AWWU-22		G R	225 F S U 4,500	4,725

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.
 @Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.
 +Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

OCT 2 1990

Utility: WATER

Project Category	Project Title	Location	Bonds		Funding Equity	Grants		Total
			G=GO Bonds	R=Rev Bonds		F=Federal	S=State	
Transmission	Airport Water Project Phase II	Sand Lake	G			F		2,500
			R			S		
						U + 2,500		
	Baranof 1-2 Boost PRV	Eagle River, Chugiak	G			F		300
			R	150		S	150	
						U		
	Bates PRV	Oceanview	G			F		90
			R	45		S	45	
						U		
	ER Main Imps - Terrace Hills	Eagle River, Chugiak	G			F		136
			R	68		S	68	
						U		
	PIA EWP-S Anch WTM	MD, CA	G			F		3,500
			R			S		
						U + 3,500		
	PIB EWP-S Anch WTM	MD, CA	G			F		150
			R			S		
						U + 150		
	Private Development Oversizing	Areawide (Anch, ER)	G			F		100
			R	100		S		
						U		
	Rainbow - Hanshew Boost	Oceanview	G			F		106
			R	53		S	53	
						U		
Requested by MICHELLE			G			F		6,882
Date 09/19/90			R	416		S	316	
AWWU-23						U	6,150	

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.
 @Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.
 +Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

OCT 2 1990

Utility: WATER

Project Category	Project Title	Location	Bonds		F u n d i n g Equity	Grants		Total
			G=GO Bonds	R=Rev Bonds		F=Federal	S=State	
Distribution	Contingency WIDs	Areawide (Anch, ER)	G			F	U=Loan/App	100
			R	50		S	50	
						U		
	Mary Conrad Booster Station	Areawide	G			F		66
			R	33		S	33	
						U		
	Turnagain Heights WID 307	Turnagain	G			F		700
			R	700		S		
						U		
	Water Service Connects	Areawide (Anch, ER)	G		150	F		150
			R			S		
						U		
Requested by MICHELLE			G		150	F		1,016
Date 09/19/90			R	783		S	83	
AWWU-24						U		

Utility: WATER

Project Category	Project Title	Location	Bonds		F u n d i n g Equity	Grants		Total
			G=GO Bonds	R=Rev Bonds		F=Federal	S=State	
Upgrade Transmission	36th Ave Trans MOA Related	SP, IA	G	R		F	S	635
						U	635+	
Requested by MICHELLE			Date 09/19/90			F	S	635
AWWU-25			G	R		U		

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.
 @Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.
 +Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

OCT 2 1990

Utility: WATER

Project Category	Project Title	Location	Bonds		F u n d i n g Equity	Grants		Total
			G=GO Bonds	R=Rev Bonds		F=Federal	S=State U=Loan/App	
Repair and Rehabilitation	ADOT Related Projects	Areawide (Anch, ER)	G		100	F		100
			R			S		
						U		
	Cassius Court - Rosemary-Thunderbird	Lake Otis	G	43		F		86
			R			S	43	
						U		
	Emergency R&R	Areawide (Anch, ER)	G		100	F		100
			R			S		
						U		
	MOA Related Projects	Areawide (Anch, ER)	G		100	F		100
			R			S		
						U		
	North Star Subdivision R&R	Spenard	G	135		F		270
			R			S	135	
						U		
	Pressure Reducing Vaults R & R	Areawide	G		50	F		50
			R			S		
						U		
	Tudor Road - Dale to Chugach	Abbott Loop	G	108		F		216
			R			S	108	
						U		
	Whitney Road - ARR Yard	Downtown	G	85		F		170
			R			S	85	
						U		
	Wickersham Subd	Lake Otis	G	150		F		300
			R			S	150	
						U		
	Woodstave Replacement	Areawide - Anchorage	G	125		F		5,000
			R			S	125*	
						U	4,750+	
Requested by MICHELLE			G		350	F		6,392
Date 09/19/90 AWWU-26			R	646		S	646	
						U	4,750	

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.

@Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.

+Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

Utility: WATER

Project Category	Project Title	Location	Bonds G=GO Bonds R=Rev Bonds	Funding		Total
				Equity	Grants F=Federal S=State U=Loan/App	
New Equipment	CPR Graphics Pilot Study	Areawide (Anch, ER)	G R	100	F S U	100
	Communications Equipment, Services	Areawide - Anchorage	G R	50	F S U	50
	Graphics Information System	Areawide (Anch, ER)	G R	25	F S U	25
	Misc Equipment	Areawide (Anch, ER)	G R	200	F S U	200
	Pt Woronzof Lab MIS	Areawide - Anchorage	G R	25	F S U	25
	S3 System Software Services	Areawide - Anchorage	G R	73	F S U	73
	Safety Equipment	Areawide (Anch, ER)	G R	20	F S U	20
	Telemetry Modem Replacement	Areawide - Anchorage	G R	22	F S U	22
	Telemetry SCADA DEC Replacement	Areawide - Anchorage	G R	210	F S U	210
	Vehicles	Areawide (Anch, ER)	G R	150	F S U	150
	Water Meters	Areawide (Anch, ER)	G R	225	F S U	225
		AWWU-27				

CONTINUED ON NEXT PAGE

Utility: WATER

Project Category	Project Title	Location	F u n d i n g			Total
			Bonds G=GO Bonds R=Rev Bonds	Equity	Grants F=Federal S=State U=Loan/App	
Requested by MICHELLE		Date 09/19/90 AWWU-28	G	1,100	F	1,100
			R		S U	

Utility: WATER

Project Category	Project Title	Location	Bonds	F u n d i n g Equity	Grants	Total
			G=GO Bonds R=Rev Bonds		F=Federal S=State U=Loan/App	
Buildings	3000 Arctic	Spenard	G R	175	F S U	175
Requested by MICHELLE			Date 09/19/90 AWWU-29			
			G R	175	F S U	175

OCT 2 1990

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

PROJECT CATEGORY	CIB/CIP 1991 - 1996						REVENUE BONDS	G.O. BONDS	EQUITY	STATE GRANTS	FEDERAL GRANTS	LOAN/ APPROP	TOTAL
	1991	1992	1993	1994	1995	1996							
Resource Development	50	0	150	0	0	0	75	0	50	75	0	0	200
Treatment	340	125	125	125	125	125	45	0	875	45	0	0	965
Distribution Reser-	4,725	300	700	3,800	300	6,400	4,950	0	1,825	4,950	0	4,500	16,225
Transmission	6,882	1,985	6,400	6,500	100	5,000	8,596	0	0	7,921	0	10,350	26,867
Distribution	1,016	250	350	250	300	300	1,083	0	1,000	383	0	0	2,466
Upgrade Transmission	635	0	0	0	0	0	0	0	0	0	0	635	635
Repair and	6,392	500	500	500	500	500	646	0	2,850	646	0	4,750	8,892
New Equipment	1,100	900	905	1,150	925	950	0	0	5,930	0	0	0	5,930
Buildings	175	325	0	0	0	0	0	0	500	0	0	0	500
Total Program	21,315	4,385	9,130	12,325	2,250	13,275	15,395	0	13,030	14,020	0	20,235	62,680

SOURCE OF FUNDING													
Revenue Bonds	1,890	680	1,925	5,100	150	5,650	15,395	0	0	0	0	0	15,395
G.O. Bonds	0	0	0	0	0	0	0	0	0	0	0	0	0
Equity	2,300	2,300	2,080	2,225	2,050	2,075	0	0	13,030	0	0	0	13,030
State Grant	1,090	505	1,825	5,000	50	5,550	0	0	0	14,020	0	0	14,020
Federal Grant	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan/Approp	16,035	900	3,300	0	0	0	0	0	0	0	0	20,235	20,235
Total Funding	21,315	4,385	9,130	12,325	2,250	13,275	0	0	0	0	0	0	62,680

Utility: WATER

[illegible]

Utility: WATER

OCT 2 1990

[illegible]

Utility: WATER

Project Category	Project Title	Location	Budget by Year				
			1992	1993	1994	1995	1996
Distribution Reser- voirs	ER 980 Zone Reservoir	Eagle River, Chugiak	G	G	G	G	G
			R	R	R	R	R 1,150
			E	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S*1,150
	U	U	U	U	U		
	Reservoir Painting	Areawide (Anch, ER)	G	G	G	G	G
			R	R	R	R	R
			E 300	E 400	E 300	E 300	E 300
			F	F	F	F	F
			S	S	S	S	S
	U	U	U	U	U		
	Service High Reservoir	Hillside	G	G	G	G	G
			R	R 150	R 1,750	R	R
			E	E	E	E	E
			F	F	F	F	F
			S	S *150	S*1,750	S	S
	U	U	U	U	U		
	Turnagain View Reservoir	Hillside	G	G	G	G	G
			R	R	R	R	R 1,900
			E	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S*1,900
	U	U	U	U	U		
GO BONDS							
REV BONDS				150	1,750		3,050
EQUITY			300	400	300	300	300
ST GRANTS				150	1,750		3,050
FED GRANTS							
LOAN/APPRO							
Requested by MICHELLE		Date 09/19/90	300	700	3,800	300	6,400
PAGE TOTAL							

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.
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 +Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

Utility: WATER

OCT 2 1990

Project Category	Project Title	Location	Budget by Year				
			1992	1993	1994	1995	1996
Transmission	92nd-Diamond to King Transmission	Campbell Lake/Klatt	G	G	G	G	G
			R 175	R 750	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S *175	S *750	S	S	S
	Bayshore-Klatt Transmission	Campbell Lake/Klatt	U	U	U	U	U
			G	G	G	G	G
			R 150	R 400	R	R	R
			E	E	E	E	E
			F	F	F	F	F
	Bicentennial Park Transmission	CA, HS	S *150	S *400	S	S	S
			U	U	U	U	U
			G	G	G	G	G
			R	R 250	R 2,800	R	R
			E	E	E	E	E
	Denali-40th to Tudor	LO, SP	F	F	F	F	F
			S	S *250	S *2,800	S	S
			U	U	U	U	U
			G	G	G	G	G
			R 80	R	R	R	R
	ER Transmission System Interties	Eagle River, Chugiak	E	E	E	E	E
			F	F	F	F	F
			S *80	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
	Jewel Lake Main	Sand Lake	R 50	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S 50	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R 225
			E	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S *225
			U	U	U	U	U

CONTINUED ON NEXT PAGE

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OCT 2 1990

Utility: WATER

Project Category	Project Title	Location	Budget by Year				
			1992	1993	1994	1995	1996
Transmission	Muldoon Area Connections-Upgrades	Muldoon	G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S
	New PRVs and Vaults	Areawide (Anch, ER)	U +600	U	U	U	U
			G	G	G	G	G
			R 75	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
	PII EWP-S Anch WTM	MD, CA	S	S	S	S	S
			U +300	U 3,300	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
	Private Development Oversizing	Areawide (Anch, ER)	F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
			R 100	R 100	R 100	R 100	R 100
	Sixth Avenue Mains	Muldoon	E	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
	Timberlane - Klatt to Huffman	Campbell Lake/Klatt	R 100	R 100	R 400	R	R
			E	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
		G	G	G	G	G	
		R	R	R	R	R	
		E	E	E	E	E	
		F	F	F	F	F	
		S	S	S	S	S	
		U	U	U	U	U	
		G	G	G	G	G	
		R	R	R	R	R	
		E	E	E	E	E	
		F	F	F	F	F	
		S	S	S	S	S	
		U	U	U	U	U	
		G	G	G	G	G	
		R	R	R	R	R	
		E	E	E	E	E	
		F	F	F	F	F	
		S	S	S	S	S	
		U	U	U	U	U	
		G	G	G	G	G	
		R	R	R	R	R	
		E	E	E	E	E	
		F	F	F	F	F	
		S	S	S	S	S	
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		E	E	E	E	E	
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		U	U	U	U	U	

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Utility: WATER

Project Category	Project Title	Location	Budget by Year				
			1992	1993	1994	1995	1996
Transmission	Turnagain View East Transmission	Hillside	G	G	G	G	G
			R	R	R	R	R 675
			E	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S *675
	U	U	U	U	U		
	W Dimond - Sand Lake Mains	SL, CK	G	G	G	G	G
			R	R	R	R	R 1,100
			E	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S*1,100
	U	U	U	U	U		
	Zodiac - Abbott Transmission	Abbott Loop	G	G	G	G	G
			R	R	R	R	R 300
			E	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S *300
	U	U	U	U	U		

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 @Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.
 +Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

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Utility: WATER

Project Category	Project Title	Location	Budget by Year					
			1992	1993	1994	1995	1996	
Distribution	Bonnie Way Booster Station	Eagle River, Chugiak	G	G	G	G	G	
			R	R 50	R	R	R	
			E	E	E	E	E	
			F	F	F	F	F	
			S	S 50	S	S	S	
	U	U	U	U	U			
	Contingency WIDs	Areawide (Anch, ER)	G	G	G	G	G	
			R 50	R 50	R 50	R 50	R 50	
			E	E	E	E	E	
			F	F	F	F	F	
			S 50	S 50	S 50	S 50	S 50	
	U	U	U	U	U			
	Water Service Connects	Areawide (Anch, ER)	G	G	G	G	G	
			R	R	R	R	R	
			E 150	E 150	E 150	E 200	E 200	
			F	F	F	F	F	
			S	S	S	S	S	
	U	U	U	U	U			
</								

Utility: WATER

OCT 2 1990

Project Category	Project Title	Location	Budget by Year				
			1992	1993	1994	1995	1996
Repair and Rehabilitation	ADOT Related Projects	Areawide (Anch, ER)	G	G	G	G	G
			R	R	R	R	R
			E 100	E 100	E 100	E 100	E 100
			F	F	F	F	F
			S	S	S	S	S
	Emergency R&R	Areawide (Anch, ER)	U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E 200	E 200	E 200	E 200	E 200
			F	F	F	F	F
	MOA Related Projects	Areawide (Anch, ER)	S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E 100	E 100	E 100	E 100	E 100
	Pressure Reducing Vaults R & R	Areawide	F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E 100	E 100	E 100	E 100	E 100
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E 100	E 100	E 100	E 100	E 100
			F	F	F	F	F
			S	S	S	S	S
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Utility: WATER

OCT 2 1990

Project Category	Project Title	Location	Budget by Year				
			1992	1993	1994	1995	1996
New Equipment	Engineering Workstations	Areawide (Anch, ER)	G	G	G	G	G
			R	R	R	R	R
			E	E 30	E	E	E
			F	F	F	F	F
			S	S	S	S	S
	Grant PITS Development	Areawide (Anch, ER)	U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E 35	E	E	E	E
			F	F	F	F	F
	Graphics Information System	Areawide (Anch, ER)	S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E 20	E	E	E	E
	Implement CPR Graphics/Mapping	Areawide (Anch, ER)	F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
	Misc Equipment	Areawide (Anch, ER)	E 250	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
	Safety Equipment	Areawide (Anch, ER)	R	R	R	R	R
			E 375	E 400	E 400	E 400	E 400
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E 20	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U

CONTINUED ON NEXT PAGE

FUTURE CAPITAL PROJECTS
1992 - 1996

Utility: WATER

OCT 2 1990

Project Category	Project Title	Location	Budget by Year				
			1992	1993	1994	1995	1996
New Equipment	Vehicles	Areawide (Anch, ER)	G	G	G	G	G
			R	R	R	R	R
			E 200	E 200	E 200	E 200	E 200
			F	F	F	F	F
			S	S	S	S	S
	Water Meters	Areawide (Anch, ER)	U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E 250	E 275	E 300	E 325	E 350
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U

FUTURE CAPITAL PROJECTS
1992 - 1996

Utility: WATER

OCT 2 1990

Project Category	Project Title	Location	Budget by Year				
			1992	1993	1994	1995	1996
Buildings	3000 Arctic	Spenard	G R E F S U	325 G R E F S U	G R E F S U	G R E F S U	G R E F S U
GO BONDS							
REV BONDS							
EQUITY			325				
ST GRANTS							
FED GRANTS							
LOAN/APPRO							
PAGE TOTAL			325				

Requested by MICHELLE Date 09/19/90

Utility	Division			Budget Year
ANCHORAGE WATER & WASTEWATER UTILTY				1991
ANCHORAGE WASTEWATER UTILITY RECONCILIATION OF 1990 BUDGET TO 1990 PROFORMA (\$000)				
	1990 BUDGET	1990 PROFORMA	VARIANCE	EXPLANATION
REVENUE				
Operating Revenues	20,145	19,085	(1,060)	A
Non-Operating Revenues	<u>1,745</u>	<u>1,886</u>	<u>141</u>	B
TOTAL REVENUES	21,890	20,971	(919)	
OPERATING EXPENSES				
Operations	12,882	12,629	(253)	C
Depreciation	2,382	2,158	(225)	D
MUSA	<u>1,151</u>	<u>830</u>	<u>(321)</u>	E
TOTAL OPERATING EXPENSES	16,416	15,617	(798)	
Non-Operating Expenses	4,355	5,162	807	F
Total Expenses	22,771	20,780	9	
Net Income Regulatory	1,119	191	(928)	
Adjustment for GAAP Method	(4,013)	(4,101)	(88)	
Net Income GAAP	(2,894)	(3,909)	(1,015)	
AWWU-42				

Utility ANCHORAGE WATER & WASTEWATER UTILITY	Division	Budget Year 1991
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RECONCILIATION OF 1990 BUDGET TO 1990 PROFORMA
EXPLANATION OF VARIANCE

NOTE: A. Rate increase budgeted in 1990 was not requested. 1990 Proforma reflects extraordinary income of \$350K from settlement of rate dispute on military contract.

NOTE: B. Interest earnings on larger than expected cash balances.

NOTE: C. Expenses underrunning budget.

NOTE: D. Lower than anticipated additions to plant.

NOTE: E. Budgeted MUSA was based on revenues anticipated from rate increase which was not requested.

NOTE: F. Decrease in capitalized interest. Increase in amortization of bond discount expense.

AWWU-43

Utility	Division		Budget Year	
ANCHORAGE WATER & WASTEWATER UTILITY			1991	
ANCHORAGE WASTEWATER UTILITY RECONCILIATION OF 1990 PROFORMA TO 1991 BUDGET (\$000)				
	<u>1990 PROFORMA</u>	<u>1991 BUDGET</u>	<u>VARIANCE</u>	<u>EXPLANATION</u>
<u>REVENUE</u>				
Operating Revenues	19,085	20,335	1,250	A
Non-Operating Revenues	<u>1,886</u>	<u>1,834</u>	<u>(52)</u>	B
TOTAL REVENUES	20,971	22,169	1,198	
<u>OPERATING EXPENSES</u>				
Operations	12,629	13,591	962	C
Depreciation	2,158	2,367	209	D
MUSA	<u>830</u>	<u>1,030</u>	<u>199</u>	E
TOTAL OPERATING EXPENSES	15,617	16,987	1,370	
Non-Operating Expenses	5,162	5,415	253	F
Total Expenses	20,780	22,402	1,623	
Net Income Regulatory	191	(233)	(424)	
Adjustment for GAAP Method	(4,101)	(4,227)	(126)	
Net Income GAAP	(3,909)	(4,460)	(551)	
AWWU-44				

Utility	Division	Budget Year
ANCHORAGE WATER & WASTEWATER UTILITY		1991

RECONCILIATION OF 1990 PROFORMA TO 1991 BUDGET
EXPLANATION OF VARIANCE

NOTE: A. Reflects rate increase of approximately 9%.

NOTE: B. Less interest earned on smaller than anticipated cash balances.

NOTE: C. Labor increase \$273K; supplies increase of \$58K; other services increase of \$368K; IGC increase of \$263K. Other services increase contains inflationary increase for items such as chlorine, gas and electricity and increased monitoring costs for 301h waiver permit allowing primary discharge into Cook Inlet.

NOTE: D. Additions to plant.

NOTE: E. Additions to plant.

NOTE: F. Decrease in capitalized interest (\$193K) and increase in long-term (\$60K).

AWWU-45

Utility	Division					Budget Year
ANCHORAGE WASTEWATER UTILITY						1991
<u>RESOURCE IMPACTS</u>						
	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
Bond Sales (000)	0	0	0	5,000	0	0
Grants Anticipated (000)	6,109	1,876	2,243	1,631	1,580	5,648
Loans	2,918	1,936	2,293	1,681	1,630	5,698
 <u>Total Water/Wastewater Personnel Increases</u>						
Program:						
Operations & Maintenance	1	-	(1)	-	-	-
Treatment Plant	-	-	-	-	-	-
Administrative & General	-	-	-	-	-	-
	1	0	(1)	0	0	0
Total Personnel	286	286	285	285	285	285
 Personnel by bargaining unit/classification						
Executive	10					
Non-Rep	60					
AMEA	74					
JCC	142					
AWWU-46						

OCT 2 1990
Budget Year
1991

Utility

Division

ANCHORAGE WASTEWATER UTILITY

MISCELLANEOUS STATISTICAL DATA

<u>Wastewater Utility</u>	1987 <u>ACTUAL</u>	1988 <u>ACTUAL</u>	1989 <u>ACTUAL</u>	1990 <u>ESTIMATED</u>	1991 <u>ESTIMATED</u>
Number of Customers	42,999	42,745	42,970	43,157	43,415
Average Treatment (GPD)					
Anchorage Plant	25,060,000	27,920,000	31,060,000	32,000,000	32,500,000
Eagle River Plant	790,959	849,154	930,274	1,000,000	1,050,000
Girdwood Plant	339,000	368,000	422,000	500,000	525,000
Miles of Wastewater Lines					
Interceptors	31	35	35	35	35
Trunks	162	159	160	161	163
Laterals	<u>454</u>	<u>440</u>	<u>443</u>	<u>446</u>	<u>449</u>
	647	634	638	642	647

AWWU-47

Utility ANCHORAGE WASTEWATER UTILITY	Division	Budget Year 1991
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1991 Budget Impacts

Operating

1. Cost reduction measures implemented during 1987-90 are being maintained as cost containment measures into 1991. Budgeted positions are down from 330 in 1987, to 312 in 1988, to 286 in 1991.

Capital

1. A direct appropriation of \$1,0M will be requested from the State of Alaska for the Hiland Road pump station and sewer trunk. This will allow expansion of the Eagle River Correctional Facility and open the municipal, state, and private land in the area for development.

AWWU-48

MUNICIPALITY OF ANCHORAGE

Utility	Division	OCT 1990 Budget Year 1991	
ANCHORAGE WASTEWATER UTILITY			
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro-Forma	Year: 1991 Budget
<u>OPERATING BUDGET</u>			
Revenue	21,067,387	20,971,000	22,169,398
Expense	24,319,549	24,880,334	26,629,300
Net Income for Governmental Financial Reporting	(3,252,162)	(3,909,334)	(4,459,902)
Adjustment for Regulatory Reporting	4,054,400	4,100,804	4,227,109
Net Income (Regulatory)	802,238	191,470	(232,793)
<u>CAPITAL BUDGET</u>			
Project Category			
◦ Treatment	0	500,000	2,500,000
◦ Pump Stations/Force Mains	488,000	0	400,000
◦ Trunks & Interceptors	97,000	100,000	700,000
◦ Laterals	200,000	400,000	960,000
◦ Repair & Rehabilitation	6,820,000	5,196,000	2,988,000
◦ New Equipment	425,000	300,000	785,000
◦ Buildings	0	1,328,000	220,000
TOTAL	8,030,000	7,824,000	8,553,000
AWWU-49			

OCT 2 1990

Utility	Division	0612-19 Budget Year	
ANCHORAGE WASTEWATER UTILITY		1991	
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro-Forma	Year: 1991 Budget
STATEMENT OF REVENUE & EXPENSE			
<u>OPERATING REVENUE</u>			
4400 Residential Sales	13,445,067	13,791,000	14,602,000
4420 Commercial Sales	3,964,225	4,148,000	4,305,000
4451 Public Authorities	1,220,989	1,121,000	1,378,000
4540 Miscellaneous Service	24,994	25,000	50,000
Total Operating Revenue	18,655,275	19,085,000	20,335,000
<u>OPERATING EXPENSE</u>			
7000 Collection System	2,224,361	2,483,210	2,629,943
7400 Treatment Plant	4,321,469	4,716,540	4,946,224
7800 Customer Accounts	1,271,416	1,379,000	1,719,174
9300 General & Administrative	3,839,457	4,050,405	4,295,500
4030 Depreciation*	2,003,391	2,157,774	2,366,564
4080 MUSA**	1,134,055	830,461	1,029,694
Total Operating Expense	14,794,149	15,617,390	16,987,099
Operating Income	3,861,126	3,467,610	3,347,901
*Depreciation of Contributed Plant not included			
**Potential gross receipts liability		233,191	238,563
Rate increases based upon cash requirements.			
ANWU-50			

MUNICIPALITY OF ANCHORAGE

Utility	Division	OCT 2 1990 Budget 1990	
ANCHORAGE WASTEWATER UTILITY		1991	
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro-Forma	Year: 1991 Budget
STATEMENT OF REVENUE & EXPENSE			
NON-OPERATING REVENUE			
4080 Interest & Penalty Assessments	412,597	350,000	350,000
4190 Interest - General Cash Pool	1,345,224	589,000	594,598
4190 Interest - Construction Cash Pool	0	311,000	222,000
4210 Rental	654,291	636,000	667,800
4290 Amortization of Gain	0	0	0
4190 Interest - Other	0	0	0
Total Non-Operating Revenue	2,412,112	1,886,000	1,834,398
NON-OPERATING EXPENSE			
4270 Interest - Long-Term Debt	5,940,880	5,677,531	5,567,412
4271 Interest - Other	27,902	112,619	282,680
4310 Amortization - Debt Expense	166,151	200,000	200,000
4192 AFDUC	(663,933)	(828,010)	(635,000)
Total Non-Operating Expense	5,471,000	5,162,140	5,415,092
Non-Operating Income	(3,058,888)	(3,276,140)	(3,580,694)
Net Income	802,238	191,470	(232,793)
Net Income Regulatory	802,238	191,470	(232,793)
Less: 4031 - Depreciation of Contributed Plant	4,054,400	4,100,804	4,227,109
Net Income For Governmental Financial Reporting	(3,252,162)	(3,909,334)	(4,459,902)
AWWU-51.			

OCT 2 1990

Utility	Division	Budget Year	
ANCHORAGE WASTEWATER UTILITY		1991	
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro-Forma	Year: 1991 Budget
STATEMENT OF SOURCES AND USES OF CASH FUNDS			
SOURCES OF CASH FUNDS:			
Net Income (Loss)	\$ (3,252,162)	\$ (3,909,334)	\$ (4,459,902)
Depreciation	6,057,791	6,258,578	6,593,673
State Loans	1,669,326	3,526,000	2,918,000
Bond Proceeds	0	5,472,000	0
Grants	3,403,992	8,392,000	6,109,000
Assessments	1,550,220	1,610,450	1,500,000
Other	<u>229,367</u>	<u>200,000</u>	<u>200,000</u>
Total Sources of Cash Funds	<u>\$ 9,658,534</u>	<u>\$ 21,549,694</u>	<u>\$ 12,860,771</u>
USES OF CASH FUNDS:			
Additions to Plant	9,219,982	19,128,217	12,597,000
Bond Principal Payment	3,861,112	3,998,951	3,818,000
Other	<u>773,448</u>	<u>(341,348)</u>	<u>280,202</u>
Total Uses of Cash Funds	<u>13,854,542</u>	<u>22,785,820</u>	<u>16,695,202</u>
Net Increase (Decrease) in Cash Funds	<u>(4,196,008)</u>	<u>(1,236,126)</u>	<u>(3,834,431)</u>
Cash Balance January 1,	<u>16,466,352</u>	<u>12,270,344</u>	<u>11,034,218</u>
Cash Balance December 31,	<u>\$ 12,270,344</u>	<u>\$ 11,034,218</u>	<u>\$ 7,199,787</u>
DETAIL OF CASH BALANCE:			
Equity in Construction Cash Pool	4,662,217	3,752,000	1,457,000
Reserved for Debt Payment	<u>4,559,482</u>	<u>2,593,435</u>	<u>593,435</u>
Equity in General Cash Pool December 31,	<u>\$ 3,048,645</u>	<u>\$ 4,688,783</u>	<u>\$ 5,149,352</u>

AWWU-52

AWWU-52

Utility	Division	00; Budget Year 1990	
ANCHORAGE WASTEWATER UTILITY		1991	
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro-Forma	Year: 1991 Budget
STATEMENT OF CHANGES IN FUND EQUITY			
Balance January 1,	\$180,605,151	\$185,558,748	\$194,142,218
Net Income	(3,252,162)	(3,909,334)	(4,459,902)
Contributions Received	4,151,359	8,392,000	6,109,000
Depreciation on Contributed Plant	<u>4,054,400</u>	<u>4,100,804</u>	<u>4,227,109</u>
Balance December 31,	<u>\$185,558,748</u>	<u>\$194,142,218</u>	<u>\$200,018,425</u>
Detail of Fund Equity:			
Retained Earnings	710,747	902,218	669,425
Contributed Capital	<u>184,848,001</u>	<u>193,240,000</u>	<u>199,349,000</u>
Total Fund Equity December 31,	<u>\$185,558,748</u>	<u>\$194,142,218</u>	<u>\$200,018,425</u>
AWWU-53			

Utility	Division	Budget Year	
ANCHORAGE WASTEWATER UTILITY		1991	
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro-Forma	Year: 1991 Budget
<u>NET PROFIT MARGIN</u>			
Net Income Governmental Reporting	(3,252,162)	(3,909,334)	(4,459,902)
Operating Revenues	18,655,275	19,085,000	20,335,000
Net Profit Margin Governmental Reporting	(17.43%)	(20.48%)	(21.93%)
Net Income Regulatory	802,238	191,470	(232,793)
Operating Revenues	18,655,275	19,085,000	20,335,000
Net Profit Margin Regulatory	4.30%	1.00%	(1.14%)
AWWU-54			

Utility	Division			Budget Year
ANCHORAGE WATER & WASTEWATER UTILITY				1991
ANCHORAGE WASTEWATER UTILITY OPERATING BUDGET				
EXPENSE ITEMS	ACTUAL 1988	ACTUAL 1989	PRO FORMA 1990	BUDGET 1991
Personnel Costs	4,715,006	4,624,166	4,777,879	4,995,042
Benefit Costs	2,218,826	2,277,574	2,461,331	2,516,299
Professional Services	432,592	567,679	524,790	551,030
Travel	16,182	12,849	10,000	10,000
Depreciation & Amortization	5,794,623	6,057,791	6,258,578	6,593,673
Interest	5,596,077	5,471,000	5,162,140	5,415,092
MUSA	2,831,648	1,134,055	830,461	1,029,694
SUBTOTAL	21,604,954	20,145,114	20,025,179	21,110,830
Intergovernmental Charges				
Finance Department	327,022	342,441	332,755	353,080
Information Systems Department	45,472	67,418	70,074	257,377
Public Utilities Administration	8,506	28,336	38,960	48,190
Public Utilities Customer Service	0	0	0	0
Public Utilities Credit & Collections	0	0	0	0
ATU Billing Charges	80,822	70,199	75,537	91,500
Human Resources Department	106,360	103,490	140,430	138,890
Other Intergovernmental Charges	238,907	476,620	536,923	535,790
Sub Total IGC	807,089	1,088,504	1,184,679	1,424,827
Purchased Utilities	1,062,373	1,125,114	1,281,804	1,294,129
Materials/Repairs/Supplies	767,210	942,818	965,000	1,002,990
Other Expenses	1,111,763	1,017,999	1,423,672	1,796,524
TOTAL EXPENSES	25,353,389	24,319,549	24,880,334	26,629,300

AWWU-55

AWWU-55

OCT 2 1990

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit
	9300	ANCHORAGE WASTEWATER UTILITY			1990

1991 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY

PROJECT CATEGORY	TOTAL PROJECT COST 1991	REVENUE BONDS	G.O. BONDS	EQUITY	STATE GRANTS	FEDERAL GRANTS	LOAN/ APPROP
Treatment	2,500	0	0	0	0	0	2,500
Pump Stations &	400	0	0	0	0	0	400
Trunks and	700	0	100	0	0	0	600
Laterals	960	0	910	0	50	0	0
Repair and	2,988	0	0	380	1,089	0	1,519
New Equipment	785	0	0	785	0	0	0
Buildings	220	0	85	135	0	0	0
Total (000)	8,553	0	1,095	1,300	1,139	0	5,019

Utility: WASTEWATER

OCT 2 1990

Project Category	Project Title	Location	Bonds		Funding Equity	Grants F=Federal S=State U=Loan/App	Total
			G=GO Bonds	R=Rev Bonds			
Treatment	Girdwood WWTF Upgrade	Turn. Arm/Girdwood	G	R		F S U 2,500+	2,500
Requested by MICHELLE			Date 09/19/90			F S U 2,500	2,500
AWWU-57			G	R			

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Utility: WASTEWATER

OCT 2 1990

Project Category	Project Title	Location	F u n d i n g		Grants F=Federal S=State U=Loan/App	Total
			Bonds G=GO Bonds R=Rev Bonds	Equity		
Pump Stations & Force Mains	Hiland Correctional Facility PS & FM	Eagle River, Chugiak	G R		F S U 400+	400
Requested by MICHELLE			Date 09/19/90 AWWU-58		F S U 400	400

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Utility: WASTEWATER

OCT 2 1990

Project Category	Project Title	Location	Bonds		Funding Equity	Grants F=Federal S=State U=Loan/App	Total
			G=GO Bonds	R=Rev Bonds			
Trunks and Interceptor	Hiland Trunk ER #3	Eagle River, Chugiak	G			F S U 600+	600
	Private Development Oversizing	Areawide	G 100	R		F S U	100
Requested by MICHELLE			G 100	R		F S U 600	700
Date 09/19/90 AWWU-59							

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OCT 2 1990

Utility: WASTEWATER

Project Category	Project Title	Location	Bonds		F u n d i n g Equity	Grants		Total
			G=GO Bonds	R=Rev Bonds		F=Federal	S=State	
Laterals	Contingency LIDs	Areawide	G 50	R		F 50	S	100
	Turnagain Heights LID 101	Turnagain	G 860	R		F	S	860
Requested by MICHELLE			G 910	R		F 50	S	960
Date 09/19/90 AWWU-60								

OCT 2 1990

Utility: WASTEWATER

Project Category	Project Title	Location	Funding			Total
			Bonds G=GO Bonds R=Rev Bonds	Equity	Grants F=Federal S=State U=Loan/App	
Repair and Rehabilitation	36th Avenue Sewer R&R	LOCATION NOT ON FILE	G R		F S U 330+	330
	ADOT Related Projects	Areawide	G R	100	F S U	100
	Alaska Industrial E 4th & Chipperfield	Merrill Field	G R		F S 188 U 188	376
	C-5-7 Trunk R&R	Campbell Lake/Klatt	G R		F S 150 U 150*	300
	Chester Valley Sewer	Muldoon	G R		F S 135 U 135	270
	E 42nd and Laurel	Abbott Loop	G R		F S 25 U 25	50
	Emergency R&R	Areawide	G R	180	F S U	180
	Government Hill School	Government Hill	G R		F S 43 U 43	86
	Government Hill R & R	Government Hill	G R		F S 5 U 5	10
	Kirchner Subdivision	Spenard	G R		F S 55 U 55	110
	MOA Related Projects	Areawide	G R	100	F S U	100

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Utility: WASTEWATER

OCT 2 1990

Project Category	Project Title	Location	Bonds		Funding Equity	Grants		Total
			G=GO Bonds	R=Rev Bonds		F=Federal	S=State	
	North Star Phase I	Spenard	G			F		760
			R			S	380	
						U	380	
	VC Line Replacement	Downtown	G			F		100
			R			S		
						U	100	
	W 42nd and Beechcraft	Turnagain	G			F		216
			R			S	108	
						U	108	
Requested by MICHELLE			G		380	F		2,988
Date 09/19/90			R			S	1,089	
AWWU-62						U	1,519	

Utility: WASTEWATER

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Project Category	Project Title	Location	Bonds		Funding		Total
			G=GO Bonds	R=Rev Bonds	Equity	Grants F=Federal S=State U=Loan/App	
New Equipment	Anchorage Facility R&R	Areawide - Anchorage	G	R	50	F S U	50
	CPR Graphics Pilot Study	Areawide	G	R	100	F S U	100
	Communications	Areawide	G	R	25	F S U	25
	Communications Equipment, Services	Areawide - Anchorage	G	R	75	F S U	75
	ER Facility R&R	Eagle River, Chugiak	G	R	5	F S U	5
	Girdwood Facility R&R	Turn. Arm/Girdwood	G	R	30	F S U	30
	Grant PITS Development	Areawide	G	R	35	F S U	35
	Graphics Information System	Areawide	G	R	50	F S U	50
	Misc Equipment	Areawide	G	R	250	F S U	250
	Pt Woronzof Lab MIS	Areawide - Anchorage	G	R	25	F S U	25
	SAM - Sewer Analysis Model	Areawide	G	R	25	F S U	25

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Utility: WASTEWATER

OCT 2 1990

Project Category	Project Title	Location	Bonds	F u n d i n g Equity	Grants	Total
			G=GO Bonds R=Rev Bonds		F=Federal S=State U=Loan/App	
	Safety Equipment	Areawide (Anch, ER)	G R	20	F S U	20
	Vehicles	Areawide	G R	95	F S U	95
Requested by MICHELLE			G R	785	F S U	785
Date 09/19/90 AWWU-64						

Utility: WASTEWATER

OCT 2 1990

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Project Category	Project Title	Location	Funding				
			Bonds G=GO Bonds R=Rev Bonds	Equity	Grants F=Federal S=State U=Loan/App	Total	
Buildings	AWWU Fuel Tank - Testing	Areawide	G R	35	F S U	35	
	King Street Painting	Areawide	G R	50	F S U	50	
	OM Site Upgrades	Areawide	G R	85	F S U	85	
	Sewage Equipment Coating	Areawide	G R	50	F S U	50	
Requested by MICHELLE			G R	85	135	F S U	220
Date 09/19/90			AWWU-65				

OCT 2 1990

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

PROJECT CATEGORY	CIB/CIP 1991 - 1996						REVENUE BONDS	G.O. BONDS	EQUITY	STATE GRANTS	FEDERAL GRANTS	LOAN/ APPROP	TOTAL
	1991	1992	1993	1994	1995	1996							
Treatment	2,500	360	480	100	400	6,400	0	50	0	3,840	0	6,350	10,240
Pump Stations &	400	0	0	0	0	0	0	0	0	0	0	400	400
Trunks and	700	686	3,160	534	2,026	2,780	0	1,100	0	4,093	0	4,693	9,886
Laterals	960	100	100	100	100	100	0	1,160	0	300	0	0	1,460
Repair and	2,988	3,366	1,446	3,228	1,334	2,716	0	0	2,380	5,884	0	6,814	15,078
New Equipment	785	745	845	845	815	825	0	0	4,860	0	0	0	4,860
Buildings	220	240	140	390	2,620	1,105	0	2,760	1,955	0	0	0	4,715
Total Program	8,553	5,497	6,171	5,197	7,295	13,926	0	5,070	9,195	14,117	0	18,257	46,639

SOURCE OF FUNDING

Revenue Bonds	0	0	0	0	0	0	0	0	0	0	0	0	0
G.O. Bonds	1,095	385	335	585	2,085	585	0	5,070	0	0	0	0	5,070
Equity	1,300	1,300	1,300	1,300	2,000	1,995	0	0	9,195	0	0	0	9,195
State Grant	1,139	1,876	2,243	1,631	1,580	5,648	0	0	0	14,117	0	0	14,117
Federal Grant	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan/Approp	5,019	1,936	2,293	1,681	1,630	5,698	0	0	0	0	0	18,257	18,257
Total Funding	8,553	5,497	6,171	5,197	7,295	13,926	0	0	0	0	0	0	46,639

Utility: WASTEWATER

OCT 2 1990

Project Category	Project Title	Location	Budget by Year				
			1992	1993	1994	1995	1996
Treatment	Girdwood Sewer Master Plan Update	Turn. Arm/Girdwood	G 50	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S 50	S	S	S	S
	Incinerator No 1 Upgrade	Areawide - Anchorage	U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
	Mixed Media Rehab	Turn. Arm/Girdwood	S	S 50	S 50	S 200	S 200
			U	U 50	U 50	U 200	U 200
			G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
	Pt Woronzof Bar Screen Replacement	International Apt.	F	F	F	F	F
			S	S 40	S	S	S
			U	U 40	U	U	U
			G	G	G	G	G
			R	R	R	R	R
	Pt Woronzof Incinerator Replacement	International Apt.	E	E	E	E	E
			F	F	F	F	F
			S	S 150	S	S	S
			U	U 150	U	U	U
			G	G	G	G	G
	Pt Woronzof Outfall Diffuser Mod	International Apt.	R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S 3,000
			U	U	U	U	U 3,000
			G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S 100	S	S	S	S
			U @100	U	U	U	U

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Utility: WASTEWATER

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Utility: WASTEWATER

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Project Category	Project Title	Location	Budget by Year				
			1992	1993	1994	1995	1996
Trunks and Interceptor	A-4 B Trunk	Campbell Taku	G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S 430
	B-5-7 C Trunk	MF, MV	U	U	U	U	U 430
			G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
	B-I Trunk MOA Related Project	Turnagain	S	S	S 100	S 340	S
			U	U	U 100	U 340	U
			G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
	C-6 Trunk	Campbell Lake/Klatt	F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
	C-7 Trunk	Campbell Lake/Klatt	E	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
D-2-7 Trunk	Muldoon	Muldoon	R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U

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Utility: WASTEWATER

Project Category	Project Title	Location	Budget by Year				
			1992	1993	1994	1995	1996
Trunks and Interceptor	D-6 B Trunk ADOT Related Project	Campbell Taku	G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S 33	S 230	S	S	S
	U 33	U 230	U	U	U		
	Eagle River Sewer Upgrade	Eagle River, Chugiak	G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S	S 1,250	S	S	S
	U	U 1,250	U	U	U		
	Parkview Trunk	Eagle River, Chugiak	G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S 860
	U	U	U	U	U 860		
	Private Development Oversizing	Areawide	G 200	G 200	G 200	G 200	G 200
			R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S
	U	U	U	U	U		

Utility: WASTEWATER

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Utility: WASTEWATER

Project Category	Project Title	Location	Budget by Year				
			1992	1993	1994	1995	1996
Repair and Rehabilitation	ADOT Related Projects	Areawide	G	G	G	G	G
			R	R	R	R	R
			E 100	E 100	E 100	E 100	E 100
			F	F	F	F	F
			S	S	S	S	S
	B-12 Trunk	Mountain View	U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
	B-5 G Trunk Phases I & II	Inlet View	S	S	S	S 350	S
			U	U	U	U 350	U
			G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
	B-5 H Trunk	Inlet View	F	F	F	F	F
			S	S 290	S 700	S	S
			U	U 290	U 700	U	U
			G	G	G	G	G
			R	R	R	R	R
	B-6 E	Inlet View	E	E	E	E	E
			F	F	F	F	F
			S	S 18	S 64	S	S
			U	U 18	U 64	U	U
			G	G	G	G	G
	C-2-B Trunk ADOT Related Project	Sand Lake	R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S	S 25	S 165	S 67	S 508
			U	U @25	U @165	U 67	U 508

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OCT 2 1990

Utility: WASTEWATER

Project Category	Project Title	Location	Budget by Year				
			1992	1993	1994	1995	1996
Repair and Rehabilitation	C-5-7 Trunk R&R	Campbell Lake/Klatt	G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S 1,100	S	S	S	S
			U 1,100	U	U	U	U
	Emergency R&R	Areawide	G	G	G	G	G
			R	R	R	R	R
			E 200	E 200	E 200	E 200	E 200
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
	Government Hill R & R	Government Hill	G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S 15	S	S	S	S
			U 15	U	U	U	U
	MOA Related Projects	Areawide	G	G	G	G	G
			R	R	R	R	R
			E 100	E 100	E 100	E 100	E 100
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
	Middle Fish Creek Trunk	SP, TA	G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S	S	S 600	S	S 600
			U	U	U @ 600	U	U 600
	North Star Subd Phase II	Spenard	G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S 293	S	S	S	S
			U 293	U	U	U	U

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*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.

@Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.

+Direct appropriation from the State of Alaska will be requested. If not obtained, this project will be constructed.

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Utility: WASTEWATER

OCT 2 1990

[illegible]

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.
 @Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.
 +Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

OCT 2 1990

Utility: WASTEWATER

Project Category	Project Title	Location	Budget by Year				
			1992	1993	1994	1995	1996
New Equipment	Anchorage Facility R&R	Areawide - Anchorage	G	G	G	G	G
			R	R	R	R	R
			E 50	E 50	E 50	E 50	E 50
			F	F	F	F	F
			S	S	S	S	S
	Communications	Areawide	U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E 15	E 15	E 15	E 15	E 15
			F	F	F	F	F
	ER Facility R&R	Eagle River, Chugiak	S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E 5	E 25	E 35	E 35	E 35
	Girdwood Facility R&R	Turn. Arm/Girdwood	F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
	Graphics Information System	Areawide	E 15	E 15	E 15	E 15	E 15
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
	Misc Equipment	Areawide	R	R	R	R	R
			E 25	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E 345	E 400	E 480	E 365	E 400
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U

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OCT 2 1990

Utility: WASTEWATER

Project Category	Project Title	Location	Budget by Year				
			1992	1993	1994	1995	1996
New Equipment	SAM - Sewer Analysis Model	Areawide	G	G	G	G	G
			R	R	R	R	R
			E 20	E 10	E 10	E 10	E 10
			F	F	F	F	F
			S	S	S	S	S
	Safety Equipment	Areawide (Anch, ER)	U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E 20	E	E	E	E
			F	F	F	F	F
	Vehicles	Areawide	S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E 250	E 330	E 240	E 325	E 300
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
GO BONDS							
REV BONDS							
EQUITY			745	845	845	815	825
ST GRANTS							
FED GRANTS							
LOAN/APPRO							
PAGE TOTAL			745	845	845	815	825
Requested by MICHELLE			Date 09/19/90				

FUTURE CAPITAL PROJECTS
1992 - 1996

Utility: WASTEWATER

OCT 2 1990

Project Category	Project Title	Location	Budget by Year				
			1992	1993	1994	1995	1996
Buildings	AWWU Fuel Tank Replacement	Areawide	G	G	G	G	G
			R	R	R	R	R
			E	E	E	E 750	E 750
			F	F	F	F	F
			S	S	S	S	S
	AWWU Fuel Tank - Testing	Areawide	U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E 35	E 35	E 35	E	E
			F	F	F	F	F
	ERWWTF Warm Storage Building	Areawide	S	S	S	S	S
			U	U	U	U	U
			G	G	G 250	G	G
			R	R	R	R	R
			E	E	E	E	E
	Girdwood Warm Storage Building	Areawide	F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G 250
			R	R	R	R	R
	OM Site Upgrades	Areawide	E	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
			G 85	G 85	G 85	G 85	G 85
	Pt Woronzof Roofs - Repair and Resurface	International Apt.	R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E 100	E	E	E	E
			F	F	F	F	F
			S	S	S	S	S
			U	U	U	U	U
			G	G	G	G	G
			R	R	R	R	R
			E	E	E	E	E
			F	F	F	F	F

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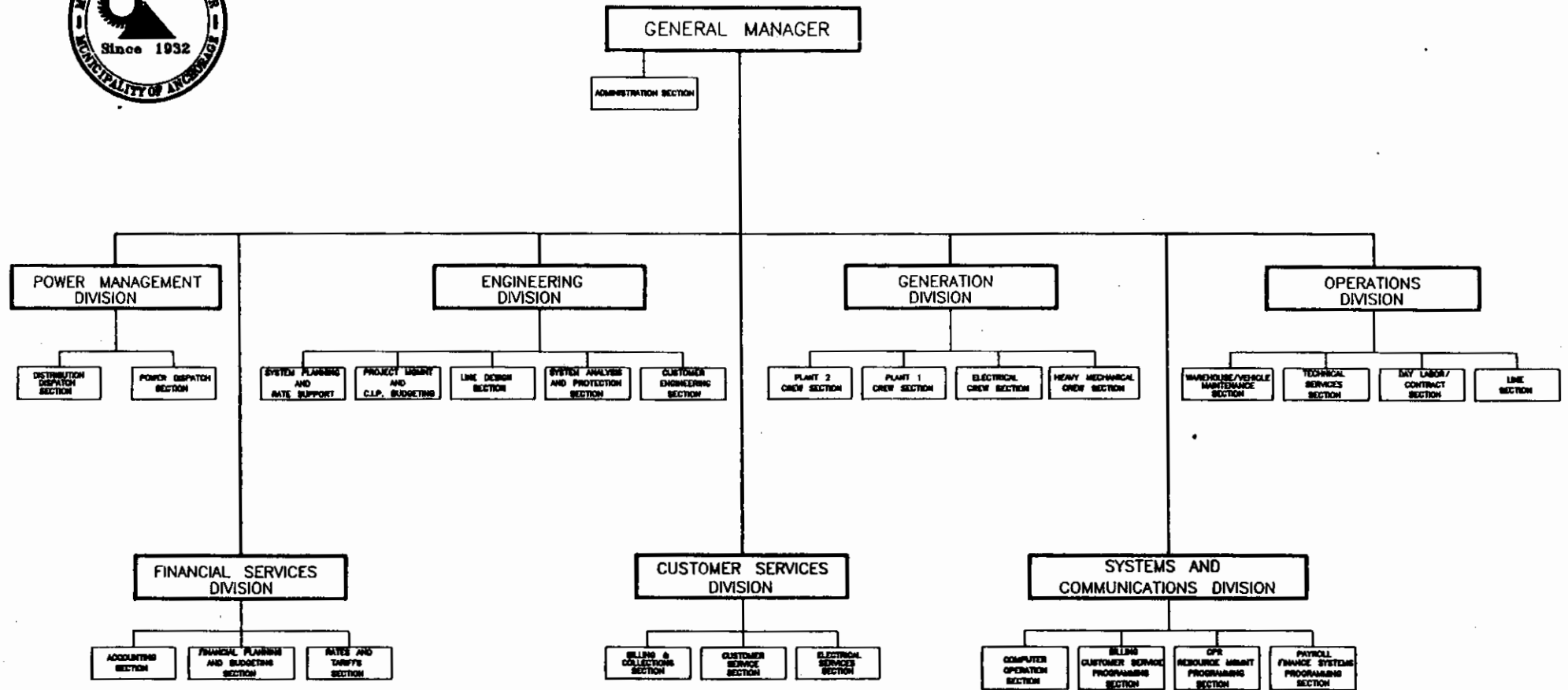
FUTURE CAPITAL PROJECTS
1992 - 1996

Utility: WASTEWATER

OCT 2 1990

Project Category	Project Title	Location	Budget by Year					
			1992	1993	1994	1995	1996	
Buildings	Pump Station Roof Repair & Painting	Areawide	G	G	G	G	G	
			R	R	R	R	R	
			E	E	E	E 15	E	
			F	F	F	F	F	
			S	S	S	S	S	
	U	U	U	U	U			
	Sewage Equipment Coating	Areawide	G	G	G	G	G	
			R	R	R	R	R	
			E 20	E 20	E 20	E 20	E 20	
			F	F	F	F	F	
			S	S	S	S	S	
	U	U	U	U	U			
	Systems Maintenance Warehouse	Areawide	G	G	G	G 1,750	G	
			R	R	R	R	R	
			E	E	E	E	E	
			F	F	F	F	F	
			S	S	S	S	S	
	U	U	U	U	U			
	GO BONDS			85	85	335	1,835	335
	REV BONDS							
	EQUITY			155	55	55	785	770
	ST GRANTS							
	FED GRANTS							
	LOAN/APPRO							
PAGE TOTAL			240	140	390	2,620	1,105	
Requested by MICHELLE			Date 09/19/90					

MUNICIPAL LIGHT AND POWER



MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division	Budget Year 1991
<p><u>MISSION</u></p> <p>Municipal Light and Power is committed to providing our customers with safe, economical and reliable electrical service on a continuing basis.</p> <p><u>GOALS</u></p> <p>The goals of Municipal Light and Power (ML&P) are to:</p> <ul style="list-style-type: none"> o Ensure ML&P's financial stability while supplying our customers' electrical energy requirements o Operate and maintain the electrical system with optimum economic efficiency o Emphasize customer assistance, and prompt and reliable service o Provide for the safety of the public and employees in the operation of the electrical system o Comply with environmental regulations o Promote economic development o Continue to identify customers with special electrical needs for life support systems o Continue programs that increase community knowledge of the electric utility and of electrical safety o Plan with regard to aesthetics, within budget constraints o Provide specialized customer service on a reimbursible basis o Promote savings by closer co-operation with other energy entities 		

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division	Budget Year 1991
<p><u>FACTORS DRIVING THE UTILITY</u></p> <ul style="list-style-type: none"> o 1991 kWh sales to increase slightly as projected by the 1989 load forecast o Environmental regulations will continue to increase utility costs o New building construction activity by consumers will be minimal for the budget period o More consumers will require specialized services o Base price of gas will remain the same; however, the gas cost adjustment may increase if the price of crude oil increases o Customer base has stabilized and will begin to show slow growth o Re-regulation under APUC will increase utility costs o Bradley Lake intertie will affect utility costs o 1991 labor costs include Administration requested reduction in costs assumed as a result of anticipated wage concessions in ongoing labor negotiations. 		

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
MUNICIPAL LIGHT & POWER	ADMINISTRATION	1991

FUNCTIONAL DESCRIPTIONGENERAL MANAGER'S OFFICE

Through the seven Divisions reporting to it, this office is responsible for administering the Municipality's energy plan. The General Manager's office oversees the Utility's planning efforts for its future needs, development of the programs to meet those needs, design of projects, construction of those projects and operates and maintains those projects and facilities essential to providing electric service to its consumers.

Administrative Section

Provides administrative support to the General Manager. Also administers the utility personnel, safety, public relations, Federal and State regulatory compliance, central records management, billing preparation and mailing programs and the utility telephone switchboard/receptionist area.

OBJECTIVES AND TASKS

- o AIR QUALITY STUDY
 - Collect air quality and meteorological information to enhance the data base for future PSD study activity
 - Model dispersion effects as required by regulatory agencies
- o SECURITY SYSTEMS FOR ALL ML&P FACILITIES
 - Electronically monitor plants and substations
 - Ongoing review and enhancement of security needs
- o CONTINUE PCB TESTING AND REMOVAL
- o CONTINUE HAZARDOUS CHEMICALS CONTROL PROGRAM
- o CONTINUE CONTAMINATED GROUND WATER REMOVAL PROGRAM
- o COMPLIANCE WITH EQUITY MANAGEMENT PLAN

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
MUNICIPAL LIGHT & POWER	ADMINISTRATION	1991

OBJECTIVES AND TASKS - CONTINUED

- o PROVIDE FOR THE SAFETY OF ML&P PERSONNEL AND THE PUBLIC
 - Training program refinements
 - Enhancements of inspection programs
- o CONTINUE EDUCATIONAL PROGRAMS ON ENERGY AND SAFETY MATTERS
 - School presentations: Electrical Safety & Safety City
- o PROMOTE COMMUNITY UNDERSTANDING OF THE UTILITY
 - Handout information for new customers
 - Educational programs for industry
 - Community Council participation
- o REFINE UTILITY-WIDE DOCUMENT MANAGEMENT AND RETRIEVAL PROGRAM
 - Policies and procedures updates
 - Technical library and archive refinements
 - Initiate computerized indexing
 - Provide internal training program
- o IMPLEMENT UPDATED EMERGENCY PREPAREDNESS PLAN
 - Continue plan tasks in 1991, with balance complete by 1992
 - Provide internal training program
 - Refine plan objectives as required

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division ENGINEERING	Budget Year 1991
<p><u>FUNCTIONAL DESCRIPTION</u></p> <p><u>ENGINEERING DIVISION</u></p> <p>The Engineering Division is primarily responsible for development of the utility transmission and distribution systems including:</p> <ul style="list-style-type: none"> o Computer based power system operational analysis o Evaluation of project alternatives, feasibility analysis o Development of required improvement projects/budgets o Development of the utility 10 year capital improvements plan o Development of three year engineer of record report o Preparation of annual construction work plans o Engineering design of capital improvement projects o Inspection and management of construction projects o Completion of as built records and system maps o Development of system protection and sectionalizing plans o Project tracking and management o Design and construction of new customer services o Investigation of customer service complaints o Investigation of system safety concerns <p>These responsibilities are managed by the following five engineering sections under the direction of the utility Chief Engineer.</p>		

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
MUNICIPAL LIGHT & POWER	ENGINEERING	1991

FUNCTIONAL DESCRIPTION - CONTINUEDProject Management and Budgeting Section

This section conducts professional services contract administration; continuing property records-field data management; work order tracking and project review; Engineering Division budgeting; and special projects. Other responsibilities include: mapping, drafting, surveying and right-of-way acquisition assistance.

System Protection and Station Design Section

The primary responsibility of this section is substation and switchyard design, including system protective relaying, metering, instrumentation and SCADA systems.

Transmission/Distribution Line Design Section

This section normally completes designs for major system improvements, relocations, undergrounding and major line extensions of the transmission and distribution systems.

Customer Engineering Section

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

System Planning and Rate Support Group

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

MUNICIPALITY OF ANCHORAGE

Utility	MUNICIPAL LIGHT & POWER	Division	ENGINEERING	Budget Year	1991
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OBJECTIVES AND TASKS

- o PROVIDE FACILITIES TO SERVE NEW AND EXISTING CUSTOMERS.
 - New service requests
 - Requests for increased service capacity
 - Investigate and remedy customer service complaints
 - Requests to modify or relocate services facilities
- o PROVIDE OR UPGRADE FACILITIES TO MAINTAIN SERVICE RELIABILITY AND SAFETY
 - Expand and improve ML&P SCADA System
 - Replace 4KV facilities with new 12KV or 35KV systems
 - Investigate and implement distribution line automation systems
 - Evaluate and improve substation reliability
 - Evaluate interconnecting distribution lines for adequate performance during emergencies
 - Conduct investigations of safety code violations and provide necessary improvements
 - Coordinate designs and practices with utility crews and the safety officer
 - Evaluate product compliances with safety codes and correct deficiencies
 - Respond to and assist our customers and the community regarding electric field health concerns
- o PROVIDE FACILITIES TO IMPROVE THE POWER SYSTEM OPERATIONAL ECONOMICS
 - Upgrade computer based systems to analyze the operational performance of the ML&P Power System
 - Upgrade SCADA systems software to provide efficient system operations and reduce energy losses
 - Conduct joint facilities planning with other railbelt utilities

MUNICIPALITY OF ANCHORAGE

Utility	MUNICIPAL LIGHT & POWER	Division	ENGINEERING	Budget Year	1991
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OBJECTIVES AND TASKS - CONTINUED

- o PROVIDE OR UPGRADE FACILITIES TO MEET COMMUNITY NEEDS
 - Provide street and area lighting systems as required
 - Underground/overhead power lines in areas targeted by the government
 - Relocate or adjust lines and facilities to accommodate public facilities and construction projects
 - Remove and dispose of hazardous or unnecessary facilities
 - Continue to improve the design of street lighting systems to improve efficiency and reduce construction costs
- o. MAINTAIN ACCURATE PLANT AS-BUILT RECORDS AND MAPS
 - Provide field survey and as-built documents
 - Continue to update facility grid maps to reflect additions or modifications to the ML&P Plant
 - Continue to transfer system maps to computer based drafting systems
- o. SUPPORT UTILITY ADMINISTRATIVE AND FINANCIAL DIVISIONS BY PROVIDING CUSTOMER LOAD RESEARCH IN SUPPORT OF COST OF SERVICE AND RATE DEVELOPMENT
- o PROVIDE ENGINEERING ASSISTANCE TO THE OPERATION AND MAINTENANCE DIVISIONS
 - Assist in design of maintenance and repair projects
 - Assist in solution of complex operational problems
 - Assist and support operating/maintenance policy
- o SECURE AND MAINTAIN EASEMENTS AND OTHER REAL PROPERTY RIGHTS FOR ML&P FACILITIES
 - Manage utility property records system
 - Specify and procure any new easements or property rights
 - Work with the administration, Urban Design Commission, and the Planning and Zoning Commission regarding placement of future utility substations

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
MUNICIPAL LIGHT & POWER	ENGINEERING	1991

OBJECTIVES AND TASKS - CONTINUED

- o SPECIFICATION AND INSPECTION OF STANDARD MATERIALS AND MATERIAL STANDARDS
- o CONTINUE TO IMPROVE THE EFFICIENCY AND PRODUCTIVITY OF THE ENGINEERING DIVISION
 - Update and improve standards and manuals
 - Support improved coordination and planning with other utilities and equivalent entities
 - Encourage and aid employee training and development
 - Continue to develop and improve combined based mapping and facilities systems
 - Continue to develop and utilize computer based engineering design systems

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division FINANCIAL SERVICES	Budget Year 1991
<p><u>FUNCTIONAL DESCRIPTION</u></p> <p><u>FINANCE DIVISION</u></p> <p>Provides full line of financial services including budget, accounting, and rates and tariffs to the General Manager and other Divisions</p> <p><u>Planning and Budget Section</u></p> <p>Responsible for financial forecasting, financial modeling, bond sale activities, yearly budget submissions, developing budgeting standards and providing analysis for the Administration, Assembly, and APUC.</p> <p><u>Rates and Tariffs Section</u></p> <p>Participates in regulatory activities such as tariff revisions, revenue requirements, cost of service and intervention on matters before the APUC.</p> <p><u>Accounting Section</u></p> <p>Responsible for the financial analysis and reporting in the manner prescribed by the Federal Energy Regulatory Commission, the Alaska Public Utilities Commission, and generally accepted accounting principles.</p>		

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division FINANCIAL SERVICES	Budget Year 1991
<p><u>OBJECTIVES AND TASKS</u></p> <ul style="list-style-type: none"> o PROVIDE ACCURATE AND TIMELY FINANCIAL AND ACCOUNTING INFORMATION <ul style="list-style-type: none"> - Review management financial reporting requirements - Revise and/or prepare reports necessary to meet requirements - Streamline in-house generated financial reports - Develop reports to convert financial data into meaningful management reports - Enhance procedures for monitoring and reporting contract status o BEGIN REVIEW OF DEPRECIATION POLICIES <ul style="list-style-type: none"> - Review data requirements for depreciation study - Review ML&P data for required information - Formulate a plan to proceed o UPGRADE/ENHANCE CONTINUING PROPERTY RECORDS <ul style="list-style-type: none"> - 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 o EDUCATE ML&P PERSONNEL ON REGULATORY ISSUES <ul style="list-style-type: none"> - Conduct training sessions on interpretation of specified tariff sections - Develop training sessions on ratemaking issues for ML&P Advisory commission o UPGRADE ELECTRONIC SPREADSHEETS TO EVALUATE REGULATORY FINANCIAL POSITION <ul style="list-style-type: none"> - Enhance cost of service allocation model and update cost of service study - Modify standardized formats to facilitate current and updated revenue requirement studies to reflect ratemaking change in methodology o PROVIDE TIMELY RESPONSE TO REGULATORY DECISIONS <ul style="list-style-type: none"> - 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 		

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division FINANCIAL SERVICES	Budget Year 1991
<p><u>OBJECTIVES AND TASKS - CONTINUED</u></p> <ul style="list-style-type: none"> o PRODUCE TIMELY BUSINESS PLANS AND BUDGETS <ul style="list-style-type: none"> - Define 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 during the first and second quarters - Produce the annual business plan, operating and capital budgets during the second and third quarters - Prepare management presentation packages on the budget during the third quarter - Develop and implement long-range financial forecasts and reports - Prepare annual analysis of Equity Management Plan o ADVISE MANAGEMENT ON FINANCIAL ALTERNATIVES FACING THE UTILITY <ul style="list-style-type: none"> - 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 - Implement approved controls to the financial plan - Provide guidelines to management on attaining Equity Management Plan objectives - Provide variance analysis - Bond and Refunding monitoring o PROVIDE OPERATING AND CAPITAL BUDGET ANALYSIS <ul style="list-style-type: none"> - 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 		

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division CUSTOMER SERVICES	Budget Year 1991
<p><u>FUNCTIONAL DESCRIPTION</u></p> <p><u>CUSTOMER SERVICE DIVISION</u></p> <p>Provides full line of customer services for electric customers within our service area, for the General Manager and other divisions.</p> <p><u>Customer Services Section</u></p> <p>Responsible for customer contact to establish, maintain, and terminate electrical service, including telephone orders, mail orders, personal contact, connects, disconnects, cash receipts and customer record maintenance.</p> <p><u>Billing Section</u></p> <p>Responsible for the timely scheduling and accurate billing of customer accounts, and data entry and verification of service orders.</p> <p><u>Credit and Collections Section</u></p> <p>Responsible for the handling of the credit and collections activity in accordance with our tariff, Alaska Statutes, and Fair Credit practices.</p> <p><u>Meter Services Section</u></p> <p>Responsible for meter connects, disconnects and accurate and timely meter reading.</p>		

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division CUSTOMER SERVICES	Budget Year 1991
<p><u>OBJECTIVES AND TASKS</u></p> <ul style="list-style-type: none"> o BILLING, COLLECTION AND CUSTOMER SERVICES <ul style="list-style-type: none"> - Promote excellent public relations - Refine the billing function for producing accurate and timely bills - Analyze customer records for billing accuracy - Analyze document retention schedules - Maintain high collections indices while providing excellent customer services o METER SERVICES <ul style="list-style-type: none"> - Identify and initiate the replacement of failing meters and equipment - Restructure meter reading for efficiency - Study and evaluate new technologies and alternatives for metered service o PROCEDURAL IMPROVEMENTS <ul style="list-style-type: none"> - Review and improve security requirements - Develop job standards requirements - Enhance the employee development program - Review policies, procedures and tariffs for compliance and possible improvements 		

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division GENERATION	Budget Year 1991
<p><u>FUNCTIONAL DESCRIPTION</u></p> <p><u>GENERATION DIVISION</u></p> <p>Responsible for the planning, engineering, operation, maintenance, and installation of equipment used in conjunction with the Utility's power production.</p> <p><u>Plant #1 Crew Section</u></p> <p>Operates and maintains power production equipment and facilities on a 24-hour basis and refurbishment of turbine parts</p> <p><u>Plant #2 Crew Section</u></p> <p>Operates and maintains power production equipment and facilities on a 24-hour basis</p> <p><u>Electrical Crew Section</u></p> <p>Engineers, installs and maintains the Generation Division control systems, and production plant electrical services</p> <p><u>Heavy Mechanical Crew Section</u></p> <p>Performs overhauls and major maintenance of the Generation Division power production equipment, and new construction</p>		

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division GENERATION	Budget Year 1991
<p>OBJECTIVES AND TASKS</p> <ul style="list-style-type: none"> o CONTINUE AN ACTIVE MAINTENANCE PROGRAM TO OBTAIN THE BEST RELIABILITY AND EFFICIENCY OF POWER PRODUCTION EQUIPMENT <ul style="list-style-type: none"> - 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 federal government) o PROMOTE RELIABILITY, AVAILABILITY AND EFFICIENCY WITH POWER PRODUCTION EQUIPMENT IMPROVEMENTS <ul style="list-style-type: none"> - Improve predictive/preventative maintenance capability - Improve on power production equipment documentation processing procedures - Provide black start capability at Plant II - Improve air filtration and anti-ice capability 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 and fire protection standards - Improve turbine-generator controls and automated data gathering - Improve SCADA equipment - Improve communication interface between facilities - Improve emission levels as reliable technology is available - Enhance part/maintenance system o IMPROVE STAFF EFFICIENCY <ul style="list-style-type: none"> - Improve quality assurance - Improve technical training of staff o SECURE RELIABLE FUEL SUPPLIES <ul style="list-style-type: none"> - Continue with the emergency fuel supply improvements as required - Investigate gas storage alternatives - Investigate alternate energy/fuel sources 		

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division OPERATIONS	Budget Year 1991
<p><u>FUNCTIONAL DESCRIPTION</u></p> <p><u>OPERATIONS DIVISION</u></p> <p>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.</p> <p><u>Line Section</u></p> <p>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.</p> <p><u>Contract Section</u></p> <p>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.</p> <p><u>Technical Services Section</u></p> <p>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.</p> <p><u>Warehouse/Vehicle Maintenance Section</u></p> <p>Provides the storage and issuance of construction and maintenance utility material. Provides the maintenance and repair of all utility department vehicles.</p>		

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division OPERATIONS	Budget Year 1991
<p><u>OBJECTIVES AND TASKS</u></p> <ul style="list-style-type: none"> o IMPROVE RELIABILITY AND REDUCE SERVICE INTERRUPTIONS THROUGH ONGOING INSPECTION AND PREVENTIVE MAINTENANCE PROGRAMS <ul style="list-style-type: none"> - Maintain the pilot wire system - Annually inspect and maintain the CBD vault-duct system - Annual tree trimming - 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 o PROVIDE RELIABLE FLEET SERVICE, AND VEHICLE MAINTENANCE <ul style="list-style-type: none"> - Perform annual IM Inspections on all vehicles - Continue annual vehicle safety inspections - Continue to provide reliable vehicles, which minimize costly down time o PROVIDE IMPROVED STREET LIGHTING <ul style="list-style-type: none"> - Continue the upgrade of older street lighting systems o PROVIDE EFFICIENT SYSTEM CONSTRUCTION <ul style="list-style-type: none"> - Refine Comprehensive Construction and Scheduling Program - Annually monitor and evaluate: <ul style="list-style-type: none"> - Unit Price Contract - Expedite Bid Program - Provide effective reliable construction feedback and tracking system 		

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division OPERATIONS	Budget Year 1991
<p><u>OBJECTIVES AND TASKS - CONTINUED</u></p> <ul style="list-style-type: none">o PROVIDE EFFECTIVE SYSTEM COMMUNICATIONS<ul style="list-style-type: none">- 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 utilitieso PROVIDE COST EFFECTIVE FACILITY MAINTENANCE UTILITY WIDE<ul style="list-style-type: none">- Annually inspect facility heating and cooling system- Improve efficiency of facility contracts- Continued building maintenance		

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
MUNICIPAL LIGHT & POWER	POWER MANAGEMENT	1991

FUNCTIONAL DESCRIPTION

POWER MANAGEMENT DIVISION

Manage and execute economic dispatch and control of ML&P generation, scheduling and control of electrical interchanges with other utilities, control and switching of the transmission and distribution facilities

Power Dispatch Section

Schedule and control generation and power interchanges, control and switch transmission and distribution facilities

Distribution Section

Control and switch sub-transmission and distribution facilities

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division POWER MANAGEMENT	Budget Year 1991
<p><u>OBJECTIVES AND TASKS</u></p> <ul style="list-style-type: none"> o OPERATE CONTINUOUS LINE AND GENERATION DISPATCH CENTER <ul style="list-style-type: none"> - 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 (Will require addition of one dispatcher) o ACT AS SOUTHERN AREA CONTROLLER FOR ALASKA INTERTIE <ul style="list-style-type: none"> - 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 o IMPLEMENT BENEFICIAL WHOLESALE POWER TRANSACTIONS <ul style="list-style-type: none"> - Negotiate power sales and interchange agreements with other utilities - Computerize accounting and billing of wholesale power transactions - Negotiate and schedule spot economy energy sales o IMPROVE DISPATCHER PROFICIENCY <ul style="list-style-type: none"> - Conduct familiarization visits to other dispatch centers - Utilize UAF and GVEA facilities for outage simulation training - Develop dynamic simulator - Start program to send all dispatchers to formal schooling on system operation o PLAN FOR AND INSTALL INTEGRATED ENERGY MANAGEMENT SYSTEM (EMS) <ul style="list-style-type: none"> - Replace existing SCADA controller with EMS system - Integrate EMS system with existing Automatic Generation Control (AGC) system 		

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
MUNICIPAL LIGHT & POWER	SYSTEMS AND COMMUNICATIONS	1991

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.

Pre-Payroll and Financial Systems Programming Section

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

MUNICIPALITY OF ANCHORAGE

Utility	MUNICIPAL LIGHT & POWER	Division SYSTEMS AND COMMUNICATIONS	Budget Year 1991
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OBJECTIVES AND TASKS

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

Utility	Division						Budget Year 1991
MUNICIPAL LIGHT & POWER							
<u>WORKFORCE PROJECTIONS</u>							
<u>DIVISIONS</u>	1990	1991	1992	1993	1994	1995	1996
ADMINISTRATION	13	13	13	13	13	13	14
SYSTEMS & COMMUNICATIONS	14	14	15	15	16	16	16
PRODUCTION (GENERATION)	43	44	45	46	46	47	47
CUSTOMER SERVICE	38	38	38	38	38	39	39
FINANCIAL SERVICES	18	20	19	19	20	20	20
POWER MANAGEMENT	10	10	11	11	11	11	12
OPERATIONS	44	44	45	46	46	46	47
ENGINEERING	<u>23</u>	<u>24</u>	<u>24</u>	<u>24</u>	<u>24</u>	<u>25</u>	<u>25</u>
SUB-TOTAL	<u>203</u>	<u>207</u>	<u>210</u>	<u>212</u>	<u>214</u>	<u>217</u>	<u>220</u>
NECA/SUMMER TEMPS	<u>25</u>	<u>25</u>	<u>25</u>	<u>25</u>	<u>25</u>	<u>25</u>	<u>25</u>
TOTAL	<u>228</u>	<u>232</u>	<u>235</u>	<u>237</u>	<u>239</u>	<u>242</u>	<u>245</u>

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division	Budget Year 1991
<p><u>PLANNING ASSUMPTIONS</u></p> <p>The following assumptions have been used in developing ML&P's 1991 - 1996 long-range plans. They have been developed from the best data available at this time.</p> <ul style="list-style-type: none"> o kWh sales will increase slightly in 1991. o Intra-governmental charges to utility will decrease slightly in 1991. o Expenses excluding labor and fuel will be increased by a 4.5% inflation factor in 1991; labor costs have no inflation factor. o ML&P's interest income will be based on 7.5% short-term. o Revenue requirement calculations will be made using the most current financial and load forecasting information available. The objective of the Utility is to increase equity to 30% over the next 10 years. o Cost for maintenance and system improvements will increase as net plant gets older. o ML&P will be regulated by the APUC during 1991. o MUSA payments exclude the 1.25% of gross revenues as required by the APUC. o Implementation of Economic Dispatch will require increase in operating budget. o A review of depreciation methodology will be made with emphasis on the age of plant and estimated service life for depreciation. o The 1.25% (\$830,088) portion of MUSA for 1989 was returned to ML&P in June of 1990. For purposes of this budget it is being treated as an unusual item below the line. o Revenues and expenses have been adjusted to reflect addition of Bradley Lake power in September 1991. o Base rate increase filed with the APUC in July of 1990 is assumed in revenue calculations for 1991. 		

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division	Budget Year 1991
RECONCILIATION FROM 1990 PRO-FORMA TO 1991 BUDGET		
1990 PRO-FORMA BUDGET	<u>COST</u> \$70,425,000	<u>POSITIONS</u>
<u>RECONCILIATION</u>		
1. Personnel and benefits cost	\$ (370,000)	4 Perm.
2. Professional services primarily due to mitigation of environmental liabilities	210,000	
3. Travel	-0-	
4. Depreciation/Amortization increase	165,000	
5. Net of Interest expense and amortization costs reduced because of interest method of accounting	(140,000)	
6. MUSA - reduction in net plant	(100,000)	
7. IGC's	(85,000)	
8. Fuel	(700,000)	
9. Purchased Power - Bradley Lake Transmission estimated to begin 9/1/91	1,050,000	
10. All other expenses have increased slightly due to inflation and cost to maintain ageing plant.	3,000	
11. AEDC funding per Assembly Ordinance # 90-145	<u>27,300</u> \$ 60,300	
<u>1991 PROPOSED BUDGET</u>	\$ 70,485,300	

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division	Budget Year 1991
RECONCILIATION FROM 1990 APPROVED BUDGET TO 1990 PRO-FORMA BUDGET		
1990 APPROVED BUDGET		\$73,182,000
1. Personnel and benefits cost		\$ (170,000)
2. Professional Services		(70,000)
3. Depreciation		(455,000)
4. MUSA		(1,093,000)
5. IGC's		(96,000)
6. Purchased Power		150,000
7. Fuel		343,000
8. Other		<u>(1,366,000)</u>
TOTAL CHANGES		\$(2,757,000)
1990 Pro-Forma		\$70,425,000

MUNICIPALITY OF ANCHORAGE

Utility	MUNICIPAL LIGHT & POWER					Division	Budget Year 1991
STATISTICAL AND PERFORMANCE TRENDS							
	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	
Average Number of Customers	29,957	29,786	29,181	29,019	29,276	29,532	
Retail Sales (MWH)	817,214	789,231	756,978	774,719	772,389	775,724	
Resale (MWH)	170,095	176,476	62,770	83,586	60,000	55,000	
Total Sales (MWH)	987,309	965,707	819,748	858,305	832,389	830,724	
Total Operating Expenses	\$ 51,156	\$ 49,418	\$ 49,998	\$ 52,926	\$ 53,685	\$ 53,995	
Operating Expense per Retail Kilowatt Hour	6.3	6.3	6.6	6.8	6.9	7.0	
% Change	14.5%	0%	4.8%	3.0%	1.5%	1.4%	
Total Expense per Customer	\$ 2,255	\$ 2,255	\$ 2,322	\$ 2,439	\$ 2,406	\$ 2,387	
% Change	13.6%	0%	3.0%	5.0%	(1.4%)	(.08%)	
Number of Employees (Budgeted Positions)*	213	203	194	198	203	207	
Customers per Employee	142	147	151	146	144	143	
Electric Plant in Service (000)	\$155,820	\$154,311	\$150,092	\$147,444	\$145,000	\$145,000	
Electric Plant per Customer	\$ 5,140	\$ 5,182	\$ 5,143	\$ 5,081	\$ 4,953	\$ 4,910	
*Does not Include Temporary Employees							

MUNICIPALITY OF ANCHORAGE

Utility MUNICIPAL LIGHT & POWER	Division	Budget Year 1991
<u>RATIO</u>	<u>1986</u> <u>1987</u> <u>1988</u> <u>1989</u> <u>1990</u> <u>1991</u>	
Current Ratio	2.8/1 3.0/1 4.2/1 2.0/1 5.1/1 4.3/1	
Long Term Debt/Gross Plant	98.7/1 94.7/1 89.9/1 86.2/1 82.2/1 80.7/1	
Debt/Equity Ratio	93.0/7 92.0/8 86.1/13.9 84.3/15.7 83.4/16.6 82.8/17.2	
Operating Ratio controllable Cost	65.1/1 63.5/1 61.4/1 63.2/1 63.8/1 63.1/1	
<u>OPERATING STATEMENT</u>		
Rate of Return on Equity (Regulatory)	7.9 % 8.0 % 9.7 % 9.9 % 9.5 % 9.8 %	
Bond Debt Coverage (1.35 Bond Covenant Requirement)	1.47 1.41 1.57 1.68 1.58 1.68	
Operating Margin	19.9 % 19.8 % 22.1 % 20.8 % 20.1 % 20.8 %	
Net Profit Margin (Regulatory)	(1.6)% (2.6)% 1.8 % 2.1 % 1.5 % 2.1 %	

MUNICIPALITY OF ANCHORAGE

Utility		Division				Budget Year
MUNICIPAL LIGHT & POWER						1991
		<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>
<u>Growth Factors</u>						
Billings		29,532	29,663	30,417	31,329	32,183
kWh Sales Retail (MWH)		775,724	781,392	790,479	801,084	809,856
kWh Sales for Resale (MWH)		55,000	50,000	50,000	50,000	50,000
Bond Sales (000)		-0-	-0-	-0-	-0-	-0-
<u>Personnel Increases</u>						
Management		0	0	0	0	0
Systems & Communication		0	1	0	1	0
Production		1	0	1	0	1
Customer Service		0	0	0	0	1
Financial Services		2	0	0	1	0
Power Management		0	1	0	0	0
Operations		0	1	1	0	0
Engineering		<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
Total		4	3	2	2	3
REVENUE (000)		\$71,375.0	\$76,500	\$81,000	\$85,500	\$87,400
EXPENSE (000)		<u>70,485.3</u>	<u>74,500</u>	<u>77,250</u>	<u>80,100</u>	<u>83,000</u>
NET INCOME (000)		889.7	2,000	3,750	5,400	4,400
Possible Rate Increases		.91	6.3	5.5	4.4	1.0
Debt Service Coverage		1.68	1.73	1.87	1.99	1.95
Equity		82.8/17.2	81.8/18.2	80.0/20.0	77.7/22.3	75.6/24.4

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
MUNICIPAL LIGHT & POWER		1991

1991 BUDGET IMPACTSOPERATING

There are no major impacts in ML&P's 1991 operating budget. ML&P assumes a slight increase in retail kWh sales in accordance with the 1990 load forecast projection prepared by CH2M Hill in 1988 and updated in 1989. Expense increases result primarily from inflation, regulatory requirements, and increased maintenance cost on the plant. It was assumed that Enstar gas prices will not increase during the next year.

CAPITAL

ML&P's Capital Budget for 1991 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 will 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.

Utility	Division		Budget Year
MUNICIPAL LIGHT & POWER			1991
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro-Forma	Year: 1991 Budget
<u>STATEMENT OF REVENUE AND EXPENSES</u>			
<u>OPERATING REVENUES</u>			
4400-Residential Sales	\$14,510,308	\$14,000,000	\$14,350,000
4420-Commercial & Industrial	50,734,741	49,200,000	49,900,000
4440-Public Highway & Street Lighting	1,228,136	1,230,000	1,250,000
4450-Public Authority	44,310	25,000	25,000
4570-Sales for Resale	3,098,124	1,715,000	1,550,000
4491-COPA Contra Account	(3,229,278)	-	-
4510-Misc. Service Revenue	175,749	150,000	150,000
4540-Rent from Electric Property	104,878	60,000	50,000
4560-Miscellaneous Revenue	<u>191,755</u>	<u>200,000</u>	<u>250,000</u>
Total Operating Revenue	<u>\$66,858,723</u>	<u>\$66,580,000</u>	<u>\$67,525,000</u>
<u>OPERATING EXPENSE</u>			
Production Expense	\$27,797,452	\$27,835,000	\$28,370,000
Transmission Expense	277,907	280,000	342,000
Distribution Expense	5,005,661	5,245,000	4,890,000
Customer Account Expense	3,014,404	3,250,000	2,908,000
Customer Service & Information	95,919	125,000	100,000
Administrative & General Expense	3,318,739	3,765,000	4,070,000
9403-Depreciation	9,795,931	10,300,000	10,500,000
9404-Depreciation Contributed Plant	447,205	465,000	495,000
9405-Amort. Intangible Plant	307,778	308,000	308,000
9406-Amort. Plant Acquisition	111,184	112,000	112,000
9408-Municipal Utility Service Assmt.	<u>2,754,236*</u>	<u>2,000,000</u>	<u>1,900,000</u>
Total Operating Expense	<u>\$52,926,416</u>	<u>\$53,685,000</u>	<u>\$53,995,000</u>
Operating Income	\$13,932,307	\$12,895,000	\$13,530,000
* Includes 1.25% of gross revenues which was rebated by the Municipality in June 1990 to comply with APUC Order U-89-60			

Utility	Division	Budget Year	
MUNICIPAL LIGHT & POWER		1991	
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro-Forma	Year: 1991 Budget
<u>NON-OPERATING REVENUE</u>			
4191-Interest From Operating Reserve	\$ 446,092	\$ 500,000	\$ 415,000
4192-Interest From Bond Redemption Cash	1,739,565	1,590,000	1,600,000
4193-Interest From General Cash Pool	1,910,096	1,750,000	1,330,000
4194-Interest From Debt Service Account	685,103	475,000	445,000
4210-Misc. Non-Operating Revenue	73,066	60,000	60,000
Total Non-Operating Revenue	\$ 4,853,922	\$ 4,375,000	\$ 3,850,000
<u>NON-OPERATING EXPENSE</u>			
9426 Community	\$ 81,971	\$ 100,000	\$ 97,300
9427-Interest on Bonded Debt	15,790,209	13,720,000	13,500,000
9428-Amortization of Bond Discount	433,444	355,000	355,000
9429-Amortization of Bond Sale Cost & Ins.	283,900	315,000	308,000
9430-Amort. Loss on Refunded Debt	1,307,703	2,380,000	2,320,000
9431-Other Interest Expense	60,028	20,000	60,000
9320-Interest During Construction	(104,155)	(150,000)	(150,000)
Total Non-Operating Expense	\$ 17,853,100	\$ 16,740,000	\$ 16,490,300
Non-Operating Income (Loss)	\$ (12,999,178)	\$ (12,365,000)	\$ (12,640,300)
Net Income (Loss)	\$ 933,129	\$ 530,000	\$ 889,700
Add: Depreciation of Contributed Plant	447,205	465,000	495,000
Net Income (Regulatory)	\$ 1,380,334	\$ 995,000	\$ 1,384,700
Less: Depreciation of Contributed Plant	(447,205)	(530,000)	(495,000)
Add: Restricted Interest Income	704,384	240,000	-
Net Income Governmental Financial Reporting	\$ 1,637,513*	\$ 770,000**	\$ 889,700
* Does Not Include Extraordinary Gain of \$2,053,997 in 1989			
** Does Not Include Unusual Item of \$830,088 in 1990 (Return of 1.25% gross receipts portion of MUSA)			

Utility	Division		Budget Year
MUNICIPAL LIGHT & POWER			1991
Municipality of Anchorage Financial Data			
Line Item Description	Year: <u>1989</u> Actual	Year: <u>1990</u> Pro-Forma	Year: <u>1991</u> Budget
<u>STATEMENT OF SOURCES AND USES OF CASH</u>			
Sources of Cash Funds			
Net Income	\$ 1,637,513	\$ 770,000	\$ 889,700
Unusual Item	2,053,997	830,000	-
Depreciation	10,243,136	10,300,000	10,500,000
Amortized Bond Discount	2,407,128	355,000	355,000
Amortization & Acquisition Adjustments	418,962	420,000	420,000
Net (Increase) Decrease in Current Assets	1,500,147	-	-
Net Increase (Decrease) in Current Liabilities	2,229,692	-	-
Amortization on Refunded Debt	1,307,703	2,380,000	2,320,000
Contributions	<u>413,151</u>	<u>500,000</u>	<u>500,000</u>
TOTAL SOURCES	\$22,211,429	\$ 15,555,000	\$ 14,984,700
Uses of Cash Funds			
Additions to Plant	\$ 8,014,370	\$ 8,500,000	\$ 10,500,000
Bradley Lake Transmission Line	-	1,500,000	2,500,000
Debt Retirement Long Term	8,530,000	4,330,000	3,680,000
Retire Other Debt	1,119	-	-
Increase in Prepaids & Deferreds	<u>15,197,524</u>	<u>-</u>	<u>-</u>
TOTAL USES	\$31,743,013	\$ 14,330,000	\$ 16,680,000
Net Increase (Decrease) In Cash Funds	\$(9,531,584)	\$ 1,225,000	\$ (1,695,300)
Cash Balance Jan. 1	\$24,400,348	\$ 14,868,764	\$ 16,093,764
Cash Balance Dec. 31	\$14,868,764	\$ 16,093,764	\$ 14,398,464
Detail of Cash Balance			
Equity In General Cash Pool	\$14,868,764	\$ 16,093,764	\$ 14,398,464*
* Does not reflect restricted bond reserve funds which must be maintained until bonds are paid off			

Utility	Division		Budget Year
MUNICIPAL LIGHT & POWER			1991
Municipality of Anchorage Financial Data			
Line Item Description	Year: <u>1989</u> Actual	Year: <u>1990</u> Pro-Forma	Year: <u>1991</u> Budget
<u>NET PROFIT MARGIN</u>			
Net Income Governmental Reporting	\$ 1,637,513	\$ 770,000	\$ 889,700
Operating Revenues	\$66,858,723	\$66,580,000	\$67,525,000
Net Profit Margin Governmental Reporting	2.4	1.2	1.3

Utility	Division	Budget Year	
MUNICIPAL LIGHT & POWER		1991	
Municipality of Anchorage Financial Data			
Line Item Description	Year: <u>1989</u> Actual	Year: <u>1990</u> Pro-Forma	Year: <u>1991</u> Budget
<u>DEBT SERVICE COVERAGE</u>			
Income Available for Debt Service Coverage	\$29,448,327	\$28,455,000	\$28,795,000
Debt Service Requirement	\$17,500,209	\$18,045,949	\$17,159,395
Debt Coverage	1.68	1.58	1.68

Utility	Division				Budget Year
MUNICIPAL LIGHT & POWER	FINANCE				1991
OPERATING BUDGET					
EXPENSE ITEMS	1987	1988	1989	1990	1991
Personnel Costs	\$ 8,543,171	\$ 8,293,400	\$ 8,565,924	\$ 8,500,000	\$ 8,380,000
Benefit Costs	4,322,844	4,243,609	4,211,495	4,300,000	4,050,000
Professional Services	385,537	157,363	326,399	480,000	690,000
Travel	69,700	51,600	58,195	67,000	67,000
Depreciation & Amortization	10,279,007	10,524,675	12,687,145	14,235,000	14,400,000
Interest	17,734,000	17,836,690	15,850,237	13,740,000	13,600,000
MUSA	1,479,748	1,787,686	2,754,236*	2,000,000	1,900,000
Sub Total	<u>\$42,814,007</u>	<u>\$42,895,023</u>	<u>\$44,453,631</u>	<u>\$43,322,000</u>	<u>\$43,087,000</u>
Intergovernmental Charges					
Finance Department	\$ 507,883	\$ 609,100	\$ 627,531	\$ 625,000	\$ 605,000
Information Systems Department	149,158	19,366	15,980	20,000	50,000
Enterprise Activities	189,908	22,682	78,711	95,000	100,000
Public Utilities Customer Service	48,072	-0-	-0-	-0-	-0-
Public Utilities Credit and Collections	-0-	-0-	-0-	-0-	-0-
Human Resources Department	159,922	145,474	128,482	245,000	205,000
Self Insurance	735,812	395,691	385,339	275,000	215,000
Other Intergovernmental Charges	272,645	224,337	229,687	220,000	220,000
Sub Total IGC	<u>\$ 2,063,400</u>	<u>\$ 1,416,650</u>	<u>\$ 1,465,730</u>	<u>\$ 1,480,000</u>	<u>\$ 1,395,000</u>
Purchased Power	\$ 1,570,996	\$ 1,737,170	\$ 1,696,491	\$ 1,700,000	\$ 2,750,000
Fuel	18,331,955	20,177,633	21,319,858	22,200,000	21,500,000
Other Expenses(materials, supplies)	2,371,859	1,656,437	1,946,959	1,873,000	1,903,300
Interest During Construction		<u>(115,800)</u>	<u>(104,155)</u>	<u>(150,000)</u>	<u>(150,000)</u>
TOTAL EXPENSES	<u>\$67,152,217</u>	<u>\$67,767,113</u>	<u>\$70,778,514</u>	<u>\$70,425,000</u>	<u>\$70,485,300</u>

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

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

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
MUNICIPAL LIGHT & POWER		1991

1991 CAPITAL IMPROVEMENT BUDGET FINANGIAL SUMMARY						
PROJECT TITLE	TOTAL PROJECT COST 1991	REVENUE BONDS	G. O. BONDS	OPERATIONS	STATE GRANTS	FEDERAL GRANTS
Production	6,390	0	0	6,390	0	0
Transmission	217	0	0	217	0	0
Distribution	4,307	0	0	4,307	0	0
General Plant	<u>3,260</u>	<u>0</u>	<u>0</u>	<u>3,260</u>	<u>0</u>	<u>0</u>
TOTAL (000)	14,174	0	0	14,174	0	0

Utility <u>MUNICIPAL LIGHT & POWER</u>		BUDGET YEAR PROJECTS				Budget Year 1991
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-	180	-0-	180
	Boilers	Plant 1 & 2	-0-	112	-0-	112
Other Production	Structures and Improvements	Plant 1 & 2	-0-	1,755	-0-	1,755
	Fuel Handling and Storage	Plant 1 & 2	-0-	75	-0-	75
	Turbines and Generators	Plant 1 & 2	-0-	3,508	-0-	3,508
	Control Equipment	Plant 1 & 2	-0-	735	-0-	735
	Misc. Equipment	Plant 1 & 2	-0-	25	-0-	25
	Heated Pipeline To Ft. Richardson	Plant 2			1,700	1,700
Prepared by _____ Date _____ Total			-0- G -0- R	6,390	-0- F -0- S	6,390

BUDGET YEAR PROJECTS						Budget Year 1991
Utility <u>MUNICIPAL LIGHT & POWER</u>						
Project Category	Project Title	Location	Funding			
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F-Federal S-State	Total
Transmission	Stations	Throughout System	-0-	162	-0-	162
	Lines	Throughout System	-0-	55	-0-	55
Prepared by _____ Date _____ Total			-0- G -0- R	217	-0- F -0- S	217

BUDGET YEAR PROJECTS						Budget Year 1991
Utility <u>MUNICIPAL LIGHT & POWER</u>						
Project Category	Project Title	Location	Funding			
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F-Federal S-State	Total
Distribution	Land & Land Rights	-	-0-	80		80
	Station Equipment	Substations	-0-	995	-0-	995
	Overhead Lines	Throughout System	-0-	210	-0-	210
	Overhead Duplicate Lines	Throughout System	-0-	165	-0-	165
	Underground Lines	Throughout System	-0-	1,180	-0-	1,180
	Conversions	Throughout System	-0-	802	-0-	802
	Transformers/ Capacitors	Throughout System	-0-	200	-0-	200
	Meters/Services	Throughout System	-0-	565	-0-	565
	Street Lighting	Throughout System	-0-	110	-0-	110
Prepared by _____ Date _____ Total			-0- G -0- R		-0- F -0- S	
				4,307		4,307

Utility <u>MUNICIPAL LIGHT & POWER</u>		BUDGET YEAR PROJECTS				Budget Year 1991
Project Category	Project Title	Location	Funding			
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F-Federal S-State	Total
General Plant	Structures and Improvements	Plant 1 & 2 Operations & Headquarters	-0-	772	-0-	772
	Stores/Tools/ Garage/Lab	Plant 1 & 2 Operations & Headquarters	-0-	1,355	-0-	1,355
	Furniture	Plant 1 & 2 Operations & Headquarters	-0-	63	-0-	63
	Communications	Plant 1 & 2 Operations & Headquarters	-0-	715	-0-	715
	Transportation	Plant 1 & 2 Operations & Headquarters	-0-	355	-0-	355
Prepared by _____ Date _____ Total			-0- G -0- R	3,260	-0- F -0- S	3,260

MUNICIPALITY OF ANCHORAGE

Utility	MUNICIPAL LIGHT & POWER					Division	Budget Year 1991		
CIP/CIP 1992-1996									
<u>PROJECT TITLE</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>OPERATIONS</u>	<u>STATE GRANTS</u>	<u>FEDERAL GRANTS</u>	<u>TOTAL</u>
Production	6,339	5,532	4,575	4,430	4,835	25,711	-0-	-0-	25,711
Transmission	370	400	440	470	500	2,180	-0-	-0-	2,180
Distribution	5,820	6,841	7,515	6,715	6,685	33,576	-0-	-0-	33,576
General Plant	<u>3,690</u>	<u>2,871</u>	<u>2,762</u>	<u>2,843</u>	<u>2,774</u>	<u>14,940</u>	<u>-0-</u>	<u>-0-</u>	<u>14,940</u>
Total (000)	16,219	15,644	15,292	14,458	14,794	76,407	-0-	-0-	76,407
<u>SOURCE OF FUNDING:</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>				<u>TOTAL</u>
Revenue Bonds	-0-	-0-	-0-	-0-	-0-				-0-
Operations	16,219	15,644	15,292	14,458	14,794				76,407
Total (000)	16,219	15,644	15,292	14,458	14,794				76,407

Utility <u>MUNICIPAL LIGHT & POWER</u>		FUTURE CAPITAL PROJECTS					Budget Year 1991	
Project Category	Project Title	Location	BUDGET BY YEAR					
			1992	1993	1994	1995	1996	
Steam Production	Structures and Improvements	Plant 1 & 2	192	100	200	150	150	
	Boilers	Plant 1 & 2	70	80	-0-	50	50	
Other Production	Structures and Improvements	Plant 1 & 2	1,950	1,040	850	255	220	
	Fuel Handling & Storage	Plant 1 & 2	350	625	250	625	625	
	Turbines & Generators	Plant 1 & 2	2,715	2,975	2,675	2,865	3,315	
	Control Equipment	Plant 1 & 2	1,037	687	570	460	440	
	Miscellaneous	Plant 1 & 2	25	25	30	25	35	
Source of Funding:			G.O. Bonds					
			Revenue Bonds					
			Operations	6,339	5,532	4,575	4,430	4,835
			State Grants					
			Federal Grants					
Prepared by _____ Date _____			Total	6,339	5,532	4,575	4,430	4,835

MUNICIPALITY OF ANCHORAGE

FUTURE CAPITAL PROJECTS			Budget Year 1991					
Utility <u>MUNICIPAL LIGHT & POWER</u>								
Project Category	Project Title	Location	BUDGET BY YEAR					
			1992	1993	1994	1995	1996	
Transmission	Land & Land Rights	Throughout System	50	50	60	60	60	
	Stations	Throughout System	100	100	100	100	100	
	Lines	Throughout System	220	250	280	310	340	
Source of Funding:			G.O. Bonds					
			Revenue Bonds					
			Operations	370	400	440	470	500
			State Grants					
			Federal Grants					
			Total	370	400	440	470	500
Prepared by _____ Date _____								

MUNICIPALITY OF ANCHORAGE

MUNICIPAL LIGHT & POWER		FUTURE CAPITAL PROJECTS					Budget Year 1991	
Utility _____								
Project Category	Project Title	Location	BUDGET BY YEAR					
			1992	1993	1994	1995	1996	
Distribution	Land & Land Rights	Throughout System	85	85	390	390	100	
	Stations	Substations	1,100	1,050	1,150	1,150	1,150	
	Overhead Lines	Throughout System	310	620	700	730	810	
	Overhead Duplicate Lines	Throughout System	50	161	200	-0-	-0-	
	Underground Lines	Throughout System	2,625	2,260	2,210	1,610	1,730	
	Conversions	CBD	650	1,000	1,100	1,150	1,200	
	Transformers/ Capacitors	Throughout System	210	210	220	220	220	
	Meters/Services	Throughout System	540	1,235	1,240	1,245	1,245	
	Street Lighting	Throughout System	250	220	305	220	230	
Source of Funding:			G.O. Bonds					
			Revenue Bonds					
			Operations	5,820	6,841	7,515	6,715	6,685
			State Grants					
			Federal Grants					
			Total	5,820	6,841	7,515	6,715	6,685
Prepared by _____ Date _____								

MUNICIPALITY OF ANCHORAGE

Utility <u>MUNICIPAL LIGHT & POWER</u>		FUTURE CAPITAL PROJECTS					Budget Year 1991	
Project Category	Project Title	Location	BUDGET BY YEAR					
			1992	1993	1994	1995	1996	
General Plant	Structures and Improvements	Plant 1 & 2 Operations & Headquarters	648	563	531	533	540	
	Stores/Tools/Garage/Lab	Plant 1 & 2 Operations & Headquarters	1,185	1,060	1,044	1,005	1,010	
	Furniture	Plant 1 & 2 Operations & Headquarters	63	61	66	99	76	
	Communications	Plant 1 & 2 Operations & Headquarters	1,380	689	711	693	694	
	Transportation	Plant 1 & 2 Operations & Headquarters	414	498	410	513	454	
Source of Funding:			G.O. Bonds					
			Revenue Bonds					
			Operations	8,690	2,871	2,762	2,843	2,774
			State Grants					
			Federal Grants					
Prepared by _____ Date _____			Total	8,690	2,871	2,762	2,843	2,774

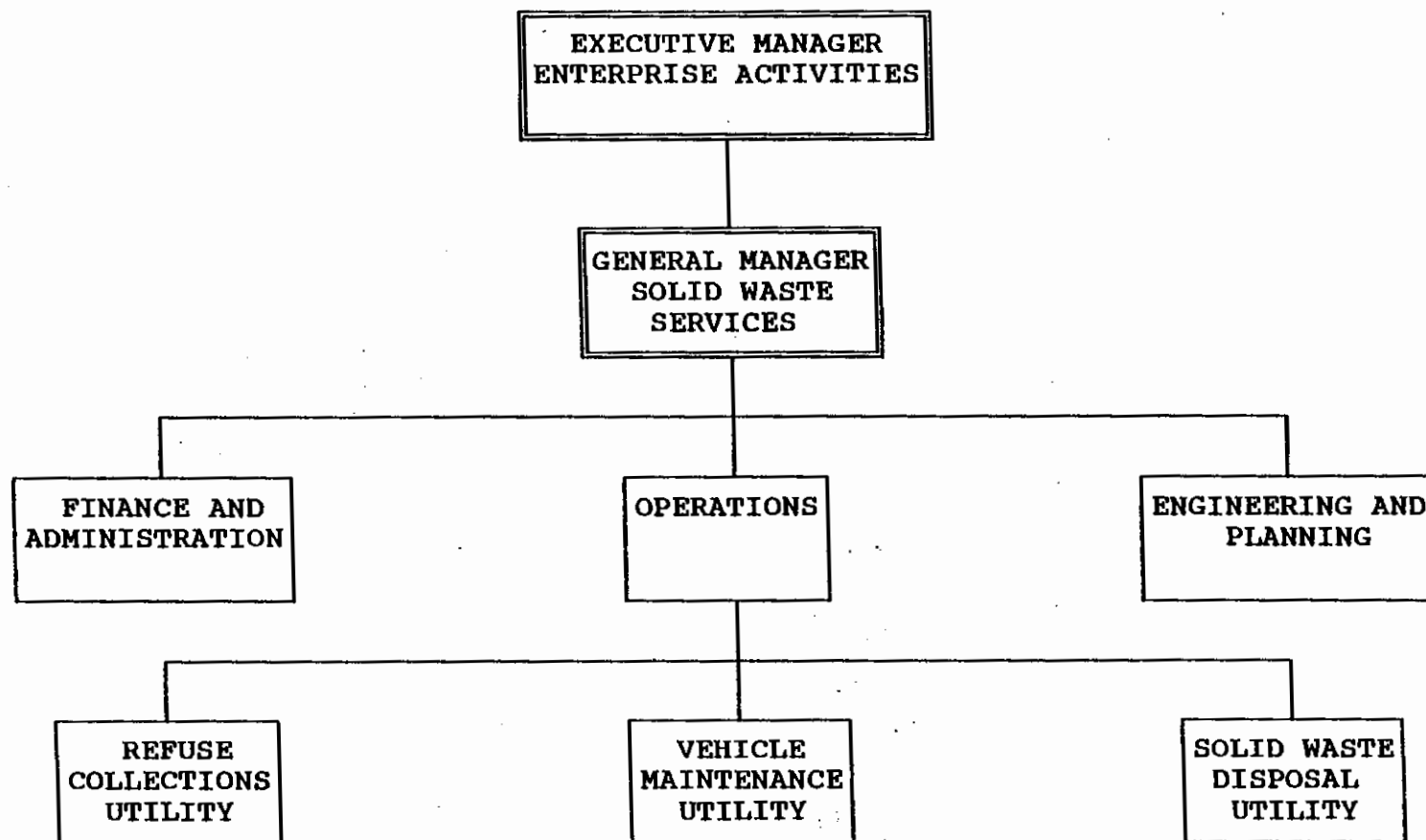
SOLID WASTE SERVICES

MUNICIPALITY OF ANCHORAGE

Utility: SOLID WASTE SERVICES

DIVISION:

BUDGET YEAR: 1991



MUNICIPALITY OF ANCHORAGE

Utility SOLID WASTE SERVICES	Division	Budget Year 1991
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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 SOLID WASTE SERVICES	Division	Budget Year 1991
<p><u>FACTORS DRIVING THE UTILITY</u></p> <ol style="list-style-type: none"> 1. Local economic performance. Revenues are stabilizing 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. Further revenue declines must be met with decreases in service levels or increases in rates. 2. Expansion of solid waste disposal capacity. The Anchorage Regional Landfill facility must be expanded and ready for receipt of waste by August 1992. Construction must start in the fall of 1991. 3. Operation of hazardous waste facilities. The hazardous waste facilities brought on line in 1989 will require contributions from operating revenues for sustaining operations. Upward pressure will be exerted on rates customers must pay. 4. Population within the Municipality. Increased population has resulted in an increase in the quantities of solid waste. 5. Citizen habits and attitudes relative to waste generation and disposal. Municipal residents currently dispose of an average of 5.8 pounds of waste per person per day. This rate is slightly higher than national averages. 6. 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. 7. Vacancies in residential and commercial buildings. The vacancy rate directly affects the efficiency of waste collection routes. 8. 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. 9. Change in regulatory agency relationship for Solid Waste Services. Assembly enactment of an ordinance which continues oversight responsibilities by the Assembly but which confers public hearing responsibilities to a commission will significantly impact administrative work loads in Solid Waste Services. 		

MUNICIPALITY OF ANCHORAGE

Utility SOLID WASTE SERVICES	Division	Budget Year 1991
<u>PLANNING ASSUMPTIONS</u> <p>The following assumptions have been used in developing the Solid Waste Services 1991-1996 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 1991 Capital Budget and the 1991 Operating Budget.</p> <ol style="list-style-type: none">1. No state or federal funding of significant amount for solid waste services will be available.2. Capital projects will be funded by operational revenues and by long-term debt.3. The Anchorage population will remain relatively stable for the planning period.4. Low inflation will continue with gradual increases experienced in the costs of goods and services.5. Mandatory refuse collection will continue.6. The regulation of Solid Waste Services will include an increased role for the Solid Waste Advisory Commission.7. Future landfill closure costs will be recognized in the operating budget. This is required by "cost causer shall be the cost payer" principle.8. Landfill expansions will continue to create surplus gravel which must be removed at a cost to Solid Waste Services. Gravel will continue to be available at no cost for public projects.9. The Anchorage Regional Landfill Cell III design will be completed in 1991 at costs of about \$175,000. Construction of Cell III will be initiated in the fall of 1991 and completed by September, 1992.10. Federal and state regulations will continue to impact operation and development costs at the level experienced today.11. Local resources at the current levels will be directed to the management of hazardous wastes.12. Remedial action will be required at the Merrill Field Landfill as a result of the groundwater quality and the landfill gas studies.		

MUNICIPALITY OF ANCHORAGE

Utility SOLID WASTE SERVICES	Division	Budget Year 1991
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FINANCE AND ADMINISTRATION

1. Provide for financial integrity and control.
 - 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.
 - Continue in-house preparation of operational accounting and financial statements.
 - Continue preparation of in-house monthly business reports to provide management with timely information on budgetary status.
 - Develop written procedures and implement a system for improved control of all department inventories.
2. Maximize the use of automation to improve office productivity.
 - Update the three-year information systems plan to extend to 1993.
 - Evaluate in-house equipment management systems and replace current system if results indicate the need.
 - Maintain all computer hardware and software to minimize downtime and maximize benefits to the user.
 - Encourage staff technical training to ensure effective systems management and operation.
3. Improve budget development and forecasting techniques.
 - Involve employees as appropriate in the budget development and execution process.
 - Clearly communicate and assign responsibilities for the accomplishment of budget programs.

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
SOLID WASTE SERVICES		1991
<p>4. Improve the efficiency of the customer billing and customer service functions.</p> <ul style="list-style-type: none">- Continue operation of a solid waste customer billing, collection, alternate routing and customer service system.- Continue customer service training for all customer service staff.- Continue training on current and updated computer programs and system features related to customer service.- Continue field check activity to verify compliance with the mandatory refuse collection service requirement.- Continue to audit customer accounts to assure accurate billing for services.- Promptly and politely respond to all verbal and written requests for service and information.- Coordinate with other Municipal departments and utilities to assure consistency in dealing with customers.- Continue weekly staff meetings to keep customer services representatives informed of changes affecting work actions, receive feedback on problems, improvement suggestions, and coordination of procedures.- Increase communication, cooperation and education between customer service and field crews.- Evaluate customer service staffing for possible changes such as pre-paid residential bag collection system.		

MUNICIPALITY OF ANCHORAGE

Utility SOLID WASTE SERVICES	Division	Budget Year 1991
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OPERATIONS

1. Provide refuse collection within the certificated service area and solid waste transfer and disposal service to all Municipal residents.
 - Provide 11,500 can/bag collection services per week.
 - Provide 4,770 containerized collections per week.
 - Dispose of approximately 241,000 tons of waste at the Anchorage Regional Landfill.
 - Transfer approximately 210,000 tons of waste from the Central Transfer Station to the Anchorage Regional Landfill.
 - Transfer approximately 850 tons of waste from the Girdwood Transfer Station to the Anchorage Regional Landfill.
 - Transfer 5 million gallons of landfill leachate from the Anchorage Regional Landfill to the Anchorage sewerage system.
 - Maintain and repair 110 pieces of equipment used in the collection, transport and disposal of solid waste.
 - Maintain all in-service Solid Waste Services facilities.
 - Continue to maintain previous landfill facilities in accordance with final closure plans.
2. Increase employee morale and involvement in the department decision making process.
 - Set goals, objectives and performance standards with each employee.
 - Cross train employees to allow for fill-in for absent employees, improved knowledge of departmental operations and to better prepare employees for promotional opportunities.
 - Conduct regularly scheduled meetings to communicate departmental policies and decisions to all employees.

MUNICIPALITY OF ANCHORAGE

Utility SOLID WASTE SERVICES	Division	Budget Year 1991
<p>3. Improve safety awareness and decrease accidents.</p> <ul style="list-style-type: none"> - Continue to conduct a safety award program. - Continue to retrofit refuse containers with light weight plastic lids. - Develop and conduct employee training in identifying and disposing of hazardous wastes. - Maintain and expand Material Safety Data Sheet notebook. - Supply and explain a hazardous waste directory to each employee. <p>4. Follow sound environmental practices in refuse collection and disposal.</p> <ul style="list-style-type: none"> - 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. - Meet all state and federal solid waste disposal regulations. - Monitor vehicle emissions for compliance with local standards. - Implement monitoring program for infectious medical wastes. - Develop operations manuals and implement employee training programs at all Municipal disposal facilities. - Continue seagull control plan at the Anchorage Regional Landfill. <p>5. Maintain and improve upon an effective and efficient operation.</p> <ul style="list-style-type: none"> - Train employees in the proper use of equipment and tools. - Increase refuse collection employee awareness and participation in route monitoring and customer auditing. - Use effective employee scheduling to maximize productivity and minimize overtime. 		

Utility SOLID WASTE SERVICES	Division	Budget Year 1991
<ul style="list-style-type: none">- Maximize landfill compaction densities to extend the life of the Anchorage Regional Landfill.- Continue equipment rebuilding program.- Conduct commercial route evaluation, analysis and improvement through productivity reporting.- Research and procure quality state-of-the-art refuse collection and disposal equipment.- 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.		

MUNICIPALITY OF ANCHORAGE

Utility SOLID WASTE SERVICES	Division	Budget Year 1991
<p><u>ENGINEERING AND PLANNING</u></p> <ol style="list-style-type: none"> 1. Ensure current operations meet all environmental standards. <ul style="list-style-type: none"> - Continue water quality monitoring at Anchorage Regional Landfill. - Continue landfill gas monitoring at Anchorage Regional Landfill. - 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. - Maintain an efficient bird control management program at Anchorage Regional Landfill to assure no bird/aircraft hazard occurs. - Continue to monitor underground storage tanks at Anchorage Regional Landfill and Central Transfer Facility. - Issue request for proposals to determine interest in a program to recycle metals disposed at the Central Transfer Facility. - 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. 2. Ensure adequate capacity is maintained to meet the future needs of Anchorage citizens. <ul style="list-style-type: none"> - Completedesign of Cell III at Anchorage Regional Landfill. - Update the long-term master development plan for Anchorage Regional Landfill. - Initiate gravel removal for Cell III landfill development in cooperation with ADOT, Port of Anchorage and the Alaska Railroad. - Evaluate alternative methods of solid waste management that may potentially benefit Anchorage. 		

MUNICIPALITY OF ANCHORAGE

Utility SOLID WASTE SERVICES	Division	Budget Year 1991
<p>3. Ensure all closed landfills and completed portions of Anchorage Regional Landfill meet all environmental standards.</p> <ul style="list-style-type: none"> - Continue water quality monitoring at the Merrill Field, International Airport, Peters Creek and Old Hiland Landfills. - Continue to implement gas control measures recommended by the Merrill Field Landfill Gas Assessment report. - Implement any corrective measures for leachate or landfill gas control at closed landfills if determined necessary by ongoing monitoring. - Design closure plan for the Anchorage Regional Landfill Phase I landfill area. - Assure terms and conditions of the AWWU Industrial Wastewater Discharge Permit for Merrill Field Landfill are complied with. <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"> - Assure the Hazardous Waste Collection Program is properly managed and operated. - Provide staff support to the Hazardous Materials Commission in the development and implementation of hazardous waste policies, programs and facilities. - Complete a public review process to determine if regulated hazardous wastes should be accepted by the Hazardous Waste Collection Program. - Develop and implement a random load inspection program to detect hazardous wastes in garbage at Central Transfer Station and Anchorage Regional Landfill. - Prepare a Part B permit application for the Hazardous Waste Collection Center, if required. 		

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
SOLID WASTE SERVICES		1991

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 impacting 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>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
Administration	15	15	15	15	15	15	15
Collections	24	24	24	24	24	24	24
Disposal	40	40	40	40	40	40	40
Vehicle Maintenance	<u>9</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>9</u>
TOTAL	<u>88</u>	<u>88</u>	<u>88</u>	<u>88</u>	<u>88</u>	<u>88</u>	<u>88</u>
Executive	2	2					
Non-Represented	8	8					
AMEA	7	7					
JCC	71	71					

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: REFUSE COLLECTIONS	BUDGET YEAR: 1991
RECONCILIATION FROM 1990 PRO-FORMA TO 1991 BUDGET		
	<u>DOLLARS</u>	<u>POSITIONS</u>
1990 PRO-FORMA BUDGET	\$5,467,500	<u>24</u>
REDUCTIONS IN EXISTING PROGRAMS	(NONE)	
NEW/EXPANDED PROGRAMS	(NONE)	
OTHER	(42,555)	
1991 BUDGET	<u>\$5,424,945</u>	<u>24</u>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: REFUSE COLLECTIONS				BUDGET YEAR: 1991	
<p style="text-align: center;"><u>RATE FORECAST</u></p>							
	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
Residential (curbside can/bag)	\$15.00	\$15.00	\$15.00	\$15.00	\$15.75 5%(1)	\$15.75	\$15.75
Commercial (3 yard dumpster)	\$50.50	\$50.50	\$50.50	\$50.50	\$53.00 5%(1)	\$53.00	\$53.00
<p>(1) The 5% rate increase projected for 1994 is primarily due to inflationary impacts.</p>							

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES				UTILITY: REFUSE COLLECTIONS				BUDGET YEAR: 1991	
<u>STATISTICAL/PERFORMANCE TRENDS</u>									
	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	PROFORMA <u>1990</u>	BUDGET <u>1991</u>
WASTE COLLECTED (TONS)	47,167	48,990	48,066	46,153	43,961	43,083	44,524	45,000	45,000
CUSTOMERS	11,856	11,912	11,906	11,723	11,656	11,254	11,538	11,500	11,500
AVERAGE COMMERCIAL DUMPSTER COLLECTIONS PER WEEK	5,317	5,048	5,188	4,908	4,819	4,708	4,616	4,650	4,650
COST/CUSTOMER	\$326.97	\$396.18	\$409.62	\$429.91	\$478.62	\$471.45	\$455.22	\$475.43	\$471.73
PERCENT CHANGE	14.3%	21.2%	3.4%	5.0%	11.3%	-1.5%	-3.4%	4.4%	-0.8%
COST/COLLECTED TON	\$82.19	\$96.33	\$101.46	\$106.95	\$126.90	\$120.58	\$117.97	\$121.50	\$120.55
PERCENT CHANGE	10.8%	17.2%	5.3%	5.4%	18.7%	-5.0%	-2.2%	3.0%	-0.8%
TONS COLLECTED/EMPLOYEE	1,627	1,689	1,755	1,625	1,599	1,796	1,781	1,875	1,875
PERCENT CHANGE	4.1%	3.8%	3.9%	-7.4%	-1.6%	12.3%	-0.8%	5.3%	0.0%
EMPLOYEES	29	29	29	29	28	25	25	24	24

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: REFUSE COLLECTIONS			BUDGET YEAR: 1991	
<u>RESOURCE IMPACTS</u>						
GROWTH FACTORS	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
TONS COLLECTED	45,000	45,000	45,000	45,000	45,000	45,000
BILLED CUSTOMERS	11,500	11,500	11,500	11,500	11,500	11,500
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	24	24	24	24	24	24
REVENUE	\$5,516,400	\$5,515,580	\$5,556,780	\$5,587,620	\$5,835,750	\$5,897,370
EXPENSE	\$5,424,945	\$5,525,030	\$5,536,800	\$5,697,830	\$5,746,010	\$5,851,480
NET INCOME-REGULATORY	<u>\$91,455</u>	<u>(\$9,450)</u>	<u>\$19,980</u>	<u>(\$110,210)</u>	<u>\$89,740</u>	<u>\$45,890</u>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: REFUSE COLLECTIONS		BUDGET YEAR: 1991
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET
<u>OPERATING BUDGET</u>			
REVENUE	\$5,223,123	\$5,357,300	\$5,516,400
EXPENSE	\$5,252,276	\$5,467,500	\$5,424,945
NET INCOME-GOVT	(\$29,153)	(\$110,200)	\$91,455
ADJUSTMENTS	0	0	0
NET INCOME-REGULATORY	(\$29,153)	(\$110,200)	\$91,455
<u>CAPITAL BUDGET</u>			
CONTAINERS	0	0	24,000
BUILDINGS	4,000	0	0
VEHICLES	224,000	181,000	277,000
EQUIPMENT	48,000	40,000	35,000
TOTAL CAPITAL	276,000	221,000	336,000

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: REFUSE COLLECTIONS		BUDGET YEAR: 1991	
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA					
LINE ITEM DESCRIPTION	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET		
STATEMENT OF REVENUE AND EXPENSE					
<u>OPERATING REVENUE</u>					
Commercial Collections	\$2,716,508	\$2,801,200	\$2,937,000		
Residential Collections	\$1,900,696	\$2,003,700	\$2,077,000		
Other Collections	\$23,519	\$28,000	\$28,000		
Container Rental Fees	\$217,419	\$216,000	\$216,000		
TOTAL OPERATING REVENUE (NET)	4,858,142	5,048,900	5,258,000		
<u>OPERATING EXPENSE</u>					
Personal Services	\$1,279,508	\$1,370,000	\$1,325,700		
Supplies	\$27,982	\$29,900	\$31,200		
Other Services and Charges	\$2,167,242	\$2,264,300	\$2,274,275		
Depreciation (Non-Contributed)	\$497,970	\$430,000	\$430,000		
Gross Receipts Tax	\$0	\$0	\$0		
MUSA	\$69,154	\$65,500	\$68,800		
Charges From/To Other Departments	\$993,235	\$1,098,100	\$1,093,670		
TOTAL OPERATING EXPENSE	5,035,091	5,257,800	5,223,645		
OPERATING INCOME (LOSS)	(176,949)	(208,900)	34,355		
<u>NON-OPERATING REVENUE</u>					
Sale of Assets	\$24,622	\$100	\$0		
Contributions From Others	\$0	\$0	\$0		
Interest Income	\$314,487	\$285,000	\$235,000		
Other Revenue	\$25,872	\$23,300	\$23,400		
TOTAL NON-OPERATING REVENUE	364,981	308,400	258,400		
<u>NON-OPERATING EXPENSE</u>					
Interest on Long-term Debt	\$217,185	\$209,700	\$201,300		
TOTAL NON-OPERATING EXPENSE	217,185	209,700	201,300		
NON-OPERATING INCOME (LOSS)	147,796	98,700	57,100		
NET INCOME-REGULATORY	(29,153)	(110,200)	91,455		
LESS: Amortization On Contributed Plant	\$0	\$0	\$0		
NET INCOME-GOVERNMENTAL	(\$29,153)	(\$110,200)	\$91,455		

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: REFUSE COLLECTIONS		BUDGET YEAR: 1991
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA				
LINE ITEM DESCRIPTION	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET	
STATEMENT OF SOURCES AND USES OF CASH FUNDS				
SOURCES OF CASH FUNDS:				
Governmental Net Income (Loss)	(\$29,153)	(\$110,200)	\$91,455	
Depreciation (Includes Contributed Plant)	\$497,970	\$430,000	\$430,000	
Grants	\$0	\$0	\$0	
Bonds	\$0	\$0	\$0	
Other	(\$34,843)	\$0	\$0	
TOTAL SOURCES OF CASH FUNDS	\$433,974	\$319,800	\$521,455	
USES OF CASH FUNDS:				
Additions to Plant	\$275,417	\$221,000	\$336,000	
Bond Principal Payment	\$145,000	\$155,000	\$160,000	
Other (PROFORMA 3% Revenue Distribution)	\$0	\$0	\$0	
TOTAL USES OF CASH FUNDS	\$420,417	\$376,000	\$496,000	
NET INCREASE (DECREASE) IN CASH FUNDS	\$13,557	(\$56,200)	\$25,455	
CASH BALANCE JANUARY 1,	\$2,941,363	\$2,954,920	\$2,898,720	
CASH BALANCE DECEMBER 31,	\$2,954,920	\$2,898,720	\$2,924,175	
DETAIL OF CASH BALANCE				
Equity In General Cash Pool	\$2,047,764	\$2,008,820	\$2,026,463	
Equity In Construction Cash Pool	\$907,156	\$889,900	\$897,712	
TOTAL CASH DECEMBER 31,	\$2,954,920	\$2,898,720	\$2,924,175	
STATEMENT OF CHANGES IN FUND EQUITY				
Balance January 1,	\$3,661,580	\$3,632,427	\$3,522,227	
Net Income (Loss) Regulatory	(\$29,153)	(\$110,200)	\$91,455	
Contributed Capital Received	\$0	\$0	\$0	
Depreciation on Contributed Plant	\$0	\$0	\$0	
BALANCE DECEMBER 31,	\$3,632,427	\$3,522,227	\$3,613,682	
DETAIL OF FUND EQUITY				
Retained Earnings	\$3,495,321	\$3,385,121	\$3,476,576	
Contributed Capital	\$137,106	\$137,106	\$137,106	
TOTAL FUND EQUITY DECEMBER 31,	\$3,632,427	\$3,522,227	\$3,613,682	

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: REFUSE COLLECTIONS		BUDGET YEAR: 1991	
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA					
LINE ITEM DESCRIPTION	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET		
<u>STATEMENT OF DEBT SERVICE COVERAGE</u>					
INCOME AVAILABLE FOR DEBT SERVICE	\$755,156	\$595,000	\$791,555		
DEBT SERVICE REQUIREMENT	\$362,185	\$364,700	\$361,300		
<u>DEBT COVERAGE</u>	2.09	1.63	2.19		
<u>SELECTED RATIOS</u>					
OPERATING INCOME(LOSS)	(\$176,949)	(\$208,900)	\$34,355		
OPERATING REVENUE (less Contributions from others)	\$4,858,142	\$5,048,900	\$5,258,000		
<u>OPERATING MARGIN</u>	-3.64%	-4.14%	0.65%		
OPERATING EXPENSE (less Depreciation & MUSA)	\$4,467,967	\$4,762,300	\$4,724,845		
OPERATING REVENUE (less Contributions from others)	\$4,858,142	\$5,048,900	\$5,258,000		
<u>OPERATING RATIO</u>	91.97%	94.32%	89.86%		
<u>DEBT/EQUITY RATIO</u>	50/50	50/50	50/50		
NET INCOME(LOSS)	(\$29,153)	(\$110,200)	\$91,455		
OPERATING REVENUE	\$4,858,142	\$5,048,900	\$5,258,000		
<u>NET PROFIT MARGIN</u>	-0.60%	-2.18%	1.74%		

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: REFUSE COLLECTIONS		BUDGET YEAR: 1991
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA				
LINE ITEM DESCRIPTION	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET	
<u>OPERATING BUDGET DETAIL</u>				
<u>Personal Services</u>				
Salaries and Wages	\$796,896	\$939,300	\$942,400	
Overtime	\$97,441	\$115,000	\$115,000	
Benefits	\$385,122	\$460,600	\$457,800	
Projected Labor savings	\$0	\$0	(\$54,800)	
Other	\$49	(\$144,900)	(\$134,700)	
Total Personal Services	\$1,279,508	\$1,370,000	\$1,325,700	
<u>Supplies</u>				
Office supplies	\$2,500	\$1,900	\$2,000	
Operating Supplies	\$19,354	\$23,000	\$24,000	
Repair and Maintenance Supplies	\$6,128	\$5,000	\$5,200	
Total Supplies	\$27,982	\$29,900	\$31,200	
<u>Other Services</u>				
Depreciation	\$497,970	\$430,000	\$430,000	
Gross Receipts Tax	\$0	\$0	\$0	
MUSA	\$69,154	\$65,500	\$68,800	
Other	\$2,167,242	\$2,264,300	\$2,274,275	
Total Other Services	\$2,734,366	\$2,759,800	\$2,773,075	
<u>Debt Service</u>				
Total Debt Service	\$217,185	\$209,700	\$201,300	
<u>Intragovernmental Charges</u>				
SWS Administration	\$393,136	\$490,200	\$477,830	
Equipment Maintenance	\$406,877	\$441,900	\$464,660	
Other	\$200,599	\$172,100	\$176,180	
Charges to Others	(\$7,377)	(\$6,100)	(\$25,000)	
Total Intragovernmental Charges	\$993,235	\$1,098,100	\$1,093,670	
TOTAL EXPENSES	\$5,252,276	\$5,467,500	\$5,424,945	

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES

UTILITY: REFUSE COLLECTIONS

BUDGET YEAR: 1991

1991 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	336	0	336	0
TOTAL	<u>336</u>	<u>0</u>	<u>336</u>	<u>0</u>

Dollars in Thousands

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES

BUDGET YEAR PROJECTS

Budget Year: 1991

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 CONTAINERS OFFICE EQUIPMENT DATA PROCESSING	REFUSE WARM STORAGE VARIOUS REFUSE WARM STORAGE REFUSE WARM STORAGE	0	277	0	277
			0	24	0	24
			0	10	0	10
			0	25	0	25
			0	336	0	336
Total			G R	336	F S	336

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: REFUSE COLLECTIONS	BUDGET YEAR: 1991
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1991-96 CAPITAL IMPROVEMENT PROGRAM FINANCIAL SUMMARY

<u>PROJECT CATEGORY</u>	<u>ANNUAL PROJECT COST</u>						<u>FUNDING SOURCE</u>			<u>TOTAL PROGRAM</u>
	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>BONDS</u>	<u>OPERATIONS</u>	<u>GRANTS</u>	
Equipment	336	522	460	339	341	459	0	2,457	0	2,457
TOTAL	336	522	460	339	341	459	0	2,457	0	2,457

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	336	522	460	339	341	459	0	2,457	0	2,457
STATE GRANT	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANT	0	0	0	0	0	0	0	0	0	0
	336	522	460	339	341	459	0	2,457	0	2,457

Dollars in Thousands

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES

FUTURE CAPITAL PROJECTS

Budget Year: 1991

Project Category	Project Title	Location	BUDGET BY YEAR				
			1992	1993	1994	1995	1996
EQUIPMENT	VEHICLE REPLACEMENT	REFUSE WARM STORAGE	290	401	279	280	400
	CONTAINERS	VARIOUS	22	22	22	22	22
	OFFICE EQUIPMENT	REFUSE WARM STORAGE	10	10	10	10	10
	DATA PROCESSING	REFUSE WARM STORAGE	200	27	28	29	27
		TOTAL	522	460	339	341	459
Source of Funding							
G. O. Bonds							
Revenue Bonds							
Operations			522	460	339	341	459
State Grants							
Federal Grants							
Total			522	460	339	341	459

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: SOLID WASTE DISPOSAL	BUDGET YEAR: 1991
RECONCILIATION FROM 1990 PRO-FORMA TO 1991 BUDGET		
	<u>DOLLARS</u>	<u>POSITIONS</u>
1990 PRO-FORMA BUDGET	\$10,411,580	<u>40</u>
REDUCTIONS IN EXISTING PROGRAMS	(NONE)	
NEW/EXPANDED PROGRAMS	(NONE)	
OTHER	358,125	
1991 BUDGET	<u>\$10,769,705</u>	<u>40</u>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES			UTILITY: SOLID WASTE DISPOSAL				BUDGET YEAR: 1991
RATE FORECAST							
	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
SOLID WASTE							
Cars/Pickups half loaded or less (cash flat fee)	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
Pickups more than half loaded (1)	\$5.00	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50
Commercial (per ton rate)	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00
HAZARDOUS WASTE							
Solid Waste Surcharge (per ton rate)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pick-up Fee							
Residential	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Commercial	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
User Fee							
Commercial	\$1.00/lb	\$1.00/lb	\$1.00/lb	\$1.00/lb	\$1.00/lb	\$1.00/lb	\$1.00/lb
(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 1991.							

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES				UTILITY: SOLID WASTE DISPOSAL				BUDGET YEAR: 1991	
<u>STATISTICAL/PERFORMANCE TRENDS</u>									
	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	PROFORMA <u>1990</u>	BUDGET <u>1991</u>
TONS DISPOSED:									

MUNICIPALITY	286,732	283,519	262,962	246,729	219,904	211,090	220,664	227,700	230,700
FORT RICHARDSON	0	0	0	0	794	11,132	10,271	10,300	10,300

TOTAL TONS DISPOSED	286,732	283,519	262,962	246,729	220,698	222,222	230,935	238,000	241,000
VEHICLES UTILIZING MOA DISPOSAL SITES	273,024	216,233	178,212	159,355	132,262	133,223	147,684	148,000	148,000
COST/TON DISPOSED	\$14.66	\$12.59	\$20.97	\$22.93	\$26.96	\$34.18	\$49.61	\$43.75	\$44.69
PERCENT CHANGE	12.3%	-14.1%	66.6%	9.4%	17.6%	26.8%	45.2%	-11.8%	2.2%
TONS DISPOSED/EMPLOYEE	10,920	11,341	9,392	7,959	7,119	4,938	5,132	5,950	6,025
PERCENT CHANGE	19.0%	3.9%	-17.2%	-15.3%	-10.6%	-30.6%	3.9%	15.9%	1.3%
EMPLOYEES (FTE)	25	28.0	31	31	45	45	41	40	40

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTLILTY: SOLID WASTE DISPOSAL			BUDGET YEAR: 1991	
<div>RESOURCE IMPACTS</div>						
GROWTH FACTORS	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
POPULATION	218,000	220,200	224,600	226,800	226,800	226,800
TONS DISPOSED	241,000	245,000	259,000	263,000	267,000	271,000
GENERAL OBLIGATION BONDS	\$0	\$0	\$0	\$0	\$0	\$0
REVENUE BONDS	\$7,000,000	\$1,500,000	\$0	\$6,500,000	\$0	\$0
GRANTS ANTICIPATED	\$0	\$0	\$0	\$0	\$0	\$0
PERSONNEL CHANGES	NC	NC	NC	NC	NC	NC
TOTAL PERSONNEL	40	40	40	40	40	40
REVENUE	\$11,049,700	\$11,154,580	\$11,252,880	\$11,359,730	\$11,466,750	\$11,575,750
EXPENSE	<u>\$10,769,705</u>	<u>\$11,383,990</u>	<u>\$11,633,980</u>	<u>\$11,751,470</u>	<u>\$12,201,270</u>	<u>\$12,217,520</u>
NET INCOME-REGULATORY	<u>\$279,995</u>	<u>(\$229,410)</u>	<u>(\$381,100)</u>	<u>(\$391,740)</u>	<u>(\$734,520)</u>	<u>(\$641,770)</u>

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: SOLID WASTE DISPOSAL		BUDGET YEAR: 1991
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET
<u>OPERATING BUDGET</u>			
REVENUE	\$10,335,565	\$10,605,800	\$10,909,700
EXPENSE	\$11,457,405	\$10,411,580	\$10,769,705
NET INCOME-GOVT	(\$1,121,840)	\$194,220	\$139,995
ADJUSTMENTS	\$138,490	\$140,000	\$140,000
NET INCOME-REGULATORY	(\$983,350)	\$334,220	\$279,995
<u>CAPITAL BUDGET</u>			
LAND	23,000	0	0
BUILDINGS	2,037,000	0	0
VEHICLES AND EQUIPMENT	290,000	696,000	673,000
IMPROVEMENTS	302,000	776,000	7,000,000
TOTAL CAPITAL	2,652,000	1,472,000	7,673,000

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: SOLID WASTE DISPOSAL		BUDGET YEAR: 1991
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA				
LINE ITEM DESCRIPTION	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET	
STATEMENT OF REVENUE AND EXPENSE				
<u>OPERATING REVENUE</u>				
DISPOSAL FEES	\$9,371,536	\$9,789,900	\$10,173,800	
TOTAL OPERATING REVENUE (NET)	\$9,371,536	\$9,789,900	\$10,173,800	
<u>OPERATING EXPENSE</u>				
Personal Services	\$1,979,100	\$2,076,300	\$2,000,750	
Supplies	\$196,937	\$115,000	\$115,000	
Charges From/To Other Departments	\$1,273,138	\$1,419,000	\$1,497,780	
Depreciation	\$1,381,314	\$1,475,000	\$1,643,000	
Gross Receipts Tax	\$0	\$117,200	\$125,000	
MUSA	\$419,252	\$286,900	\$349,700	
Other Services and Charges	\$4,170,480	\$2,787,580	\$2,916,175	
TOTAL OPERATING EXPENSE	\$9,420,221	\$8,276,980	\$8,647,405	
OPERATING INCOME (LOSS)	(\$48,685)	\$1,512,920	\$1,526,395	
<u>NON-OPERATING REVENUE</u>				
Sale of Assets	\$0	\$0	\$0	
Contributions From Others	\$278,874	\$300,900	\$300,900	
Interest Income	\$673,934	\$512,900	\$435,000	
Other Revenue	\$11,221	\$2,100	\$0	
TOTAL NON-OPERATING REVENUE	\$964,029	\$815,900	\$735,900	
<u>NON-OPERATING EXPENSE</u>				
Interest on Long-term Debt	\$2,037,184	\$2,134,600	\$2,122,300	
TOTAL NON-OPERATING EXPENSE	\$2,037,184	\$2,134,600	\$2,122,300	
NON-OPERATING INCOME (LOSS)	(\$1,073,155)	(\$1,318,700)	(\$1,386,400)	
NET INCOME-REGULATORY	(\$1,121,840)	\$194,220	\$139,995	
ADD: Amortization On Contributed Plant	\$138,490	\$140,000	\$140,000	
NET INCOME-GOVERNMENTAL	(\$983,350)	\$334,220	\$279,995	

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: SOLID WASTE DISPOSAL	BUDGET YEAR: 1991
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET
STATEMENT OF SOURCES AND USES OF CASH FUNDS			
SOURCES OF CASH FUNDS:			
Net Income (Loss)	(\$1,121,840)	\$194,220	\$139,995
Depreciation (Includes Contributed Plant)	\$1,381,314	\$1,475,000	\$1,643,000
Grants	\$160,008	\$0	\$0
Bonds	\$3,916,180	\$0	\$7,000,000
Other	(\$40,464)	\$0	\$0
TOTAL SOURCES OF CASH FUNDS	\$4,295,198	\$1,669,220	\$8,782,995
USES OF CASH FUNDS:			
Additions to Plant	\$1,005,600	\$6,033,000	\$7,673,000
Bond Principal Payment	\$600,000	\$640,000	\$765,000
Other	\$0	\$0	\$0
TOTAL USES OF CASH FUNDS	\$1,605,600	\$6,673,000	\$8,438,000
NET INCREASE (DECREASE) IN CASH FUNDS	\$2,689,598	(\$5,003,780)	\$344,995
CASH BALANCE JANUARY 1,	\$6,503,798	\$9,193,396	\$4,189,616
CASH BALANCE DECEMBER 31,	\$9,193,396	\$4,189,616	\$4,534,611
DETAIL OF CASH BALANCE			
Equity In General Cash Pool	\$4,012,335	\$2,554,006	\$2,764,316
Equity In Construction Cash Pool	\$5,181,061	\$1,635,610	\$1,770,295
TOTAL CASH DECEMBER 31,	\$9,193,396	\$4,189,616	\$4,534,611
STATEMENT OF CHANGES IN FUND EQUITY			
Balance January 1,	\$10,013,811	\$9,051,979	\$9,246,199
Net Income (Loss)	(\$1,121,840)	\$194,220	\$139,995
Contributed Capital Received	\$160,008	\$0	\$0
BALANCE DECEMBER 31,	\$9,051,979	\$9,246,199	\$9,386,194
DETAIL OF FUND EQUITY			
Retained Earnings	\$4,662,448	\$4,996,668	\$5,276,663
Contributed Capital	\$4,389,531	\$4,249,531	\$4,109,531
TOTAL FUND EQUITY DECEMBER 31,	\$9,051,979	\$9,246,199	\$9,386,194

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES	UTILITY: SOLID WASTE DISPOSAL	BUDGET YEAR: 1991	
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA			
LINE ITEM DESCRIPTION	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET
<u>STATEMENT OF DEBT SERVICE COVERAGE</u>			
INCOME AVAILABLE FOR DEBT SERVICE	\$931,939	\$2,486,389	\$2,665,011
DEBT SERVICE REQUIREMENT	\$114,723	\$363,069	\$367,316
<u>DEBT COVERAGE</u>	8.12	6.85	7.26
<u>SELECTED RATIOS</u>			
OPERATING INCOME	(\$48,685)	\$1,512,920	\$1,526,395
OPERATING REVENUE (less Contributions from others)	\$9,371,536	\$9,789,900	\$10,173,800
<u>OPERATING MARGIN</u>	-0.52%	15.45%	15.00%
OPERATING EXPENSE (less Depreciation & MUSA)	\$7,619,655	\$6,397,880	\$6,529,705
OPERATING REVENUE (less Contributions from others)	\$9,371,536	\$9,789,900	\$10,173,800
<u>OPERATING RATIO</u>	81.31%	65.35%	64.18%
<u>DEBT/EQUITY RATIO</u>	74/26	75/25	77/23
NET INCOME	(\$1,121,840)	\$194,220	\$139,995
OPERATING REVENUE	\$9,371,536	\$9,789,900	\$10,173,800
<u>NET PROFIT MARGIN</u>	-11.97%	1.98%	1.38%

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		UTILITY: DISPOSAL		BUDGET YEAR: 1991
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA				
LINE ITEM DESCRIPTION	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET	
<u>OPERATING BUDGET DETAIL</u>				
<u>Personal Services</u>				
Salaries and Wages	\$1,265,073	\$1,427,400	\$1,408,700	
Overtime	\$118,995	\$145,000	\$150,000	
Benefits	\$594,980	\$684,200	\$679,700	
Projected Labor Savings	\$0	\$0	(\$59,450)	
Other	\$52	(\$180,300)	(\$178,200)	
Total Personal Services	\$1,979,100	\$2,076,300	\$2,000,750	
<u>Supplies</u>				
Office supplies	\$4,385	\$4,500	\$4,500	
Operating Supplies	\$183,478	\$98,500	\$98,500	
Repair and Maintenance Supplies	\$9,074	\$12,000	\$12,000	
Total Supplies	\$196,937	\$115,000	\$115,000	
<u>Other Services</u>				
Depreciation	\$1,381,314	\$1,475,000	\$1,643,000	
Gross Receipts Tax	\$0	\$117,200	\$125,000	
MUSA	\$419,252	\$286,900	\$349,700	
Landfill Closure Costs	\$2,779,382	\$480,000	\$498,800	
Other	\$1,391,098	\$2,307,580	\$2,417,375	
Total Other Services	\$5,971,046	\$4,666,680	\$5,033,875	
<u>Debt Service</u>				
Total Debt Service	\$2,037,184	\$2,134,600	\$2,122,300	
<u>Intragovernmental Charges</u>				
SWS Administration	\$427,814	\$544,600	\$530,920	
Equipment Maintenance	\$837,499	\$913,600	\$960,670	
Other	\$155,134	\$160,000	\$189,290	
Charges to Others	(\$147,309)	(\$199,200)	(\$183,100)	
Total Intragovernmental Charges	\$1,273,138	\$1,419,000	\$1,497,780	
<u>TOTAL EXPENSES</u>	<u>\$11,457,405</u>	<u>\$10,411,580</u>	<u>\$10,769,705</u>	

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES

UTILITY: SOLID WASTE DISPOSAL

BUDGET YEAR: 1991

1990 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	673	0	673	0
IMPROVEMENTS	7,000	7,000	0	0
TOTAL	<u>7,673</u>	<u>7,000</u>	<u>673</u>	<u>0</u>

Dollars in Thousands

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES UTILITY: SOLID WASTE DISPOSAL					BUDGET YEAR PROJECTS		Budget Year: 1991	
Project Category	Project Title	Location	FUNDING					
			BONDS G-GO BONDS R-REV BONDS	OPERATIONS	GRANTS F-FEDERAL S-STATE	TOTAL		
EQUIPMENT IMPROVEMENTS	REPLACEMENT	ARL/CTS		673		673		
	CELL III ARL	ARL	6,000			6,000		
	MERRILL FIELD GAS	MERRILL FIELD	1,000			1,000		
		TOTALS	7,000	673	0	7,673		
Total			G 7,000 R	673	F S	7,673		

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES

UTILITY: SOLID WASTE DISPOSAL

BUDGET YEAR: 1991

1991-96 CAPITAL IMPROVEMENT PROGRAM FINANCIAL SUMMARY

PROJECT CATEGORY	ANNUAL PROJECT COST						FUNDING SOURCE			TOTAL PROGRAM
	1991	1992	1993	1994	1995	1996	BONDS	OPERATIONS	GRANTS	
EQUIPMENT	673	861	921	1,083	959	1,206	0	5,703	0	5,703
IMPROVEMENTS	7,000	1,500	0	6,500	0	0	15,000	0	0	15,000
TOTAL	7,673	2,361	921	7,583	959	1,206	15,000	5,703	0	20,703

SOURCE OF FUNDS:

REVENUE BONDS	7,000	1,500	0	6,500	0	0	15,000	0	0	15,000
G.O. BONDS	0	0	0	0	0	0	0	0	0	0
OPERATIONS	673	861	921	1,083	959	1,206	0	5,703	0	5,703
STATE GRANT	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANT	0	0	0	0	0	0	0	0	0	0
	7,673	2,361	921	7,583	959	1,206	15,000	5,703	0	20,703

Dollars in Thousands

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES

FUTURE CAPITAL PROJECTS

Budget Year: 1991

UTILITY: SOLID WASTE DISPOSAL

Project Category	Project Title	Location	BUDGET BY YEAR				
			1992	1993	1994	1995	1996
EQUIPMENT IMPROVEMENTS	VEHICLE REPLACEMENT	ARL/CTS	861	921	1,083	959	1,206
	ARL EXPANSION	ARL			6,500		
	ARL SEWAGE LAGOON	ARL	1,500				
		TOTAL	2,361	921	7,583	959	1,206
Source of Funding		G. O. Bonds					
		Revenue Bonds	1,500		6,500		
		Operations	861	921	1,083	959	1,206
		State Grants					
		Federal Grants					
DOLLARS IN THOUSANDS		Total	2,361	921	7,583	959	1,206

MUNICIPALITY OF ANCHORAGE

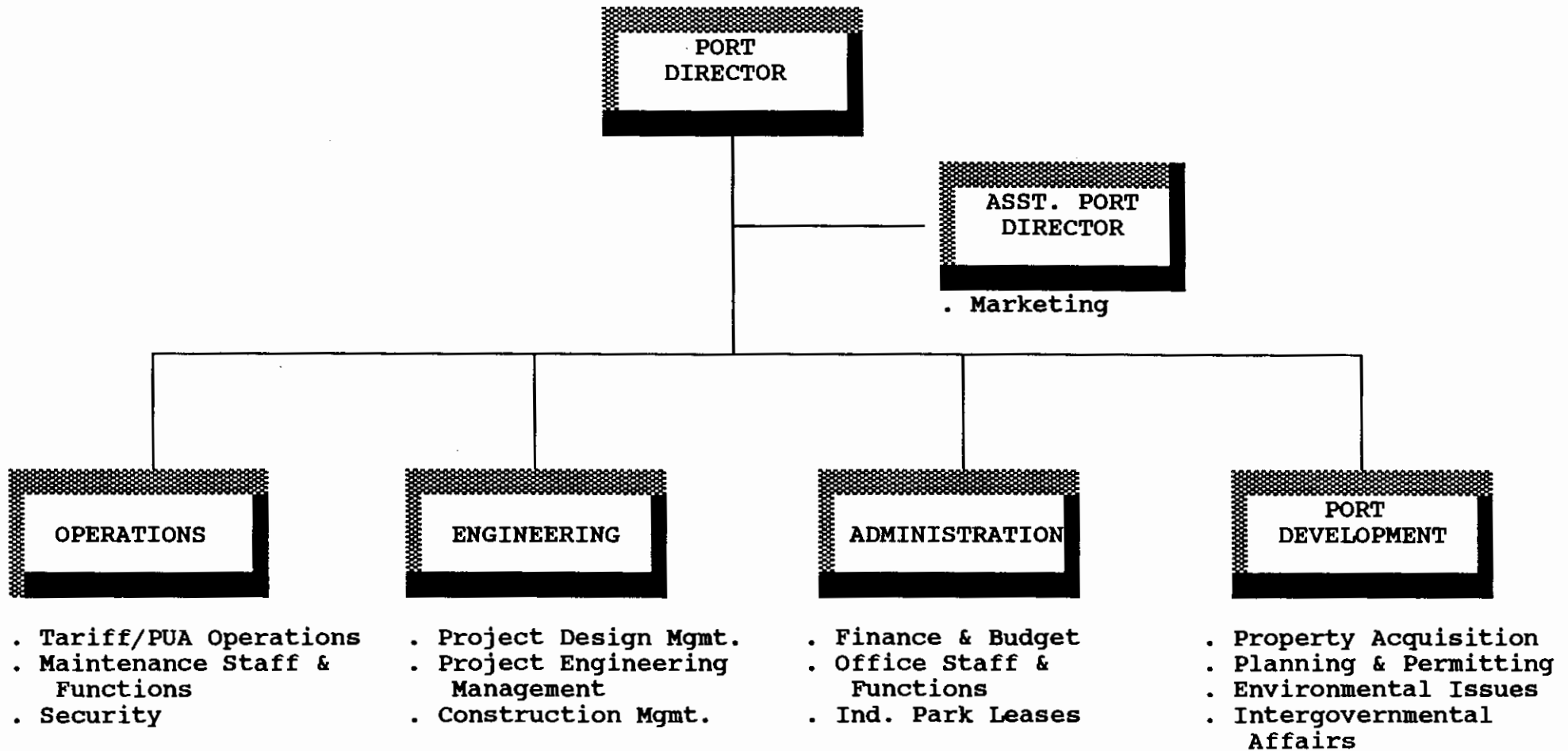
DEPARTMENT: SOLID WASTE SERVICES	DIVISION: ADMINISTRATION		BUDGET YEAR 1991
FINANCIAL RESOURCES	1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET
Personal Services	\$740,376	\$822,400	\$844,830
Supplies	3,561	6,500	9,000
Other Services	12,666	50,700	35,750
Debt Service	0	0	0
Capital Outlay	0	0	0
TOTAL DIRECT COST	756,603	879,600	889,580
Intragovernmental Charges From Others	115,927	209,606	172,260
BUDGET UNIT COST	872,530	1,089,206	1,061,840
Intragovernmental Charges To Others	869,841	1,089,206	1,061,840
FUNCTION COST	\$2,689	\$0	\$0
PERSONNEL RESOURCES	RANGE & STEP	1990 BUDGET	1991 BUDGET
Utility General Manager	22E	1	1
Finance and Administration Manager	21E	1	1
Operations Manager	21E	1	0
Civil Engineer III	17NF	1	1
Civil Engineer II	16NC	1	1
Senior Administrative Officer	15ND-F	2	2
Senior Accountant	14F	1	1
Junior Administrative Officer	12C	0	1
Customer Service Representative III	11E	1	1
Senior Office Associate	10NF	1	0
Collection Representative III	11F	1	1
Customer Service Representative I/II	10B-F	3	3
Accounting Clerk II	9F	1	1
Office Assistant	9A	1	1
TOTAL		16	15

MUNICIPALITY OF ANCHORAGE

DEPARTMENT: SOLID WASTE SERVICES		DIVISION: EQUIPMENT MAINTENANCE		BUDGET YEAR 1991
FINANCIAL RESOURCES		1989 ACTUAL	1990 PRO-FORMA	1991 BUDGET
Personal Services		\$463,711	\$501,400	\$530,860
Supplies		547,596	603,000	622,300
Other Services		174,145	198,900	199,000
Debt Service		0	0	0
Capital Outlay		0	0	0
TOTAL DIRECT COST		1,185,452	1,303,300	1,352,160
Intragovernmental Charges From Others		53,849	52,080	73,170
BUDGET UNIT COST		1,239,301	1,355,380	1,425,330
Intragovernmental Charges To Others		1,244,376	1,355,380	1,425,330
FUNCTION COST		(\$5,075)	(\$0)	\$0
PERSONNEL RESOURCES		RANGE & STEP	1990 BUDGET	1991 BUDGET
Working Foreman		24J	1	1
Mechanic		21J	2	2
Warehouseman		21J	1	1
Disposal Tech II		21J	0	1
Disposal Tech I		21J	3	2
Equipment Serviceman I		14J	2	2
TOTAL			9	9

PORT OF ANCHORAGE

MUNICIPALITY OF ANCHORAGE
PORT OF ANCHORAGE



MUNICIPALITY OF ANCHORAGE

Utility	Port of Anchorage 8970	Division	Budget Year 1991
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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 and to facilitate creation of employment, attraction of new industry and new cargo movement. Create a vision and a plan for Anchorage port expansion that will generate a world-scale North Pacific transportation complex. 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 cargos to Anchorage, the Railbelt, and western 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 cargos that encourage sound economic development with increased focus on International Trade.
4. Insure the future viability of the Port by managing resources, monitoring transportation activities statewide and by conserving Anchorage's limited waterfront for marine-related activities.
5. Acquire additional lands to provide for activities which will stimulate freight movement and/or increase economic activity in the community.
6. Heighten public awareness and use of the waterfront by facilitating access to the waterfront area south of Ship Creek and by aiding safe viewing of cargo operations.

EXTERNAL FACTORS AFFECTING THE PORT

1. Existing Port lands are being temporarily utilized for other than marine purposes resulting in a renewed focus on land development.

Utility Port of Anchorage 8970	Division	Budget Year 1991
<p><u>EXTERNAL FACTORS EFFECTING THE PORT (continued)</u></p> <ol style="list-style-type: none"> 2. Increased production at the North Pole refinery combined with an increased demand for petroleum products in southwestern Alaska. 3. Population change which indirectly affects marine transportation companies. 4. Increased demand for developed Port land by marine transportation companies. 5. Cargo capacity at competitive Southcentral ports. 6. Public use of the Anchorage waterfront for recreational, marine tourism and other public purposes. 7. Pressure to develop additional marine terminals in Southcentral Alaska. 8. Pressure to develop the Port of Anchorage's participation in resource development including fish, minerals, forest products and petroleum. 9. Military interest in utilization of the Port. 10. World market spot price of petroleum products. <p><u>PLANNING ASSUMPTIONS</u></p> <p>The following assumptions have been used in developing the Port's 1991-1996 plans. They are not intended to be a fixed course of action. They are, however, the best data available at this state of planning.</p> <ol style="list-style-type: none"> 1. Tonnage Growth <ul style="list-style-type: none"> • 1991 general cargo will exceed that of 1990 and continue to increase each year thereafter. • Bulk petroleum tonnage will continue to increase significantly in 1991. 2. Marine industrial land base requirements will change in response to expanding commercial activity. 3. Cooperative joint development efforts will contribute to the Port land base. 		

Utility	Port of Anchorage 8970	Division	Budget Year 1991
<u>PLANNING ASSUMPTIONS (continued)</u>			
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 industrial activity.			
<u>OBJECTIVES/PROGRAMS</u>			
1. <u>Develop Additional Staging, Storage and Industrial Areas</u>			
<ul style="list-style-type: none"> Development of all options, including Fire Island and tidelands, which are anticipated to be available through negotiation or received from the state and federal agencies for expanded cargo staging and industrial purposes. 			
<ul style="list-style-type: none"> Participate in the development of marine commerce activities north of Ship Creek. 			
<ul style="list-style-type: none"> Utilize the Port's Ship Creek Point project as a catalyst for development of the Ship Creek Basin. 			
<ul style="list-style-type: none"> Negotiation for additional lands within Ship Creek basin. 			
<ul style="list-style-type: none"> Initiate industrial marketing program utilizing Ship Creek basin and long-term port expansion sites to attract users. 			
2. <u>Maintain and Upgrade Existing Port Facilities</u>			
<ul style="list-style-type: none"> Annual repair and/or replacement of fender pile, rolling chalk and concrete bullrail. 			
<ul style="list-style-type: none"> Phase II of the dock renovation and cathodic protection project. 			
<ul style="list-style-type: none"> Continue Ship Creek development project Phase III. 			
<ul style="list-style-type: none"> Provide for Port operational capability during inclement weather by maintaining adequate snow removal and sanding programs at the Port, on access routes and at Ship Creek Point. 			
<ul style="list-style-type: none"> Acquire a heated location for winter storage of sand and equipment. 			

MUNICIPALITY OF ANCHORAGE

Utility	Port of Anchorage 8970	Division	Budget Year 1991
3. <u>Long Range Planning</u>	<ul style="list-style-type: none"> • Update and expand long range Port development plan and expand Port strategic development plan. • Coordinate continued state and military Port usage and joint land development. • Transportation corridor to Fire Island in order to utilize the area for marine activities. 		
4. <u>Financial Plans and Programs</u>	<ul style="list-style-type: none"> • Ensure that Port financial goals remain feasible with respect to current and projected economic conditions. • Effectively manage Port financial resources to insure Port viability and fulfillment of community objectives. • Manage Port financial functions, where permitted by Municipal Code, and where economically efficient. • Alternative financing approaches for new projects. • Cost/revenue projections reviewed for each project undertaken. 		
5. <u>Public Waterfront Development</u>	<ul style="list-style-type: none"> • Market/promote utilization, by the business sector, of the Ship Creek improvements completed to date. • Generate private sector interest in Ship Creek facilities by promoting public use. • Foster boat utilization and safety at Ship Creek Point. 		
6. <u>Expand Marketing Plan</u>	<ul style="list-style-type: none"> • Aggressively promote marketing initiatives in support of module fabrication, expanded fisheries involvement and forest products and mineral exporting activities. • Maintain marketing activity through advertisements, public access and presentations to heighten the public's perception of Port's role in Alaska's economy. • Participate in promoting Anchorage's foreign trade zone to expand international commerce. 		

MUNICIPALITY OF ANCHORAGE

Utility	Port of Anchorage 8970	Division	Budget Year 1991
6. <u>Expand Marketing Plan (continued)</u>	<ul style="list-style-type: none"> Promote the Port throughout the Pacific Rim to compatible industrial Port and transshipment clients. Assist Port carriers in their efforts to market backhaul services. 		
7. <u>Continue and Expand Organizational and Staff Development Efforts</u>	<ul style="list-style-type: none"> Develop maintenance and administrative skills utilizing Municipal training work shops, available local university courses and other training programs available in the private sector. Conduct regular work sessions on the Port's values, programs and on its goals and objectives. 		
8. <u>Management Information Systems</u>	<ul style="list-style-type: none"> Provide hardware and software to integrate utilization of and expand present systems. Provide training to broaden Port staff competence in computer operations. Coordinate planning new automated business systems with the Municipal Information Systems Department. Continue the three year plan, initiated in 1990, to upgrade software, expand the Token Ring network, replace aging hardware and increase PC stations. 		
9. <u>Interagency Relations</u>	<ul style="list-style-type: none"> Coordinate statewide port promotion to include the Ports Alaska organization. Maintain cooperative joint port planning efforts with adjacent boroughs and cities. Monitor Congressional action concerning Port issues through American Association of Port Authorities and other appropriate agencies and organizations. Sustain staff contacts with legislators and Congressional delegation concerning Port industry regulation. Continue developing close working relationships with regulatory/environmental agencies involved in Port related activities. 		

MUNICIPALITY OF ANCHORAGE

Utility	Port of Anchorage	8970	Division					Budget Year 1991
<u>WORKFORCE PROJECTIONS</u>								
	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	
<u>DIVISION</u>								
Administration	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						
JCC	<u>11</u>	<u>11</u>						
	21	21						

MUNICIPALITY OF ANCHORAGE

Utility	Port of Anchorage 8970	Division	Budget Year 1991
<p><u>1991 BUDGET ASSUMPTIONS</u></p> <ol style="list-style-type: none"> Benefit Rate 50.5% - This percentage is based on known changes in personnel benefits as defined by the Office of Management and Budget. 1991 salaries and wages assume no increases over 1990 levels. Longevity increases are budgeted where required. An inflation factor of 4% over 1990 levels is anticipated on 1991 non-labor expenditures. Port Debt Service Expense - Based on fixed General Obligation and Revenue Bond schedules. No new Port debt to be incurred during 1990. 1991 Debt Service anticipates the sale of \$7,500,000 of Port Revenue Bonds at 7.5% interest. Interest Income 7.5% average - Municipal Finance Department projection of the rates-of-return from funds on deposit. The majority of 1991 Intragovernmental charges are anticipated to remain at 1990 levels. Population base to increase 1% in 1991 over 1990 levels - Projected by the Municipal Economic Development and Planning Department. 1991 general cargo tonnage will exceed that of 1990. Bulk petroleum will continue to increase significantly 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. An increased marine industrial land base is anticipated to be a near term requirement in response to renewed and expanded commercial activity. All General Obligation Bonds for the Ship Creek Point Project will be tax supported. 			

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	Division	Budget Year 1991
1990 -1991 BUDGET RECONCILIATION =====		
DESCRIPTION	INCREASE/ DECREASE	
-----	-----	
1990 PRO-FORMA PORT OPERATING BUDGET (*)		5,674,000
PERSONAL SERVICES		
Salaries and Wages	11,000	
Overtime	(1,000)	
Benefits	(47,500)	
Other Personal Services	(500)	

Subtotal Personal Services (1)		(38,000)
SUPPLIES		1,900
OTHER SERVICES AND CHARGES		
Professional Services (2)	(76,400)	
Repair and Maintenance Contracted (3)	12,000	
Contract Services (3)	25,000	
Rentals (4)	76,000	
All Other Services and Charges	7,800	

Subtotal Other Services and Charges		44,400
DEPRECIATION (5)		162,000
DEBT SERVICE (6)		155,000
INTRAGOVERNMENTAL CHARGES		9,400

TOTAL INCREASE/DECREASE		334,700

1991 PROPOSED OPERATING BUDGET		6,008,700
		=====
(*) 1990 Revised Port Operating Budget Expense Appropriation: \$5,866,947		

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
Port of Anchorage 8970		1991
<p>(1) Overall reduction in Personal Services expenses is a combination of the Municipal labor savings projections and the hiring of entry level personnel for positions vacated in 1990.</p> <p>(2) Net reduction due to specific professional studies related to soils contamination and sea-air logistics which were conducted in 1990.</p> <p>(3) Increases directly related to O&M expenses for Ship Creek Point.</p> <p>(4) Net increase is the result of new leases of Federal properties, Lots "A" & "EE".</p> <p>(5) Depreciation adjusted to reflect plant in-service.</p> <p>(6) Sale of new revenue bonds in 1991 increases the interest portion of debt service.</p>		

Utility	Port of Anchorage	8970	Division	Budget Year 1991			
<u>PROJECTED RATE ADJUSTMENTS</u> Percent of Increase/Decrease and Components							
		<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
<u>REVENUE CATEGORY</u>							
Preferential Usage Agreements*	(6.0%)	(1)	-0-	-0-	-0-	-0-	-0-
Port Industrial Park Leases	3.5%	(2)	-0- (3)	-0- (4)	-0-	-0-	10%
* through 500,000 tons							
(1) 5 year rate adjustments on both SeaLand and TOTE Preferential Usage Agreements. (See note below)							
(2) 5 year rate adjustments on both SeaLand and TOTE Port Industrial Park leases. (See note below)							
(3) 5 year rate adjustments on Industrial Park Lots 7B, 8B and 8C. Minimal changes anticipated.							
(4) 5 year rate adjustment on Industrial Park Lot 4A. Minimal change anticipated.							
Note:	A majority of the Port Industrial Park properties are leased by TOTE and SeaLand. Tentative agreements with TOTE and SeaLand have resulted in a decrease in PUA rates which is offset by increased revenues from Port Industrial Park leases and the new long term lease of Transit Area "D". The net effect is that total combined revenues, from both leases and preferential use agreements, will increase 3.3% through a combined 1,000,000 tons shipped by TOTE and SeaLand. Above 1,000,000 tons, revenues will increase due to higher tonnage volume.						

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage 8970	Division	Budget Year 1991
<p><u>RATE SUMMARY</u></p> <ul style="list-style-type: none"> - Operating revenues at the Port of Anchorage are divided into 2 categories: Dock Revenue and Port Industrial Park Revenue. - Dock Revenue rates are established in Port of Anchorage Terminal Tariff #2 and Preferential Use Agreements. Changes to the tariff and rate adjustments to the Preferential Usage Agreements require approval by the Anchorage Port Commission, the Anchorage Assembly and the Federal Maritime Commission. The majority of Dock Revenue is derived from dockage charges to vessels calling at the Port and wharfage charges on tonnage crossing the dock. The major carriers at the Port are SeaLand and Totem Ocean Trailer Express (TOTE). The rates for the 2 carriers are defined in Preferential Usage Agreements. Therefore, any rate change to the Sea-Land or TOTE agreements substantially impacts Dock Revenue. - Port Industrial Park Revenue is derived from long term leases of properties in the Port Industrial Park. The leases provide for 5 year rate adjustments. Leases and rate adjustments are subject to Port Commission and Anchorage Assembly approval. TOTE and SeaLand are the major tenants of the industrial park. Future leases of Ship Creek land designated for industrial/commercial uses would be accounted for in a similar category. <p><u>RATE COMPONENTS</u></p> <ul style="list-style-type: none"> - Preferential Usage Agreement rates are negotiated at 5 year increments to reflect changes in Port operations/maintenance cost and capital improvement expenditures. - Industrial Park lease rates are based on appraised land value and current market lease ratios. 		

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	Division					Budget Year 1991
	RESOURCE IMPACTS					
	1991	1992	1993	1994	1995	1996
	----	----	----	----	----	----
TONNAGE *	3,209	3,712	4,210	4,669	5,043	5,290
REVENUE BOND SALES *	5,100	1,000	2,000	5,500	3,500	5,000
GENERAL OBLIGATION BOND SALES *	5,500	2,000	2,500	2,500	-0-	-0-
GRANTS ANTICIPATED *	3,000	6,750	3,750	2,500	-0-	-0-
PERSONNEL INCREASES	-0-	-0-	-0-	-0-	-0-	-0-
REVENUE *	7,864	7,835	8,136	8,520	8,859	9,479
EXPENSE *	5,520	5,873	6,018	6,016	6,021	6,050
	-----	-----	-----	-----	-----	-----
NET INCOME, REGULATORY *	2,344	1,962	2,118	2,504	2,838	3,429
	=====	=====	=====	=====	=====	=====

* in thousands

Port - 12

* in thousands

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	Division	Budget Year 1991	
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro Forma	Year: 1991 Budget
STATEMENT OF SELECTED RATIOS AND STATISTICS =====			
Operating Income	1,988,913	2,259,000	2,651,300
Rate Base (Net Capital Assets)	30,352,000	39,345,000	56,905,000
Rate of Return	6.55%	5.74%	4.66%
Operating Income	1,988,913	2,259,000	2,651,300
Operating Revenue	5,305,179	5,730,000	6,254,000
Operating Margin	37.49%	39.42%	42.39%
Operating Expenses - Controllable *	2,474,066	2,626,000	2,643,700
Operating Revenue	5,305,179	5,730,000	6,254,000
Operating Ratio	46.63%	45.83%	42.27%
Debt/Equity Ratio	29/71	24/76	22/78
* Controllable expenses are total expenses less debt service expense and depreciation expense.			
Port - 13			

Utility Port of Anchorage	Division	Budget Year 1991	
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro Forma	Year: 1991 Budget
MISCELLANEOUS STATISTICAL DATA =====			
TONNAGE SUMMARY -----			
Commodity -----			
General Cargo	1,278,187	1,384,000	1,452,000
Bulk, Dry	66,103	66,000	66,000
Bulk, Liquid (Petroleum)	963,570	1,301,000	1,691,000
Total Tonnage	2,307,860	2,751,000	3,209,000
Annual % of Increase (Decrease)	21.1%	19.2%	16.6%
REVENUE GENERATED BY COMMODITY -----			
General Cargo	2,463,676	2,661,000	2,714,000
Bulk, Dry	49,577	45,000	45,000
Petroleum	564,377	762,000	990,000
Other	614,297	609,000	612,000
Total Dock Revenue	3,691,927	4,077,000	4,361,000
Annual % of Increase (Decrease)	12.1%	10.4%	7.0%
REVENUE PER TON -----	\$2.30	\$2.08	\$1.95
Port - 14			

Utility	Port of Anchorage 8970	Division	Budget Year 1991
<p style="text-align: center;"><u>OPERATING</u></p> <p>Year-to-date figures indicate a marked tonnage increase in 1990. Bulk petroleum tonnage has increased significantly over the past three years: 33% in 1987; 36% in 1988; and 38% in 1989. Petroleum is anticipated to increase 30% in 1991. The general cargo tonnage level is also projected to increase during 1991. Operating Revenue is anticipated to increase in 1991 due to increases in Dock Revenue coinciding with tonnage, a reassignment of Paceco Crane #2 revenues to operating and increased Port land under long term lease. Operating Expense increases in 1991 are primarily due to depreciation adjusted to reflect plant in-service, O&M costs associated with Ship Creek Point and the lease of Lots "A" & "EE".</p> <p style="text-align: center;"><u>NON-OPERATING</u></p> <p>Debt service is partially offset by interest earned on the Port's general, construction and revenue bond reserve funds. Expenditures on projects is anticipated to significantly reduce this revenue source beginning in 1990 and continuing into 1991. The Port anticipates incurring additional debt through the sale of \$5,100,000 of revenue bonds in 1991. Ship Creek Point multipurpose dock general obligation bond proceeds are retained in the Capital Projects Fund and debt service is tax supported.</p> <p style="text-align: center;"><u>CAPITAL</u></p> <p>The Port embarked on a major capital improvement program in 1989. Certain projects were in the design/feasibility analysis/lease negotiation phase during 1989; while others required a two year period extending into 1990. Projects anticipated for completion in 1990 include: Phase I of the dock pile/cathodic protection program; the crane turnout trestle; the new petroleum pier; and infrastructure, ramp float and sheet pile dock at Ship Creek Point. Additional items scheduled for 1991 are: Phase II of the dock pile/cathodic protection program; construction of Lots "A" & "EE"; the transportation improvement program; and construction of the multipurpose dock and marine receiving area at Ship Creek Point.</p>			

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	Division	Budget Year 1991	
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro Forma	Year: 1991 Budget
OPERATING BUDGET =====			
Revenue	7,941,279	7,806,000	7,864,000
Expense	5,588,970	5,674,000	6,008,700
Net Income for Governmental Financial Reporting	2,352,309	2,132,000	1,855,300
Adjustment for Regulatory Reporting	491,762	441,000	489,000
Net Income Regulatory	2,844,071 =====	2,573,000 =====	2,344,300 =====
 CAPITAL BUDGET =====			
PROJECT CATAGORY	APPROPRIATED -----	APPROPRIATED -----	
Land Development	7,150,000	50,000	3,100,000
Terminal Development	3,550,000	4,500,000	2,000,000
Harbor Development	5,307,000	0	10,500,000
Repair and Renovations	1,231,000	1,576,000	2,400,000
Equipment	65,000	125,000	155,000
Total *	17,303,000	6,251,000	18,155,000
<hr/>			
* New Projects		6,251,000	18,155,000
Carryover Projects		9,487,000	6,353,000
Total Construction in Progress		15,738,000	24,508,000

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MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	Division	Budget Year 1991	
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro Forma	Year: 1991 Budget
OPERATING BUDGET STATEMENT OF REVENUE AND EXPENSE =====			
OPERATING REVENUE -----			
Dock Revenue	3,691,927	4,077,000	4,361,000
Crane Revenue	51,331	74,000	90,000
Industrial Park Revenue	1,554,600	1,570,000	1,794,000
Reimbursed Damages	7,321	9,000	9,000
	-----	-----	-----
TOTAL OPERATING REVENUE	5,305,179	5,730,000	6,254,000
OPERATING EXPENSE -----			
Personal Services	1,154,107	1,284,000	1,246,000
Supplies	199,653	83,100	85,000
Other Services and Charges	894,940	1,010,900	1,055,300
Charges From Other Departments	225,366	248,000	257,400
Depreciation, Non-Contributed Plant	842,200	845,000	959,000
	-----	-----	-----
TOTAL OPERATING EXPENSE *	3,316,266	3,471,000	3,602,700
OPERATING INCOME	1,988,913	2,259,000	2,651,300
*Depreciation of Contributed Plant Not Included			
Port - 17			

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	Division		Budget Year 1991
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro Forma	Year: 1991 Budget
NON-OPERATING REVENUE			

SeaLand Leaseback Interest	319,986	355,000	343,000
TOTE Leaseback Interest	49,063	156,000	173,000
Right-Of-Way Fees	121,490	125,000	125,000
Interest Earned	2,145,464	1,415,000	969,000
Other Non-Operating Revenue	97	25,000	0
	-----	-----	-----
TOTAL NON-OPERATING REVENUE	2,636,100	2,076,000	1,610,000
NON-OPERATING EXPENSE			

Interest on Long Term Debt	1,780,942	1,762,000	1,917,000
	-----	-----	-----
TOTAL NON-OPERATING EXPENSE	1,780,942	1,762,000	1,917,000
NON-OPERATING INCOME	855,158	314,000	(307,000)
NET INCOME, REGULATORY	2,844,071	2,573,000	2,344,300
RECONCILIATION			

Net Income, Regulatory	2,844,071	2,573,000	2,344,300
Less: Depreciation of Contributed Plant	491,762	441,000	489,000
	-----	-----	-----
NET INCOME FOR GOVERNMENT FINANCIAL REPORTING	2,352,309	2,132,000	1,855,300
	=====	=====	=====

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MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	Division	Budget Year 1991	
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro Forma	Year: 1991 Budget
STATEMENT OF SOURCES AND USES OF CASH FUNDS =====			
SOURCES OF FUNDS -----			
Net Income	2,352,000	2,132,000	1,855,300
Depreciation	1,336,000	1,286,000	1,448,000
Grants	0	1,000,000	3,000,000
Bond Proceeds	0	0	5,100,000
Amortization of Debt Discount	26,000	25,000	25,000
Leasebacks Principal Payments	211,000	239,000	209,000
Increase in Liabilities Payable From Restricted Special Funds	61,000	0	0
Decrease in Deferred Charges and Assets	31,000	0	0
	-----	-----	-----
Total Sources of Cash Funds	4,017,000	4,682,000	11,637,300
USES OF CASH FUNDS -----			
Additions to Plant	1,406,000	10,279,000	19,008,000
Bond Principal Payment	1,871,000	1,871,000	1,379,000
Equity Transfer Out	1,000,000	178,000	178,000
Increase in Restricted Special Funds, Receivables and Investments	2,455,000	50,000	0
	-----	-----	-----
Total Uses of Cash Funds	6,732,000	12,378,000	20,565,000
NET INCREASE (DECREASE) IN CASH FUNDS	(2,715,000)	(7,696,000)	(8,927,700)
CASH BALANCE, JANUARY 1	24,363,000	21,648,000	13,952,000
CASH BALANCE, DECEMBER 31	21,648,000	13,952,000	5,024,300
	=====	=====	=====

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Utility Port of Anchorage	Division	Budget Year 1991	
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro Forma	Year: 1991 Budget
STATEMENT OF SOURCES AND USES OF CASH FUNDS (CONT) =====			
DETAILS OF CASH BALANCE -----			
Revenue Bond Reserve	1,972,000	1,972,000	1,972,000
Revenue Bond Repair and Replacement Reserve	800,000	1,000,000	1,000,000
Equity in Construction Cash Pool	12,287,000	7,277,000	924,000
Equity in General Cash Pool	6,589,000	3,703,000	1,128,300
	-----	-----	-----
Total Cash Balance, December 31	21,648,000	13,952,000	5,024,300
	=====	=====	=====
STATEMENT OF CHANGES IN FUND EQUITY =====			
Balance, January 1	46,389,000	47,741,000	50,695,000
Net Income (Loss)	2,352,000	2,132,000	1,855,300
Contributions Received	0	1,000,000	3,000,000
Equity Transfer Out	(1,000,000)	(178,000)	(178,000)
	-----	-----	-----
Balance	47,741,000	50,695,000	55,372,300
Details of Fund Equity			
Retained Earnings	29,017,000	31,412,000	33,578,300
Contributed Capital	18,724,000	19,283,000	21,794,000
	-----	-----	-----
Total Fund Equity, December 31	47,741,000	50,695,000	55,372,300
	=====	=====	=====
Port - 20			

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	Division		Budget Year 1991
Municipality of Anchorage Financial Data			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro Forma	Year: 1991 Budget
NET PROFIT MARGIN =====			
Net Income Government Reporting	2,352,309	2,132,000	1,855,300
Operating Revenues	5,305,179	5,730,000	6,254,000
Net Profit Margin Governmental Reporting	44.3%	37.2%	29.7%
Net Income (Regulatory)	2,844,071	2,573,000	2,344,300
Operating Revenues	5,305,179	5,730,000	6,254,000
Net Profit Margin (Regulatory)	53.6%	44.9%	37.5%

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MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	Division				Budget Year 1991
	1988 Actual	1989 Actual	1990 Pro-Forma	1991 Proposed	
SUPPLEMENTAL EXPENSE DATA =====					
PERSONAL SERVICES					
Salaries and Wages	701,887	759,815	827,000	838,000	
Overtime	20,134	31,636	35,000	34,000	
Benefits	326,050	360,109	417,500	370,000	
All Other Personal Costs	2,393	2,547	4,500	4,000	
Subtotal	1,050,464	1,154,107	1,284,000	1,246,000	
SUPPLIES					
Fuel	7,309	6,725	8,000	8,000	
Repair and Maintenance Supplies	131,173	182,539	59,100	61,000	
All Other Supplies	17,140	10,389	16,000	16,000	
Subtotal	155,622	199,653	83,100	85,000	
OTHER SERVICES AND CHARGES					
Professional Services	175,549	165,318	273,000	196,600	
Travel	15,903	10,858	20,000	20,000	
Public Utility Services	228,114	223,078	230,000	230,000	
Repairs and Maintenance-Contracted	277,327	194,059	122,000	134,000	
Rentals	17,115	23,288	29,000	105,000	
Training	2,836	5,525	5,000	5,000	
Contract Services	147,341	139,708	160,000	185,000	
Depreciation	1,293,604	1,333,962	1,286,000	1,448,000	
All Other Services and Charges	149,278	133,106	171,900	179,700	
Subtotal	2,307,067	2,228,902	2,296,900	2,503,300	
OTHER EXPENSES					
Debt Service	1,613,984	1,780,942	1,762,000	1,917,000	
Intergovernmental Charges	198,367	225,366	248,000	257,400	
Subtotal	1,812,351	2,006,308	2,010,000	2,174,400	
TOTAL EXPENSES	5,325,504	5,588,970	5,674,000	6,008,700	

Utility Port of Anchorage	Division	Budget Year 1991
Port of Anchorage 1991 Capital Improvement Budget Financial Summary		
Project Catagory	Total Project Cost 1991*	Bond Operational* Grant
Land Development	6,600	<div>0 G</div> <div>2,700 R</div> <div>2,900</div> <div>1,000 F</div> <div>0 S</div>
Terminal Development	3,678	<div>0 G</div> <div>0 R</div> <div>3,678</div> <div>0 F</div> <div>0 S</div>
Harbor Development	11,500	<div>5,500 G</div> <div>3,000 R</div> <div>500</div> <div>1,500 S</div> <div>1,000 F</div>
Repairs & Renovations	2,475	2,475
New Equipment	255	255
Total **	24,508	11,200 9,808 3,500
\$ in thousands		
* Includes accrued interest on Capital Funds.		
** \$6,353 of 1991 total is carryover project funding from previous years CIP.		
Port - 23		

Utility Port of Anchorage		BUDGET YEAR PROJECTS				Budget Year 1991
Project Category	Project Title	Location	Funding			Total
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F-Federal S-State	
Land Development	Construction of Lots "A" & "EE", Phase I	Port (*) Port	600 R 2,100 R	2,900		5,600
	So. Tidelands Fill & Buttress Design	So. Tidelands			1,000 S	1,000
* Carryover project funding from previous years CIP.						
Prepared by: H. Glenzer			G 2,700 R	2,900	F 1,000 S	6,600

Utility Port of Anchorage		BUDGET YEAR PROJECTS				Budget Year 1991
Project Catagory	Project Title	Location	Funding			
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F-Federal S-State	Total
Terminal Development	Dredging New Petroleum Dock to -40' MLLW	Port - POL Dock		1,000		1,000
	Expanded Maint Facility	Port		1,000		1,000
	Transportation Improvement Program	Port (*)		1,678		1,678
* Carryover project funding from previous years CIP.						
Prepared by: H. Glenzer			G		F	
Date: 9/14/90			R	3,678	S	3,678

Utility Port of Anchorage			BUDGET YEAR PROJECTS			Budget Year 1991
Project Category	Project Title	Location	Funding			Total
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F-Federal S-State	
Harbor Development	Multipurpose Dock Construction	Ship Creek (*)	5,500 G 2,000 R			7,500
	Multipurpose Dock Trestle Extension	Ship Creek			1,000 S 1,000 F	2,000
	Marine Receiving Area/North Side	Ship Creek	1,000 R			1,000
	Ship Creek Point Infrastructure	Ship Creek (**)		500	500 F	1,000
* Tax financed G.O. Bonds retained in Capital Projects Fund.						
** Carryover project funding from previous years CIP.						
Prepared by: H. Glenzer Date: 9/14/90			5,500 G 3,000 R	500	1,500 F 1,000 S	11,500

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage		BUDGET YEAR PROJECTS				Budget Year 1991
Project Catagory	Project Title	Location	Funding			Total
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F-Federal S-State	
Repairs and Renovations	Dock Pile/ Cathodic Protection, Phase II	Port - Dock		2,000		2,000
	Dock Spalling Renovations	Port - Dock (*)		475		475
* \$75,000 carryover project funding from 1990 CIP.						
Prepared by: H. Glenzer			G		F	
Date: 9/14/90			R	2,475	S	2,475

Utility Port of Anchorage		BUDGET YEAR PROJECTS				Budget Year 1991
Project Category	Project Title	Location	Funding			Total
			Bonds G-GO Bonds R-Rev Bonds	Operations	Grants F-Federal S-State	
Equipment	Computer Upgrades	Port		20		20
	Office and Maintenance Shop Equip	Port		15		15
	Front End Loader	Port (*)		185		185
	1 Ton Utility and 1/2 Ton Pickup Replacement Vehicles	Port		35		35
* \$100,000 carryover funding from 1990 CIP.						
Prepared by: H. Glenzer			G		F	
Date: 9/14/90			R	255	S	255

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage	Division					Budget Yr 1991
Port of Anchorage 1991 - 1996 Capital Improvement Financial Summary						
	1991	1992	1993	1994	1995	1996
Project Catagory						
Land Development	6,600	7,250	7,250	5,000	0	0
Terminal Development	3,678	1,500	1,000	2,000	5,500	5,000
Harbor Development	11,500	1,000	1,000	5,500	0	0
Repairs & Renovations	2,475	750	750	0	0	0
New Equipment	255	210	205	240	275	160
Total *	24,508	10,710	10,205	12,740	5,775	5,160
Source of Funding						
G.O. Bonds	5,500	2,000	2,500	2,500	0	0
Revenue Bonds	5,700	1,000	2,000	5,500	3,500	5,000
Operational	9,808	960	1,955	2,240	2,275	160
State Grants	1,500	5,750	3,750	2,500	0	0
Federal Grants	2,000	1,000	0	0	0	0
Total Funding *	24,508	10,710	10,205	12,740	5,775	5,160
\$ in thousands						
* \$6,353 of 1991 total is carryover project funding from previous years CIP.						

Utility Port of Anchorage		FUTURE CAPITAL PROJECTS					Budget Yr 1991
Project Catagory	Project Title	Location	BUDGET BY YEAR				
			1992	1993	1994	1995	1996
Land Development	North Tidelands Graving Dock	North Tidelands	1,250 S	1,250 S			
	South Tidelands Fill & Buttress Construction	South Tidelands	1,000 R 2,000 G 2,000 S 1,000 F	1,000 R 2,500 G 2,500 S	2,500 G 2,500 S		
Source of Funding:		G.O. Bonds	2,000	2,500	2,500		
		Revenue Bonds	1,000	1,000			
		Operations					
		State Grants	3,250	3,750	2,500		
		Federal Grants	1,000				
Prepared by: H. Glenzer Date: 9/14/90		Total	7,250	7,250	5,000	0	0

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage		FUTURE CAPITAL PROJECTS					Budget Yr 1991
Project Catagory	Project Title	Location	BUDGET BY YEAR				
			1992	1993	1994	1995	1996
Terminal Development	RR Crossings/ Improved Access	Port	1,500 S				
	New Fendering System	Port - Dock		1,000	2,000	2,000	
	Intermodal Yard	Port				3,500 R	
	Forest Products Dock	Port/ South Tidelands					5,000 R
Source of Funding:		G.O. Bonds					
		Revenue Bonds				3,500	5,000
		Operations		1,000	2,000	2,000	
		State Grants	1,500				
		Federal Grants					
Prepared by: H. Glenzer Date: 9/14/90		Total	1,500	1,000	2,000	5,500	5,000

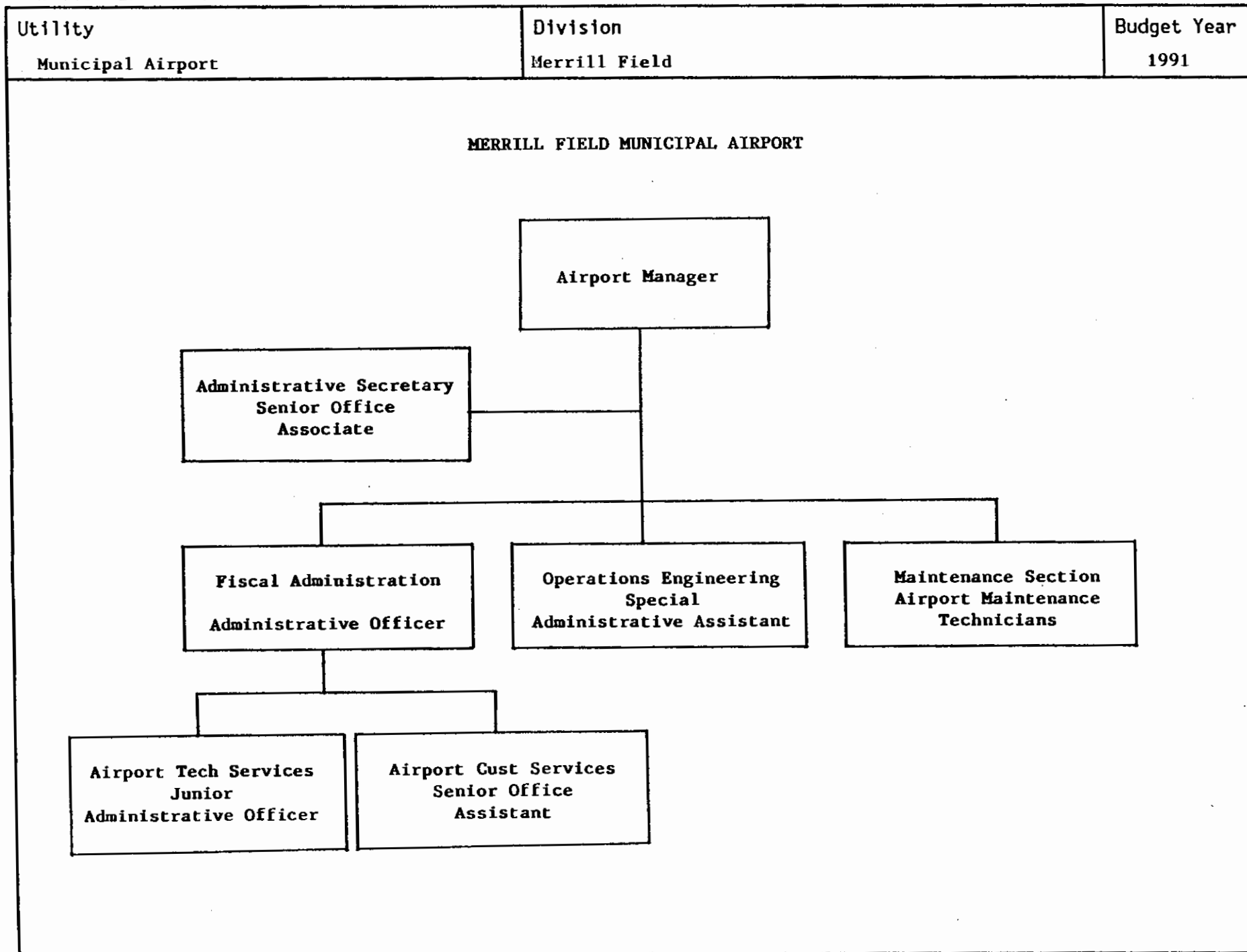
Utility Port of Anchorage		FUTURE CAPITAL PROJECTS					Budget Yr 1991
Project Category	Project Title	Location	BUDGET BY YEAR				
			1992	1993	1994	1995	1996
Harbor Development	Multipurpose Dock - Floating Dock & Bunker Facility	Ship Creek	1,000 S				
	Multipurpose Dock - Linear Loader	Ship Creek		1,000 R	5,500 R		
Source of Funding:		G.O. Bonds					
		Revenue Bonds		1,000	5,500		
		Operations					
		State Grants	1,000				
		Federal Grants					
Prepared by: H. Glenzer Date: 9/14/90		Total	1,000	1,000	5,500	0	0

MUNICIPALITY OF ANCHORAGE

Utility Port of Anchorage		FUTURE CAPITAL PROJECTS					Budget Yr 1991
Project Catagory	Project Title	Location	BUDGET BY YEAR				
			1992	1993	1994	1995	1996
Repairs and Renovations	Dock Pile/ Cathodic Protection, Phase III	Port - Dock	750	750			
Source of Funding:		G.O. Bonds					
		Revenue Bonds					
		Operations	750	750			
		State Grants					
		Federal Grants					
		Total	750	750	0	0	0
Prepared by: H. Glenzer Date: 9/14/90							

Utility Port of Anchorage		FUTURE CAPITAL PROJECTS					Budget Yr 1991
Project Catagory	Project Title	Location	BUDGET BY YEAR				
			1992	1993	1994	1995	1996
Equipment	Major Equipment and Vehicle Replacements/ Acquisitions	Port-Maintenance	210	205	240	275	160
Source of Funding:		G.O. Bonds					
		Revenue Bonds					
		Operations	210	205	240	275	160
		State Grants					
		Federal Grants					
		Total	210	205	240	275	160
Prepared by: H. Glenzer Date: 9/14/90							

MERRILL FIELD AIRPORT



MERRILL FIELD AIRPORT

Merrill Field has continuously served Anchorage since 1930. Our airport was the 61st busiest controlled airfield in the nation with 233,334 operations recorded in Federal Year 1989. (Anchorage International Airport ranked 80th 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 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, half are on leased property.) The staff performs snow removal, sanding, resurfacing, and maintenance of equipment on the field for quick response.

Airport Operating Budget

Revenue continues to increase, in spite of the general economic condition, due primarily to the income we receive from those properties acquired on Orca Street. Expenses have increased due primarily to substantial increases in depreciation expense, public utility costs and maintenance expenses. As a result of these factors, net income regulatory, while substantially lower than previous years, will be sufficient to maintain a viable financial position in 1991.

	1989 <u>Actual</u>	1990 <u>Pro-Forma</u>	1991 <u>Budget</u>
Operating and Non-Operating Revenue	\$1,092,000	\$1,144,000	\$1,181,000
Operating and Non-Operating Expense	913,000	1,092,000	1,130,100
Net Income Regulatory	179,000	52,000	50,900
Less Depreciation Contributed Plant	718,000	727,000	740,000
Net Income (Loss) For Governmental Financial Reporting	\$(539,000)	\$(675,000)	\$(689,100)

Personnel

9FT

9FT

9FT

MUNICIPALITY OF ANCHORAGE

<p>Utility</p> <p>Municipal Airport</p>	<p>Division</p> <p>Merrill Field</p>	<p>Budget Year</p> <p>1991</p>
<p><u>MISSION</u></p> <p>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.</p> <p><u>GOALS</u></p> <p>The goals of Merrill Field are to:</p> <ol style="list-style-type: none"> 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. 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. <p><u>FACTORS DRIVING THE UTILITY</u></p> <ol style="list-style-type: none"> 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. <p>91buspln.bud</p>		

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
Municipal Airport	Merrill Field	1991

FACTORS DRIVING THE UTILITY (CONTINUED)

4. Anchorage area airport facilities will approach capacity in the next decade.
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 1991-1996 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.
2. State Grant funds will be available to construct the Public Aviation Terminal Facility.
3. Airport revenue can be increased only 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 contingency fund for potential legal 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	Division	Budget Year
Municipal Airport	Merrill Field	1991

OBJECTIVE/PROGRAMS

1. Continue to Aggressively Seek and Obtain FAA Grant Funding for the Airport Capital Improvement Program.
 - Acquire additional land west of runway 15/33 to insure compatible land use.
 - Identify capital requirements for eligible grant projects.
 - Secure engineering services for project preliminary design, final design, contract specifications, bid award, and construction supervision.
 - Accomplish preapplication process.
 - Secure tentative allocations.
 - Accomplish grant application process.
2. Continue To Improve the Utility, Quality, Appearance and Safety of Facilities at Merrill Field.
 - Continue long term planning, development, and construction of an enhanced quality of facilities.
 - Construct landscaping along the south boundary and entrance to the airport.
 - Provide technical assistance to lessee's with underground fuel tank problems.
 - Construct and market a financially self-sufficient Public Aviation Terminal Facility.
 - Manage and market Orca Street properties to provide maximum return on investment.
 - Develop a new Merrill Field Master Plan.
 - Work in close coordination with the Airport Commission, Fixed Based Operators, and Airport users.

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MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
Municipal Airport	Merrill Field	1991
<p><u>OBJECTIVE/PROGRAMS (CONTINUED)</u></p> <ul style="list-style-type: none"> - Perform asphaltic crack sealing of runways/taxiways. - Construct airport flight planning space. - Fund advance planning for grant plans and specifications. - Maintain three temporary Airport Maintenance Technician Assistant employees for sixteen weeks (day labor). - Construct 192 new aircraft tiedowns in Apron E-4 in 1995. - Construct 219 new aircraft tiedowns in Apron F-1 in 1998. <p>3. Maintain A Viable Financial Position.</p> <p>Increase revenue to cover inflation to meet airport objectives:</p> <ul style="list-style-type: none"> - by establishing user specific business charges for specific services rendered. - by increasing user fees when necessary to meet direct and indirect costs of inflation. - by increasing facility productivity. <p>4. Increase Operational Efficiency of Airport Data Processing Equipment.</p> <ul style="list-style-type: none"> - Continue development and enhancement of existing programs to facilitate better data resource management. - Maintenance of database and management reporting capabilities. <p>91buspln.bud</p>		

MUNICIPALITY OF ANCHORAGE

Utility	Division							Budget Year
Municipal Airport	Merrill Field							1991
<u>WORKFORCE PROJECTION</u>								
<u>DIVISIONS</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	
Airport Manager	1	1	1	1	1	1	1	
Grant Administration	1	1	1	1	1	1	1	
Financial Administration	1	1	1	1	1	1	1	
Office Operations	3	3	3	3	3	3	3	
Airport Maint. Tech. (Permanent)	3	3	3	4	4	4	4	
Heavy Equip. Operator (Temporary)	2	2	2	2	2	2	2	
Airport Maint. Assts. (Temporary)	3	3	3	3	3	3	3	
Public Aviation Facility	0	[To Be Determined -----]						

Total (Permanent)	9	9	9	10	10	10	10	
Total (Temporary)	5	5	5	5	5	5	5	
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MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
Municipal Airport	Merrill Field	1991

1991 BUDGET ASSUMPTIONS

The following assumptions were made in preparing the 1991 Operating and Capital Budgets:

1. Salaries and Wages. Based upon information provided by the Municipal Manager, it was assumed that compensation costs would decrease \$2,000 below 1990 levels.
2. Benefits. Based upon information provided by the Municipal Manager, it was assumed that benefit costs would decrease \$30,000 below 1990 levels.
3. Staffing Level. It was assumed that the staffing level would remain constant during 1991.
4. Rate Increase. It was assumed there would be no rate increases during 1991 but that absolute minimum rate increases would be required in 1992 and the out years.
5. Inflation Factor. Based upon information provided by the Alaska Department of Labor, an inflation factor of 5% on non-labor expenditures was assumed during 1991.
6. Debt Service Interest Rates. The Airport has no long-term debt and anticipates none will be incurred in 1991.
7. Interest Income. Based upon a recommendation received from the Municipal Manager, an interest rate of 7.5% was assumed in the calculating of Interest Income during 1991.
8. Intragovernmental Charges. Based upon a recommendation received from the Municipal Manager, it was assumed that the 1991 IGC's would remain constant at 1990 levels.
9. MUSA, Lobbying, Revenue Distribution. It was assumed that the Airport would continue to be exempt from participation in these activities during 1991.

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MUNICIPALITY OF ANCHORAGE

Utility	Division					Budget Year
Municipal Airport	Merrill Field					1991
<u>RESOURCE IMPACTS</u>						
Dollars in Thousands						
	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
GROWTH FACTORS						
A. Based Aircraft	1,025	1,050	1,100	1,160	1,220	1,270
B. Flight Operations	250,000	262,000	271,000	284,000	296,000	307,000
C. Municipal Tiedowns	626	626	626	626	818	818
GRANTS ANTICIPATED	5,766	1,406	469	1,219	1,125	1,125
STAFF REQUIREMENTS						
A. Permanent	9	9	10	10	10	10
B. Temporary	5	5	5	5	5	5
C. Airport Terminal	To Be Determined	-	-	-	-	-
TOTAL PERSONNEL	9+5T	9+5T	10+5T	10+5T	10+5T	10+5T
REVENUE	1,181	1,234	1,324	1,442	1,532	1,605
EXPENSES	1,130	1,150	1,215	1,309	1,372	1,411
NET INCOME REGULATORY	51	84	109	133	160	194

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MUNICIPALITY OF ANCHORAGE

Utility	Division							Budget Year
Municipal Airport	Merrill Field							1991
<div>SUMMARY OF RATE CHANGES</div> <div>Historical Analysis</div> <div>Percent of Increase</div>								
	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>
<u>REVENUE CATEGORY</u>								
Lease/Access Fees	0	11.1	15.0	8.7	8.0	3.7	0	0
Transient Parking	0	50.0*	0	0	0	0	0	0
Permanent Parking	0	12.7	0	0	0	0	0	0
* Increased from \$2 to \$3 per day								
91rtehst.bud								

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
Municipal Airport	Merrill Field	1991

PROJECTED RATE ADJUSTMENTS
Percent of Increase and Components

	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
<u>REVENUE CATEGORY</u>							
Lease/Access Fees	7.1	0	3.3	3.2	3.1	3.0	2.9
Transient Parking	0	0	33.3	0	0	0	0
Permanent Parking	0	0	11.3	0	0	0	0

COMPONENTS OF INCREASE

- Continued capital improvements require local matching funds.
- Electrical energy cost of airport lighting for improved safety and security is projected to increase.
- Maintenance of existing airport facilities, plus anticipated capital improvements, will increase maintenance expenses.
- Additional personnel costs will be required as gradual improvements in the economy take place.
- Non-contributed depreciation will increase as capital improvements are completed.
- Contingency funding for potential legal liabilities, especially those associated with underground fuel storage tanks.

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MUNICIPALITY OF ANCHORAGE

Utility	Division						Budget Year
Municipal Airport	Merrill Field						1991
<u>STATISTICAL AND PERFORMANCE TRENDS</u>							
	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>
1. Based Aircraft	1,079	1,022	1,009	950	1,003	1,015	1,025
2. Municipal Tiedowns	583	583	583	590	626	626	626
3. National Airport Ranking	25th	33rd	38th	46th	61st	66th	71st
4. Flight Operations (Federal Year)	334,367	301,258 ¹	280,546	249,490	233,334	241,000	250,000
5. Transient Parking (Number of Days)	8,437	7,668	6,513	5,433	5,233	5,150	5,200
6. Municipal Fuel Flowage (Gallons)	1,023,491	1,031,240	1,026,162	951,672	885,440	905,000	930,000
7. Lease Rate (Per Square Foot Per Year)	.125	.135	.140 ²	.140	.140	.150 ³	.150
8. Leased Square Footage	2,839,718	2,852,187	2,852,187	2,803,726	2,803,726	2,803,726	2,803,726
¹ Goose Bay Airport opened for training flights.							
² For 1987, January 1 thru June 30 is \$.135; July 1 thru December 31 is \$.140 per square foot per year.							
³ Includes \$.01 per square foot per year increase effective January 1, 1990.							
91trends.bud							

MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
Municipal Airport	Merrill Field	1991
<u>1990 Approved Budget Reconciled To 1991 Proposed Budget</u>		
1990 Approved Budget	\$1,877,081	
Personal Services	-32,000 ^a	
Supplies	-120 ^b	
Other Services and Charges	7,010 ^c	
Intragovernmental Charges	1,129 ^d	
Total Depreciation	<u>17,000^e</u>	
Net Decrease	-6,981	
1991 Proposed Budget	\$1,870,100	
^a Decrease due to labor savings anticipated in 1991 over 1990. ^b Decrease due to 1990 budget inclusion of Airport portion of Assembly Budget Analyst computer not included in 1991. ^c Increase due to Public Utility increases and decreases in Contractual Services. ^d Increase due to Airport portion of Internal Auditors for Enterprise Activities Audits. ^e Increase due to capital improvements being completed and transferred to Plant; includes both contributed and non-contributed depreciation.		
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MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year	
Municipal Airport	Merrill Field	1991	
Municipality of Anchorage Financial Data (Dollars in Thousands)			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro-Forma	Year: 1991 Budget
<u>OPERATING BUDGET</u>			
Revenue	1,092	1,144	1,181
Expense	1,631	1,819	1,870
Net Income (Loss) For Governmental Financial Reporting	(539)	(675)	(689)
Add: Depreciation Contributed Plant	718	727	740
Net Income Regulatory	179	52	51
<u>CAPITAL BUDGET</u>		<u>APPROPRIATED</u>	
PROJECT CATEGORY			
Orca Street Land Acquisition		245	500
Master Plan Update		90	
Miscellaneous Equipment		60	15
Construct Public Aviation Facility			4,500
Widen/Overlay Runway 15/33		15	
Cleanup Leaking Storage Tanks		10	
Renovate Control Tower Plumbing		60	30
Landscape South Airport Entrance		15	
Multi-Purpose Aircraft Apron			515
Electrify 24 Tiedown Spaces			20
Vehicle Replacement			19
Security Fencing			235
Erosion/Dust Control			100
Tourist Viewing Area			35
TOTALS		495	5,969
91findat.bud (Revised 01/09/91)			

Utility	Division	Budget Year	
Municipal Airport	Merrill Field	1991	
Municipality of Anchorage Financial Data (Dollars in Thousands)			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro-Forma	Year: 1991 Budget
<u>OPERATING BUDGET</u>			
<u>STATEMENT OF REVENUE AND EXPENSE</u>			
<u>OPERATING REVENUE</u>			
Property Leases and Access Fees	395	419	422
FAA Service/Rent	22	22	24
FAA Grant Administration	83	69	46
Orca Street Lease/Rental Revenue	200	243	270
State Aviation Fuel Fee	60	35	22
Transient Parking Revenue	15	15	15
Permanent Parking Revenue	205	221	238
Auto Parking Revenue	6	7	8
MOA Fuel Fees	48	47	47
All Other Revenues	34	35	38
TOTAL OPERATING REVENUE	1,068	1,113	1,130
<u>OPERATING EXPENSE</u>			
Personal Services	525	664	637
Supplies	53	63	75
Other Services and Charges	185	195	236
Depreciation, Non-Contributed Plant	87	89	92
Charges From Other Departments	62	81	90
TOTAL OPERATING EXPENSE *	912	1,092	1,130
OPERATING INCOME (LOSS)	156	21	-0-
* Depreciation of Contributed Plant Not Included			
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MUNICIPALITY OF ANCHORAGE

Utility Municipal Airport	Division Merrill Field	Budget Year 1991	
Municipality of Anchorage Financial Data (Dollars in Thousands)			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro-Forma	Year: 1991 Budget
<u>NON-OPERATING REVENUE</u>			
Sale of Specifications	--	--	1
Interest Revenue	24	31	48
Disposition of Assets	--	--	2
TOTAL NON-OPERATING REVENUE	24	31	51
<u>NON-OPERATING EXPENSE</u>			
Interest on Long-Term Debt	1	--	--
TOTAL NON-OPERATING EXPENSE	1	--	--
NON-OPERATING INCOME	23	31	51
NET INCOME REGULATORY	179	52	51
LESS: DEPRECIATION OF CONTRIBUTED PLANT	718	727	740
NET INCOME (LOSS) FOR GOVERNMENT FINANCIAL REPORTING	(539)	(675)	(689)
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MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year	
Municipal Airport	Merrill Field	1991	
Municipality of Anchorage Financial Data (Dollars in Thousands)			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro-Forma	Year: 1991 Budget
STATEMENT OF CHANGES IN FINANCIAL POSITION			
SOURCE OF FUNDS:			
Net Income Regulatory	179	52	51
Less: Depreciation, Contributed Plant	(718)	(727)	(740)
Net Income (Loss)	(539)	(675)	(689)
Depreciation	806	815	832
Contributions, Other Governments	1,050	1,072	726
Decrease in Restricted Special Funds & Receivables	---	---	186
Increase in Liabilities Payable, Restr Spec Funds	---	733	---
Total Source of Funds	1,317	1,945	1,055
USE OF FUNDS:			
Additions to Airport Plant	822	791	982
Reduction of Long Term Obligations	---	---	---
Increase in Restricted Special Funds & Receivables	131	158	---
Decrease in Liabilities Payable, Restr Spec Funds	223	---	131
Total Use of Funds	1,176	949	1,113
Increase (Decrease) in Working Capital	(141)	996	(58)
Working Capital, January 1	(782)	(641)	355
Working Capital, December 31	(641)	355	297
DETAIL OF CASH BALANCE:			
Equity in General Cash Pool	(576)	(349)	(344)
Equity in Construction Cash Pool	910	704	641
Total Cash Balance, December 31	334	355	297
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MUNICIPALITY OF ANCHORAGE

Utility Municipal Airport	Division Merrill Field	Budget Year 1991	
Municipality of Anchorage Financial Data (Dollars in Thousands)			
Line Item Description	Year: 1989 Actual	Year: 1990 Pro-Forma	Year: 1991 Budget
<u>STATEMENT OF CHANGES IN FUND EQUITY</u>			
Balance, January 1	29,538	30,049	30,446
Net Income Regulatory	179	52	51
Less: Depreciation, Contributed	(718)	(727)	(740)
Net Income (Loss)	(539)	(675)	(689)
Contributions Received	1,050	1,072	726
Balance, December 31	30,049	30,446	30,483
<u>Detail of Fund Equity:</u>			
Retained Earnings	2,039	1,364	675
Contributed Capital	28,010	29,082	29,808
Fund Equity, December 31	30,049	30,446	30,483
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Airport Capital Budget

The Federal Aviation Administration Airport Improvement Program will continue to be a principal source of capital funding for Merrill Field in 1991. Funding from this grant program will be approximately \$1.3 million for 1991. Proposed funding for the construction of the Public Aviation Facility will be \$4.5 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) 1991-1996

<u>Category</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
Apron Improvements	\$ 535	\$ 25	\$ ---	\$ 100	\$1,200	\$ ---
Runways/Taxiways	---	---	---	700	---	1,200
Building & Equipment	4,564	---	21	---	---	100
Land Improvements	370	---	---	---	---	---
Land Acquisition	<u>500</u>	<u>1,500</u>	<u>500</u>	<u>500</u>	<u>---</u>	<u>---</u>
TOTAL	\$5,969	\$1,525	\$ 521	\$1,300	\$1,200	\$1,300

MUNICIPAL AIRPORT
1991 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY
Dollars in Thousands

Project Category	1991 Total Project Cost	Revenue Bonds	Opera- tions	State Grants	Federal Grants
Apron Improvements	535	---	52	---	483
Runways/Taxiways	---	---	---	---	---
Building & Equipment	4,564	---	64	4,500	---
Land Improvements	370	---	56	---	314
Land Acquisition	500	---	31	---	469
TOTAL CIP PROGRAM	5,969	---	203	4,500	1,266

MUNICIPAL AIRPORT
1991-1996 CAPITAL IMPROVEMENT PROJECT FINANCIAL SUMMARY
Dollars in Thousands

Project Category	1991	1992	1993	1994	1995	1996	Revenue Bonds	Opera- tions	State Grants	Federal Grants	Total
Apron Improvements	535	25	---	100	1,200	---	---	158	---	1,702	1,860
Runways/Taxiways	---	---	---	700	---	1,200	---	119	---	1,781	1,900
Building & Equipment	4,564	---	21	---	---	100	---	185	4,500	---	4,685
Land Improvements	370	---	---	---	---	---	---	56	---	314	370
Land Acquisition	500	1,500	500	500	---	---	---	187	---	2,813	3,000
TOTAL CIP PROGRAM	5,969	1,525	521	1,300	1,200	1,300	---	705	4,500	6,610	11,815

SOURCE OF FUNDING:

Revenue Bonds	---	---	---	---	---	---	---	---	---	---	---
General Bonds	---	---	---	---	---	---	---	---	---	---	---
Operations	203	119	52	81	75	175	---	705	---	---	705
State Grants	4,500	---	---	---	---	---	---	---	4,500	---	4,500
Federal Grants	1,266	1,406	469	1,219	1,125	1,125	---	---	---	6,610	6,610
TOTAL FUNDING	5,969	1,525	521	1,300	1,200	1,300	---	705	4,500	6,610	11,815

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS						Budget Year 1991
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	Multi-Purpose Air- craft Apron	Block 7		32	483=F	515
	Electrify 24 Tiedown Spaces	Block 9		20		20
Prepared by _____ Date _____ Total			G R	52	483 F S	535

BUDGET YEAR PROJECTS						Budget Year 1991
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
Building/Equip Imprvs	Public Aviation Facility	Block 2, Lot 7			4,500=S	4,500
	Renovate Control Tower Plumbing	Control Tower		30		30
	Vehicle Replacement	Airport Manager		19		19
	Miscellaneous Equipment	Various		15		15
Prepared by _____ Date _____ Total			G R	64	F 4,500 S	4,564

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS						Budget Year 1991
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 Improvements	Security Fencing	Various		15	220=F	235
	Erosion/Dust Control	Various		6	94=F	100
	Tourist Viewing Area	Block 14		35		35
Prepared by _____ Date _____ Total			G R	56	314 F S	370

BUDGET YEAR PROJECTS						Budget Year 1991
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 1991			
Utility <u>Municipal Airport</u>								
Project Category	Project Title	Location	BUDGET BY YEAR					
			1992	1993	1994	1995	1996	
Apron Improvements	Overnight Aircraft Parking Improvements	Block 10	25=0					
	Aircraft Refueling Apron	Block 7			94=F 6=0			
	Construct Apron E-4 & Taxiway D-2	Block 10					1,125=F 75=0	
Source of Funding:			G.O. Bonds					
			Revenue Bonds					
			Operations	25		6		75
			State Grants					
			Federal Grants			94		1,125
			Total	25		100		1,200
Prepared by _____ Date _____								

FUTURE CAPITAL PROJECTS					Budget Year 1991			
Utility <u>Municipal Airport</u>								
Project Category	Project Title	Location	BUDGET BY YEAR					
			1992	1993	1994	1995	1996	
Runway/Taxiway Imprvs	Reconstruct Taxiways E-1 and E-2	Taxiway E-1 & E-2			656=F 44=0			
	Construct Taxiways D-2 and F-1	Taxiway D-2 & F-1					1,125=F 75=0	
Source of Funding:			G.O. Bonds					
			Revenue Bonds					
			Operations			44		75
			State Grants					
			Federal Grants			656		1,125
			Total			700		1,200
Prepared by _____ Date _____								

FUTURE CAPITAL PROJECTS			Budget Year 1991				
Utility <u>Municipal Airport</u>							
Project Category	Project Title	Location	BUDGET BY YEAR				
			1992	1993	1994	1995	1996
Building & Equipment	Vehicle Replacement	Airport Maintenance		21=0			
	Pilot Briefing Room	Block 10					100=0
Source of Funding: G.O. Bonds Revenue Bonds Operations State Grants Federal Grants Total							
				21			100
				21			100
Prepared by _____ Date _____							

FUTURE CAPITAL PROJECTS				Budget Year 1991			
Utility <u>Municipal Airport</u>							
Project Category	Project Title	Location	BUDGET BY YEAR				
			1992	1993	1994	1995	1996
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 State Grants Federal Grants Total							
			94	31	31		
			1,406	469	469		
			1,500	500	500		
Prepared by _____ Date _____							

