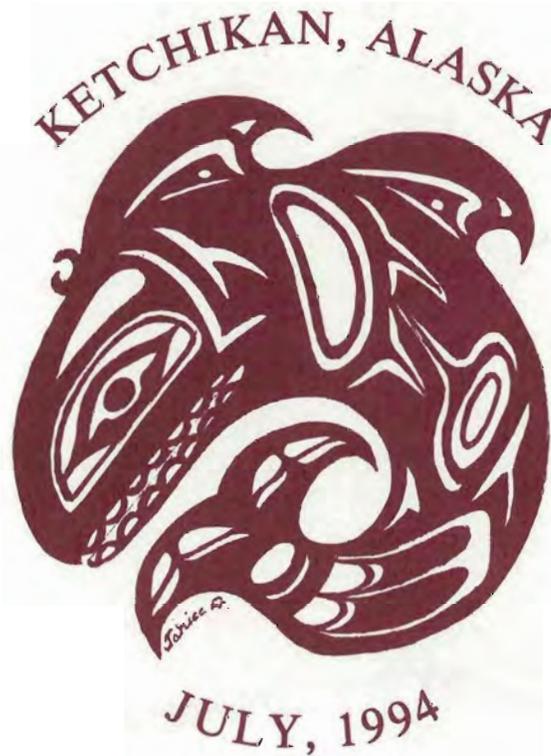


**KETCHIKAN
GATEWAY
BOROUGH**



1994-1995 BUDGET

KETCHIKAN GATEWAY BOROUGH

1994/95 BUDGET

AND CAPITAL PROGRAM

Mayor and Assembly

James E. Carlton, Mayor
Ernest F. Hansen, Vice-mayor
Donald R. Chenhall
Donald W. Mitchel
Michael R. Cruise
Phyllis L. Yetka
John C. Conley
Tom Coyne

Appointed Staff

Georgianna C. Zimmerle, Clerk
Teresa S. Williams, Attorney
Michael D. Rody, Manager

Directors

Gary Munsterman, Planning & Community Development
James E. Voetberg, Maintenance & Operations
Alvin E. Hall, Administrative Services
Penny Luse, Transportation Services
L. E. Williams, Animal Protection
Greg Kolean, Parks & Recreation
Dennis L. Finegan, Assessment

Effective July 1, 1994

Adopted on June 23, 1994

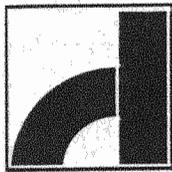
Acknowledgements for

Staff Assistance in Preparing Budget

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Vicki Campbell, General Accounting Supervisor
Ginny Hacker, Administrative Secretary
Jennifer Keim, Accounting Technician

Graphic Consultant

Carl Hall



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO
Ketchikan Gateway Borough,
Alaska

For the Fiscal Year Beginning
July 1, 1993

Arnold H. Haber *Jeffrey L. Esser*

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Presentation to the Ketchikan Gateway Borough for its annual budget for the fiscal year beginning July 1, 1994.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

**KETCHIKAN GATEWAY BOROUGH
ANNUAL BUDGET
Fiscal Year 1994/95**

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INTRODUCTION

KETCHIKAN GATEWAY BOROUGH

Office of the Borough Manager • 344 Front Street • Ketchikan, Alaska 99901

Michael Dean Rody
Borough Manager
(907) 228-6625
Fax: (907) 247-0483

BUDGET MESSAGE

DATE: July 1, 1994

TO: THE HONORABLE MAYOR, ASSEMBLY MEMBERS, and the
CITIZENS of KETCHIKAN GATEWAY BOROUGH

FROM: Michael Dean Rody
Borough Manager

INTRODUCTION

Section 40.10.010(a) of the Ketchikan Gateway Borough's CODE OF ORDINANCES provides that *"The Borough manager shall prepare and submit — a proposed annual budget and capital program for the next fiscal year, which will contain detailed estimates of anticipated revenues and proposed expenditures for the year."* The attached document provides the information necessary to develop a reasonable, workable, and viable budget plan.

The format of this budget plan follows that introduced during the last budget period. While there are be some minor changes to the format, budget document will be similar in content to that presented last year.

One significant change will be the results from several goal setting sessions that the Assembly held this year. The Assembly was able to review the progress made on the previous year's departmental objectives and to review, with the public and staff, preliminary departmental objectives for this year. In addition, the Assembly identified several broad goals which lay the context from which final departmental goals and objectives were refined for this and future years.

Consistent with last years approach, an administrative Budget Committee was used to work with the preliminary budgets prepared and proposed by each department. Committee membership consisted of the Borough Clerk, Borough Manager, Borough Attorney, Director of Administrative Services, and, a new full member, the Assistant Borough Manager. This committee did a commendable job in addressing the issue of ensuring reasonable, prudent funding for each departmental budget. Significant gains were made during this portion of the budgeting process.

BUDGET BASIS

The budgets of general, special revenue and enterprise funds are prepared on a modified accrual basis. Briefly, the obligations of the Borough are budgeted as expenses, but revenues are recognized only when they are actually received. In the Comprehensive Annual Financial Report (CAFR) delinquent revenues collected from property taxes for the months of July and August are considered revenues for the previous fiscal year.

The CAFR shows the status of the Borough's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases this conforms to the way the Borough prepares its budget. Two exceptions are the treatment of depreciation expense and compensated absences. The full purchase price of equipment and capital improvements is shown in the budget while the purchases of capital improvements are depreciated in the CAFR for enterprise funds. Accrued but unused annual and sick leave are treated slightly differently in the budget than in the CAFR.

The Comprehensive Annual Financial Report shows fund expenditures and revenues on both a GAAP basis and budget basis for comparison purposes.

The Borough budgets for its general, special, capital projects, debt funds and enterprise funds. Grants from other government agencies are not budgeted for since funds are not normally appropriated by the agency until after the completion of the local budget process.

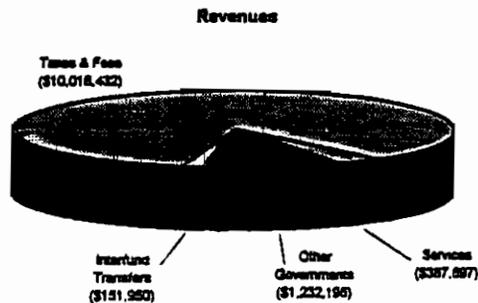
GENERAL FUND REVENUES

There are several opportunities and a few challenges that have surfaced in the area of revenues for the 1994/95 fiscal year (FY). Overall general fund availability is projected to decrease by approximately \$830,753 from last year's projected available funding. This decrease is due, in large measure, to the reduced revenues expected from timber stumpage and sales tax. The timber stumpage revenue is a function of timber harvested on federal land. As such we have little influence on the amount of revenue that can be generated. This is also true of sales tax revenue, there is little that the Borough can do to affect it. While it is true that the sales tax revenue is very conservative, as it is a low projection, it fairly represents the minimum anticipated revenue from this source.

The individual revenue sources are shown within the text of this budget. By category the net increase/decrease for each fund category are as follows:

<u>CATEGORY</u>	<u>INCREASE/DECREASE (%)</u>
Taxes and fees	(3.4)
Revenue from other governments	(8.6)
Charges for services	(6.5)
Interfund transfers	(62.7)
Total	(6.4)

As you will note all general fund revenues are projected to be lower than was projected for the 1993/94 fiscal year. This is the case even in spite of the anticipated increase of 4.5% in the real property tax. While property tax constitutes over fifty percent (58.2%) of total general fund revenues the potential enhanced revenue from this source is not adequate to off-set the anticipated losses from other funding sources.



The negative revenue trend is obvious and we feel that the situation is going to be exacerbated in subsequent years, particularly in the area of state funding. With increasing financial demands being made to support full funding of the Ketchikan Gateway Borough School District budget and the public's expectation of at least maintaining the present level of service provided by general government, it seems timely to consider potential revenue enhancements.

With educational expenses, primarily the school district, utilizing approximately fifty-five percent of the available general funds every year there is little room for error in preparing this budget. The School District's financial requirements are roughly equivalent to the total revenue generated by real property taxes, leaving general government dependent on all other revenue sources.

Revenue Enhancements

While there are several fees, mill rates, and charges which could be arguably increased, it does not seem prudent to do so at this time. However, there are at least two opportunities that seem worthy of consideration.

At the present time there is a sales tax exemption that is adhered to for purchases over \$1,000. Juneau has recently increased this exemption plateau to \$7,000. While the exact revenue from such a change is not known, it could be as much as \$100,000. The additional revenue from the elimination or raising of the cap of this exemption would be a first step towards generating the new revenue that this government is going to need in the coming months and years.

Another revenue enhancement proposal that is being advocated is to allow the Borough government to recover the actual costs for processing zoning and platting permits. As of now, a large portion of Borough residents are heavily subsidizing the transactions of

a few residents. Developers, in particular, are in a position to recapture any permit fees they pay through the sale of their property. The Borough presently receives approximately \$14,000 per year in application/permit fees. If we were to adjust our fee structures to cover the costs related to these activities the revenue generated would almost treble to approximately \$41,000. One or two fees would actually decrease but most would have to be significantly increased. We will solicit the Assembly's approval to design a fee structure that allows the Borough to capture the costs for processing these planning and zoning applications and permits.

While there are other enhancement proposals that could and will be made, we are focusing in on these two for this fiscal year. It is not believed that significant dollars will be generated from these two proposals, but at least the second one would recognize that there is a cost of doing business that is paid for by those profiting from that specific governmental service.

GENERAL FUND EXPENDITURES

The underlying premise to preparing this year's expenditure plan was to provide sufficient funds to maintain a consistent level of service while eliminating budgetary items that would be nice, but not absolutely necessary. Each department was directed to prepare and submit a budget with sufficient detail to make the projected expenditures understandable to any reviewer. Each department's preliminary budget submittal was reviewed by the Budget Committee and each item was justified in terms of need and how it related to their overall mission. The product that came out of this process became the attached budget.

The net change in departmental budget requests was a reduction of \$139,580, or a 3.5 percent reduction from last year's budget requests. While four departmental requests did increase, it was felt that the increases were necessary and justified. The only departments that realized increases were the Departments of Administrative Services, Assessment, Animal Protection, and Maintenance and Operations. At the same time six departmental requests realized savings with a significant savings being identified by the Department of Planning and Community Development (approximately 14.4%).

Travel and Training

One critical expenditure that each Department identified was the need to have enhanced training opportunities. While this continues to be an area which receives a great deal of scrutiny in terms of funding, it is a worthwhile investment for the Borough to promote the type and level of services that are expected of Borough employees. Training is also required to ensure correct emergency responses, and to promote a healthy and safe working environment for both our employees as well as the public. Opportunities for relevant training are limited in Ketchikan and the cost for obtaining relevant off-island training is costly. However, the proposed budget has a significant training package that is being promoted with much of it being provided without off-island travel.

The total travel and training budget for the Borough has been cut by over forty percent. The general fund travel and training budget was reduced by over seventy-eight percent. At the same time the proposed budget offers significant training opportunities and flexibility. Of the \$49,159 being proposed for travel and training \$6,807 is being earmarked for training that the University of Alaska is scheduled to provide.

Salary Survey

An issue that is being addressed as a part of this budget is salary parity. While most of our employees are represented by recognized labor organizations our senior staff is not. We felt that it was appropriate to conduct an external salary survey to determine if our senior staff's salaries were in line and consistent what other comparable entities within Alaska.

The salary survey that we conducted sampled comparable salaries from seven boroughs and cities. The sample included Ketchikan, Kodiak, Sitka, Juneau, Seward, Kenai, and the Kodiak Borough. We requested and received the salary ranges for each of the positions presented below. We also asked for the current salary of the incumbent and from this data we developed the mean salary for each position. We compared this to each Borough position to determine the relative salary position of each department head with his or her peers. We further assumed that if the Borough salaries were within plus or minus five percent then their relative salary position was reasonable and equitable.

Based upon the results of this survey and the analysis described above, recommendations were made for salary adjustments and incorporated into the 1994/95 budget. It should be noted that the existing salary structure, for the most part, seemed to be equitable and in line with salaries being offered by other communities. Of these seven positions that were surveyed four appear to be in-line while three seemed to need adjustment. It was our recommendation that the Assembly approve the proposed changes with the beginning of the fiscal year. The results of this salary survey yielded the following results and recommended actions:

<u>POSITION</u>	<u>DIFFERENCE FROM MEAN</u>	<u>RECOMMENDATION</u>
Assistant Manager	-12.67%	7% raise
Assessor	- 0.25%	No adjustment
Director Admin. Services	-18.05%	13% raise
Planning Director	-12.83%	8% raise
Parks/Recreation Director	- 4.83%	No adjustment
Director Trans. Services	- 3.58%	No adjustment
Director Animal Protect.	+33.68%	No adjustment

General Fund Capital Budget

The information presently available indicates that the following capital projects will be funded within the State's capital budget:

<u>Project</u>	<u>Funding (\$000)</u>
South Tongass Rehab from Saxman to end of Road	2,500.0
Carlanna Street Traffic Signal	300.0
Mountain Point Water/Sewer Project	1,460.0
Airport Curtain Wall (30% match required)	144.6
Airport Terminal Renovations (30% match required)	34.2
Saxman Water/Sewer Upgrade (30% match required)	25.0
	<u>4,463.8</u>

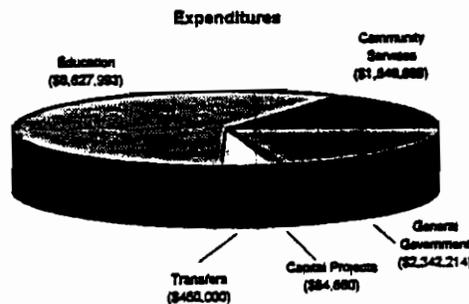
While this state funding is lower than previous years, it still represents a significant opportunity for the Borough, given these austere budgetary times. It should be noted, however, that this state investment will require a minimum of \$76,628 in matching funds from the airport enterprise funds. No general funds will be required for match to state funds. The few general fund dollars that will be invested will be primarily for recreational facilities (\$65,360) and maintenance requirements (\$19,500). The total 1994/95 general fund capital budget amounts to \$84,860. In addition, a special project, the indoor recreation center, will be constructed using debt financing to do so.

The capital budget process is still not adequate to identify and sequence capital projects. This process will be refined during the next several months. Capital expenditures for equipment and facilities are significant cost factors that need to be planned for, rather than merely treated on an *ad hoc* basis. There are several options for developing a capital budget. The Borough's approach to date has fallen short of developing a multi-year capital budget that has meaningful relevancy. To do so, will be one of the major objectives to be accomplished during the 1994/95 fiscal year.

Community Grants

The Borough presently makes significant financial grants to community based organizations and programs. These grants are normally provided for under the Borough's education and economic development authorities. Last year these grants amounted to \$444,088, this years is to be \$433,209. Total grants in past years have been as high as \$567,408.

During last year's budget hearings the Assembly initiated a process to reduce the funding amount being made that year as well as subsequent years. In general terms the Assembly invoked a twenty percent decrease across the board for most programs. The Assembly also encouraged those agencies applying for those funds to aggressively seek alternate funding to finance their programs.



The preceding chart indicates funding allocation among Borough departments and activities.

ENTERPRISE FUNDS

Enterprise Fund Revenues

An enterprise fund is a fund that has been established to account for operations on activities which are financed and operated in a manner similar to private business. That is where the intent is to cover the costs of the operation or activity primarily through the collection of user charges. In the case of the airport and ferry operations they match this definition and are correctly categorized as enterprise funds.

However, this is not as true for the transit fund. This fund is heavily subsidized from the general fund in the range of \$150,000 annually. In order to make this cost center truly profitable the fees would have to be increased by three hundred percent or more. This, of course, would drive the ridership down which, in turn would still necessitate a general fund subsidy because of the lost revenue. Regardless, all three of these cost centers are treated as enterprise funds within this budget.

Ferry

Over the last several years the ferry operation has been profitable, generally returning a profit in excess of ten percent. This "profit" was not used to establish an equipment or capital replacement fund, which is what is normally done, but rather to subsidize the airport operation.

However, this is not going to be the case in the 1993/94 fiscal year nor in the 1994/1995 fiscal year. Because of cost over-runs in the maintenance of the dock and ferry this fund will not show a significant "profit" for last year and only a slightly larger gain this year.

Fortunately, the airport fund will also show a small surplus. Therefore, no general fund subsidy will likely be necessary for either fiscal year.

The projected revenue for the ferry operation is expected to be \$856,000, which is enough to cover the projected expenditures for this cost center. Where this revenue, when compared to anticipated costs, would leave an unallocated balance of \$48,610 (a return margin of 5.9 percent), it does not provide sufficient basic reserves for the future investment in a new or newer ferry. This investment is likely to be necessary in two or three years at a cost of up to \$4,100,000. Alternate funding will have to be sought including possible State CIP funds.

Whether the Borough buys a new or used ferry significant financial resources will need to be in place to purchase this "new" ferry. Therefore, it is recommended that a twenty percent increase in the ferry fee be initiated this fiscal year. This increase would raise the ferry user fee from \$2.50 to \$3.00 and would generate approximately \$45,000 in enhanced revenue. This additional revenue should then be earmarked for a fund which would be used for equipment replacement.

This action is also prompted by the State's intent to reduce their financial support of the ferry operation by \$50,000 this upcoming fiscal year. The remaining state assistance then becomes \$75,000. This state assistance has been significantly reduced over the last few years from about \$250,000 to this year's \$75,000.

Airport

We were able to turn the financial operation of the airport around significantly during the 1993/94 fiscal year. However, additional gains remain to be realized. With anticipated revenues of approximately \$1,440,750 this fiscal year the airport is the most significant enterprise fund. Even without including capital projects, the airport is the most significant general government cost center. The single largest cost center is the Ketchikan Gateway Borough School District. With an airport funded capital improvement program investment of \$112,671 the total budgeted expenditure plan for the airport cost center is \$1,232,029. This results in a projected cash flow surplus of \$96,050.

As with the ferry, there are revenue enhancements that can be implemented. The fuel flowage rate has remained unchanged for several years at 2 per gallon. Adjusting this charge to 3 per gallon would produce an additional \$17,000.

Likewise the landing fees have not been revised since 1988. Adjusting this charge by an inflation factor of three percent per year for the last four years it seems reasonable that the landing rate could be increased from \$1.62 per thousand pounds to \$1.86 per thousand pounds. This fifteen percent increase could provide an additional \$92,500 in revenue.

As rental agreements and leases come to an end and are renegotiated, the per square foot charge should come more normally in-line with the market value of the space. As it presently stands it has been projected that the Borough has been providing a fifty percent subsidy to those firms and individuals who rent and lease airport space from the Borough. It is proposed that future rental and lease agreements be brought in line with market value by charging 10 instead of 5. This change would result in a \$28,880 revenue enhancement for the airport.

An additional way to enhance revenues is to charge a "remain overnight fee" (RON) of \$1.45/1000 for overnighing at the airport. Both the airport and ferry experience additional unbudgeted costs every time a large aircraft overnights. We are not recouping these costs. This jetway (RON) charge would produce approximately \$18,000.

The possibility exists for additional revenue to be produced by improving airport parking and structuring a fee for the use of that parking. Parking fees generate significant revenue at many airports, and yet, it is simply a cost center at ours rather than a revenue producer. While no specific proposal for parking fees is being advanced, it is one that we will be scoped in the months to come.

Transit

As stated previously, the transit operation is not, and will probably never be, a profitable

operation. The subsidy necessary to operate the transit system is projected to be \$150,000. Of the total projected revenue for transit over half of it is from general fund sources.

No revenue enhancement options are being advocated for the transit operation, it is felt that by instituting services to the Carlanna area, acquiring new buses, and initiating an aggressive marketing effort that the general fund contribution can be reduced.

BUDGET PHILOSOPHY:

While it was understood that the Assembly had no desire to adjust the mill levy, that was not the overriding criteria in preparing this year's budget. It was a factor, of course, but what was attempted was to fund the various activities at such a level so as to maintain or improve upon the present service level. This budget accomplishes that objective.

In order to give the Assembly and the public a more complete understanding of our public financing, a detailed three-year capital budget was prepared and is being submitted as a separate section of this budget. This CIP budget is all inclusive, and includes those projects that are to be funded under the State's capital projects budget.

This is the second year of a different way of formatting the budget with a different review process. There will most certainly be adjustments made in the process. But a few things that will not change is a desire to present a budget that clearly identifies the detailed costs attributable to an activity, a budget that sustains or improves upon an identified level of service or which is not fiscally prudent.

Fiscal prudence implies that any proposed fiscal action is conservative enough to be able to address most reasonable contingencies. In this regard, the proposed budget has retained into it two new aspects. The first is an effort to rebuild the Borough's ending fund balance, or reserve fund balance. One generally accepted "rule of thumb" calls for an ending fund balance of at least four percent (4%) and, preferably, eight and one-third percent (8.3%) of the total operational budget. In the case of the overall budget that would result in an ending fund balance of between \$500,000 and \$1,000,000. In the case of the Borough's operating budget, that would amount to between \$235,000 and \$500,000. This budget has a projected fund balance of \$757,710, or a little better than six percent (6.0%). The second is to establish and sustain an equipment replacement fund. This fund has now been built up to \$150,000. The monies from this fund will be used to replace needed equipment.

It should be noted that the general fund expenditures were reduced by \$139,580 and the enterprise budgets by \$892,587. These expenditure savings were the result of considerable effort and analysis. There is no consistent incremental increase, but rather an item by item justified accounting of anticipated expenditures.

TABLE ONE: Budget Comparisons FY 1993/94 and 1994/95

Department	FY 1993/1994 \$	FY 1994/1995 \$	Inc./(Dec.) (%)
GENERAL FUND			
Mayor & Assembly	85,890	116,787	35.97
Borough Attorney	174,345	172,448	(1.09)
Borough Clerk	171,712	168,561	(1.84)
Borough Manager	329,633	306,130	(7.13)
Administrative Services	462,287	488,376	5.64
Assessment	352,278	362,200	2.82
Animal Protection	220,535	228,200	3.48
Parks & Recreation	667,290	630,211	(5.56)
Maintenance & Operations	502,490	505,823	.66
Planning	568,054	487,759	(14.4)
Non-Departmental	164,520	153,639	(6.61)
Automation	81,750	68,250	(16.51)
Child Care Assistance	76,250	67,510	(11.46)
Capital Projects	123,300	84,860	(31.18)
SUMMARY	3,980,334	3,840,754	(3.51)
ENTERPRISE FUNDS			
Airport, includes Ferry	2,624,048	2,040,419	(22.24)
Transit	531,451	222,493	(58.13)
SUMMARY	3,155,499	2,262,912	(28.29)

DEBT MANAGEMENT

The Borough has four general obligation bond issues outstanding totaling \$8,819,000. These issues are: 1958 APW Bonds - \$529,000, 1972 Airport Bonds - \$480,000, 1974 Refunding - \$610,000 and 1989 Series "A" School Bonds - \$7,200,000. The 1972 bond issue will mature in 1995. These bonds are self supporting from the revenues of the Airport. The 1974 bond issue will mature in 1997. The 1989 bond

issue will mature in 1997. The 1989 bond issue will mature in 2000. The 1958 APW Bonds remain on the Borough records. Although the bonds have not been formally forgiven, there is evidence unofficially that the bonds will not be presented for payment.

\$8,339,000 of the bonds are School G.O. Bonds. While the Borough is obligated to show the entire amount of the debt on its records the State of Alaska reimburses the Borough a percentage of the debt according to the established entitlement for the year.

Alaska statutes do not place a limit on the amount of debt that can be incurred by a community. It seems practical that the debt limit could be placed somewhere between \$35,000,000 and \$50,000,000 based on the assessed valuation of the Borough. (See pages 175 through 176.) The Borough is planning on issuing new bonds for the construction of an indoor recreation center. Total issue for this project is projected to be \$7,500,000. The bond question will be placed on the October ballot for approval by the voters. While these will be general obligation bonds there is an independent funding source in place to retire this proposed debt. Two years ago the voters provided for the addition on a half cent sales tax to be used for the construction of recreational facilities. This tax produces in excess of \$900,000 annually. The Assembly has earmarked \$800,000 of these revenues for the retirement of bond proceeds. There are presently no other debt management issues being addressed this year.

CONCLUSION

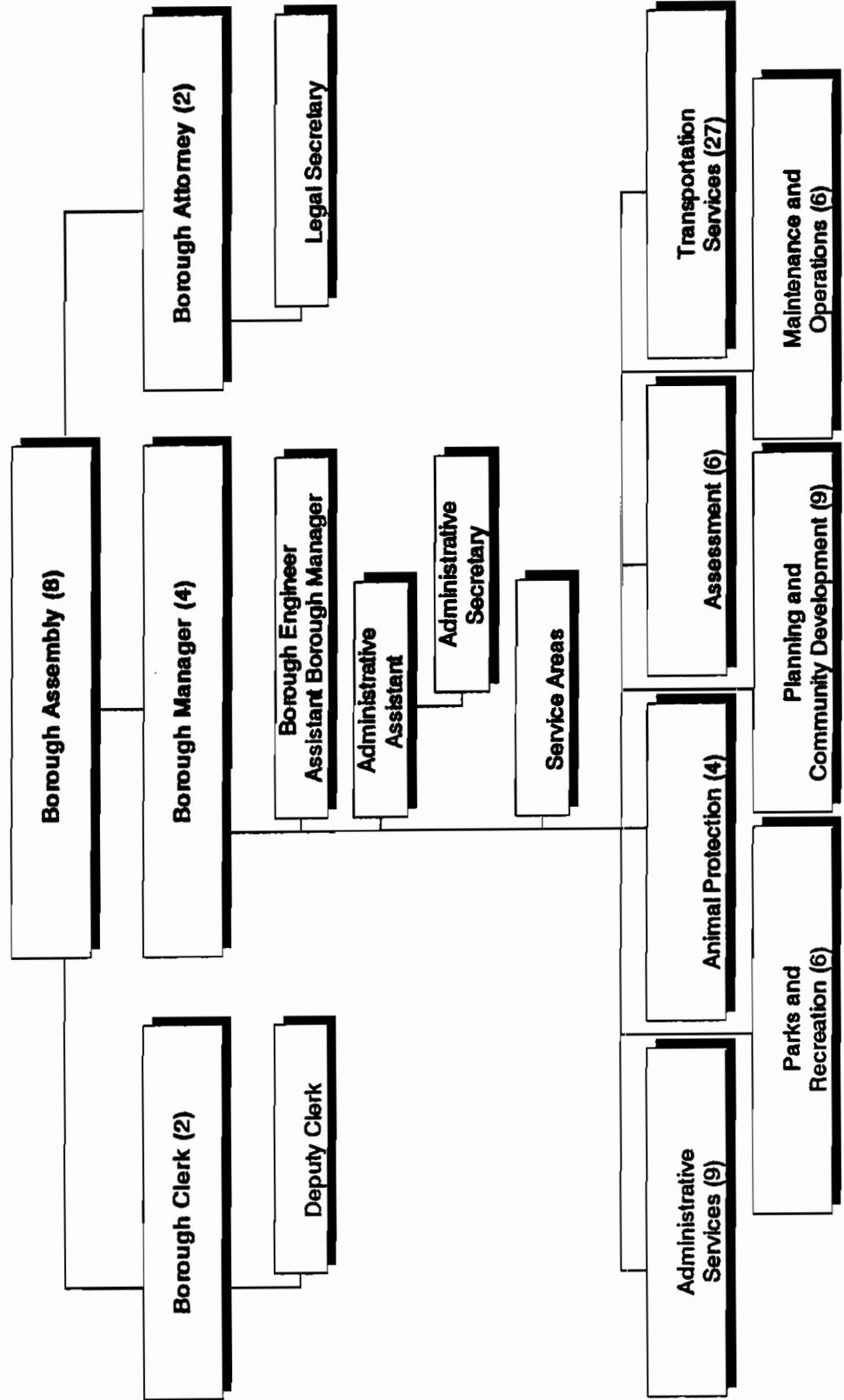
It is hoped that the Assembly and the citizens of the Ketchikan Gateway Borough find this budget understandable and accountable. We feel that with some vision budgetary tuning and judicious implementation that this budget can meet the expectations of the public and objectives of the Assembly.

I wish to thank the Assembly for the guidance they have given and continue to provide in the development of this budget and the policy which drives this budget.

I want to thank the Budget Committee for the dedication and insightfulness in finalizing the following budget. And I want to thank the staff for their professional and responsible response to the "budget call". Their efforts are much appreciated and necessary.

KETCHIKAN GATEWAY BOROUGH

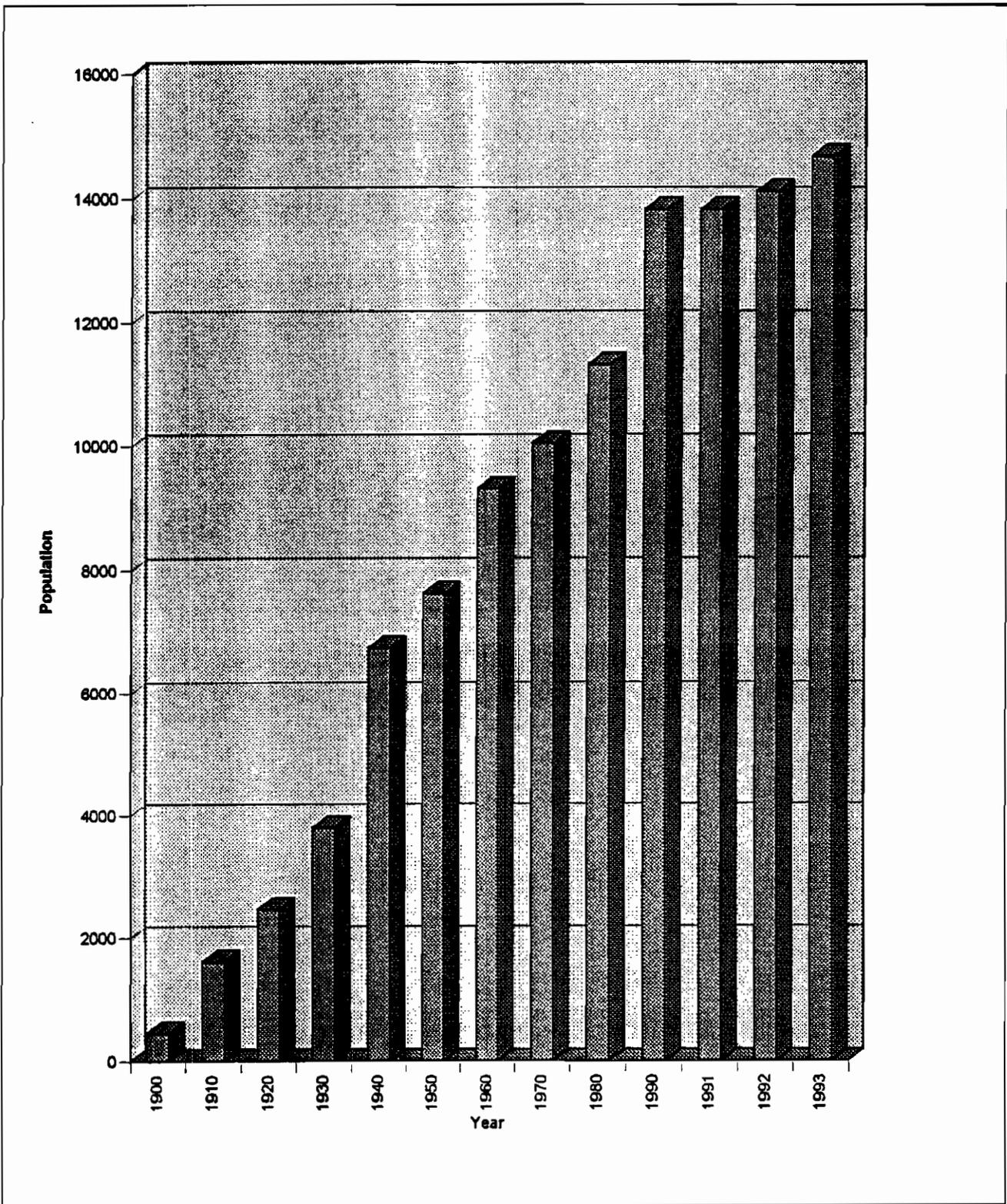
Fiscal Year 1994/95



Footnote: () = Number of Employees by Department

Ketchikan Gateway Borough

Population





ALASKA
NTS



SOUTHEAST ALASKA
NTS

KETCHIKAN GATEWAY BOROUGH

Office of the Borough Manager • 344 Front Street • Ketchikan, Alaska 99901

Michael Dean Rody
Borough Manager

(907) 228-6625
Fax: (907) 247-6625

Memorandum

To: Mayor and Assembly
From: Mike Rody, Borough Manager 
Re: Goals and Objectives for FY 94/95
Date: March 11, 1994

Attached are the individual department statements for FY 93/94 accomplishments as well as proposed objectives for the forth coming fiscal year. These will be presented to you in greater detail during our March 15th meeting.

During the course of our discussion concerning goals and objectives, I request of the Assembly the following:

1. I request that overall goals be established for the Ketchikan Gateway Borough. These overall goals could be general in nature or specifically related to a discrete Borough responsibility. In addition to the specific Borough operations, I would encourage you to review goals in such areas as economic development, social service, education and training, and arts and humanities!

2. I encourage each of you to think of 2 to 3 objectives in each of the following areas of direct responsibility for the Borough.

- a. Clerk's Office
- b. Attorney's Office
- c. Manager's Office
- d. Department of Administrative Service
- e. Department of Animal Protection
- f. Department of Assessment
- g. Department of Maintenance and Operations
- h. Department of Parks and Recreation
- i. Department of Planning and Community Development
- j. Department of Transportation Services

Particular thought should be given as to how these departments should be operating and what actions are necessary to meet the desired objectives of the Assembly.

3. I request that the Assembly help staff by defining an Assembly mission statement and your specific Assembly objectives for the upcoming year.

4. Staff will review with you their thinking in their mission statements, objectives, and progress accomplished. You are asked to consider the previous years objectives and accomplishments and give direction relative to newly proposed objectives.

I hope this approach proves satisfactory by providing for concrete direction from the Assembly, as well as an understanding by the Assembly what staff is trying to accomplish and by what means.

Attached, for your ready reference, are several interesting documents prepared in 1978 and 1979. I am not recommending that this procedure apply in this case, but it does indicated an approach taken by an earlier Assembly.

The direction provided by the Assembly will be useful in preparing this year's budget. Based upon preliminary projections, next year will be another tight fiscal year. By presuming that the mill rate will remain constant and that the initially indicated funding level for the School Board remains unchanged, the Borough General Government will have on hand additional revenues of approximately four thousand dollars (\$4,000). At the same time General Fund personnel costs will increase significantly more than that.

If school funding is increased by \$165,00, to realize full potential of that funding, that will be in excess of \$160,000 that will have to be "cut" from general government.

Elkins
Kouri
McBride
Zastrow
Finney

Voting "no": None
Absent: Shay
Simpson
6 4/7 votes required for
Effective Date: 7/17/78

K E T C H I K A N G A T E W A Y B O R O U G H

RESOLUTION NO. 301

A RESOLUTION OF THE ASSEMBLY OF THE
KETCHIKAN GATEWAY BOROUGH, ALASKA,
AFFIRMING AND ADOPTING THE GENERAL
POLICY STATEMENT FOR LOCAL GOVERN-
MENT GOALS AND OBJECTIVES.

The Assembly of the Ketchikan Gateway Borough has established a policy to plan and formulate goals and objectives in an orderly fashion, consistent with the Comprehensive Plan and to attach priorities for implementation thereto.

The Assembly has now carefully considered the said proposed policy statement, held a public hearing and several public meetings thereon, has now received and considered recommendation and comment from the Borough administration and staff, and finds that the proposed policy statement will assist in the orderly development of the Ketchikan Gateway Borough and in the efficient operation of the Borough services.

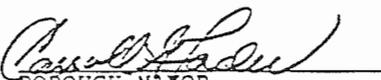
NOW, THEREFORE, BE IT RESOLVED BY THE ASSEMBLY OF THE KETCHIKAN GATEWAY BOROUGH, ALASKA, as follows:

Section 1. The Assembly hereby affirms the goals and objectives as set out in the attached "General Policy Statement for Local Government Goals and Objectives", dated July 17, 1978. The "General Policy Statement for Local Government Goals and Objectives" is hereby adopted as the statement of Borough policies until such time as these policies are revised, amended or repealed.

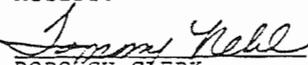
Section 2 The Assembly shall annually undertake and complete an overall review and update of the "General Policy Statement for Local Government Goals and Objectives" prior to budget consideration.

Section 3. This resolution shall be effective immediately upon passage and approval.

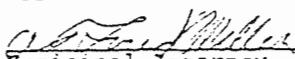
PASSED AND APPROVED this 17th day of July, 1978.


BOROUGH MAYOR

ATTEST:


BOROUGH CLERK

Approved as to form:


Municipal Attorney

GENERAL POLICY STATEMENT

for

LOCAL GOVERNMENT GOALS AND OBJECTIVES

It shall be the policy of the Ketchikan Gateway Borough Assembly to plan and formulate Goals and Objectives in an orderly fashion, consistent with the Comprehensive Plan and to attach priorities for implementation thereto. Full opportunity for recommendation and comment should be afforded both the administration and public before adoption. Upon adoption, a schedule of implementation should be developed by the Staff and Assembly.

The Goals and Objectives Statement shall be revised as tasks are completed, as needs change and as new needs arise. The statement shall be the basis of both action and direction taken by the appropriate administrations, in the drafting of ordinances and resolutions to carry out the goals and objectives.

I. Increase Internal Operating Efficiency

Fiscal Management

- A. Pursue maximum useage of City's computer services
 - 1. Place Mt. Point water billing on KPU bills
 - 2. Complete debugging sales tax program and make operable
 - 3. Complete General Ledger and Claims transfer to computer
- B. Change budget format to increase compatibility with computer services and to increase clarity for interpretation by Assembly, administration and public
- C. Pursue centralized purchasing system for Borough, City and School to provide standardization of purchasing, inventory controls, and co-ordinated request to realize cost savings and efficiencies
- D. Consulting time - management agreement with City for financial management assistance, as needed
- E. Continue to set out a long-range capital improvements program considered annually with budget
- F. Physically centralize City/Borough finance departments

General Management

- A. Have proposed legislation (ordinances, resolutions, contracts, and leases) reviewed by department and/or officials required to enforce them and make a report or recommendation to the manager
- B. Pursue inter-agency cooperative management agreements rather than add additional staffing to Borough
- C. Have legal services under direction from and be responsible to Assembly according to cooperative agreement with City Council and Borough Assembly

II. Increase City/Borough Coordination

- A. Schedule periodic combined City Council and Borough Assembly meetings and combined Borough Assembly and School Board meetings
- B. Pursue reorganizing administrative responsibilities to provide for greater efficiency in achieving goals and objectives, including possible relocation of departments in existing office space
 - 1. Economic Development Specialist and Grants-writer position - funded by Borough under supervision of Borough Manager working in coordination with City Manager
 - 2. Combine Planning, Engineering and Building Inspector offices
 - 3. Personnel Director - coordinate personnel functions with City and School Board, Borough funded, supervised by Borough Manager and Superintendent of Schools. Areas of responsibility:
 - a. Review and standardize personnel policies
 - b. Administer recruitment and EEO plans
 - c. Establish disciplinary actions and awards systems, and handle training, Unemployment Insurance Program and pay scale coordination
 - d. Provide labor relations services to management
 - 4. Director of Transportation - In order to further the development and coordination of local government transportation functions, authorize a Director of Transportation, directed jointly by the City and Borough Managers.

III. Merge Local Governments

Urge Unification Advisory Committee and Charter Commission to seek and utilize all sources of knowledgeable advice and make facts and findings known to public

IV. Land Use Planning, Community Planning, and Coastal Management Planning

- A. Implement Comprehensive Plan Policies
 - 1. Revise zoning and subdivision ordinances to include:
 - a. Minimum road and access specifications
 - b. Sewage and drainage to comply with Statutes
 - c. Adequate utilities
 - d. Use bonding powers of Borough to finance Local Improvement Districts
 - e. Encourage development recognizing aesthetic and environmental considerations
 - f. Adequate parking
 - 2. Adopt Borough-wide Uniform Building Codes with provisions applicable to Ketchikan needs
 - 3. Continue Neighborhood Development Planning

4. Initiate Waterfront Development Planning For Harbor Development and Waterfront Land Uses recognizing needs of:
 - a. Commercial & Industrial
 - b. Residential
 - c. Public & Recreational
 5. Initiate Industrial Park Development Planning recognizing:
 - a. Locations feasible for industrial parks
 - b. Zoning provisions for industrial park development
 - c. Special improvement districts for industrial park development
 6. Develop Community Design Plans for Downtown and Westend Districts
- B. Develop Cooperative (State/Borough/Cape Fox/USFS) Land Management Program in order to:
1. Identify initial borough selections
 2. Provide significant borough input to State's classification of its land and resolution of major issues concerning key community expansion lands (Mental Health)
 3. Develop land dispersement program which is compatible with State and Cape Fox
 4. Design desirable land ownership patterns through exchange
- C. Develop Coastal Management Planning and Policy Development
1. Define Coastal Management boundaries
 2. Coordination with Harbor and Waterfront plans and Cooperative Land Management Program
 3. Provide means for consistency with Comprehensive Plan and Atlas
- D. Identify solid waste disposal problems and recommend long-range alternatives
- E. Identify long-range cemetery alternatives
- F. Develop Comprehensive Community Health and Social Service Plan
- G. Research Borough-wide fire prevention and protection program
- V. Identification of Borough-wide Transportation Needs
- A. Complete Airport Development Plan to include:
1. Policy Development
 2. Land Use Plan around airport
 3. Prioritized Capital Improvement Plan for development including air shipment of fish and other cargo
 4. Community input in Federal and State decisions concerning aviation

- B. Implement traffic improvement plans for:
 - 1. Tongass
 - 2. Downtown
 - 3. Westend
 - C. Pursue Community Highway Development
 - 1. Secondary Route including Saxman Bench Road
 - 2. Revilla-Pennock-Gravina Bridge
 - 3. Gravina Road plan
 - 4. Off-system highway plan
 - D. Analyze Public Transit Needs
 - 1. Seek alternatives for improving transit systems within Borough
 - 2. Investigate alternate funding methods for airport ferry operation
 - E. Promote Harbor Development
 - 1. Deep-water docks - Sunny Point
 - 2. Container and general cargo handling facilities
 - 3. Saxman boat harbor to serve commercial fishing fleet
 - 4. Public sea drome in downtown area
 - 5. Determine best future use of State floatplane facility at Peninsula Point
 - F. Alaska Marine Highway System
 - 1. Establish routine maintenance program in Ketchikan
 - 2. Coordinate future deep-water dock development with State Ferry system needs
- VI. Investigate Annexation
- A. City analyze annexation of the airport
 - B. Borough assess annexation of outlying areas
 - C. Encourage City to investigate annexing outlying areas adjacent to City
- VII. Acquisition and/or transfer of Areawide Powers
- Research acquisition and/or transfer of areawide powers
- VIII. Conduct Fiscal Analysis of Tax Structures, Exemptions and Policies
- A. Sales tax
 - B. Property tax
 - C. Personal property taxes, including motor vessels and aircraft
 - D. Inventory tax
 - E. Industrial incentives
- IX. Increase Public Awareness
- A. Implement Comprehensive Plan policies dealing with public participation
 - B. Conduct public forums on topical issues
 - C. Improve communication
 - 1. Publish newsletter covering local government activities
 - 2. Referendum items - make facts and issues known to public

3. Publish informational brochures

X. Emphasis-Legislative Affairs

Appoint continuing City/Borough Legislative Affairs Committee, including managers, reporting quarterly to Council and Assembly and increase coordination with State and Federal legislators

XI. Promote Community Economic Diversification with Emphasis on:

- A. Tourism Enhancement
- B. Bottom Fishery Development and Processing
- C. Waterfront Development
- D. Mining Development
- E. Forest Product Enhancement
 - 1. Manufacturing
 - 2. Resource Development
 - 3. Marketing
- F. Industrial Park Development
- G. Marine Biology Center and Aquarium
- H. Airport Economic Development and Diversification
- I. Creek Street Development

XII. Quartz Hill Mineral Development

- A. Impact analysis of alternative development plans
- B. Implementation of preferred alternatives to enhance development

XIII. Minimize Local Contribution to Borough-wide Education through:

- A. Establishing a formula for local contribution based on the school foundation program
- B. Analyze costs and benefits of Borough assuming school building maintenance

Emard
Laurance
Watt
Salazar
Voting "no": Bolling
Absent: Shay
McBride
EFFECTIVE DATE: 11/6/78
6 4/7 votes required for passage.

K E T C H I K A N G A T E W A Y B O R O U G H

RESOLUTION NO. 320

A RESOLUTION OF THE ASSEMBLY OF THE
KETCHIKAN GATEWAY BOROUGH, ALASKA,
REVISING AND ADOPTING THE GENERAL
POLICY STATEMENT FOR LOCAL GOVERN-
MENT GOALS AND OBJECTIVES.

RECITALS

A. The Assembly of the Ketchikan Gateway Borough has determined it shall be policy to plan and formulate goals and objectives in an orderly fashion, consistent with the Comprehensive Plan and to attach priorities for implementation thereto.

B. The Assembly carefully considered a proposed policy statement, full opportunity was afforded both the public and administration for comment and recommendation thereon, and the Assembly found that the proposed policy statement would assist in the orderly development of the Ketchikan Gateway Borough and in the efficient operation of the Borough services. The Assembly thereupon adopted the "General Policy Statement for Local Government Goals and Objectives" by Resolution No. 301 on July 17, 1978.

C. The Assembly recognizes the need to review and update the said policy statement as tasks are completed, as needs change and as new needs arise to enhance orderly economic expansion and community growth.

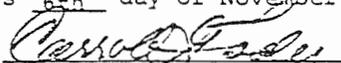
NOW, THEREFORE, BE IT RESOLVED BY THE ASSEMBLY OF THE KETCHIKAN GATEWAY BOROUGH, ALASKA, as follows:

Section 1. The Assembly hereby adopts and affirms the goals and objectives as set out in the attached "General Policy Statement for Local Government Goals and Objectives", dated November 6, 1978. The said statement is hereby adopted, as revised, to be the statement of Borough policies until such time as these policies are again revised.

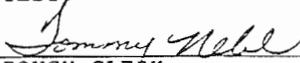
Section 2. The Assembly shall annually undertake and complete an overall review and update of the "General Policy Statement for Local Government Goals and Objectives" prior to budget consideration.

Section 3. This resolution shall be effective immediately upon passage and approval.

PASSED AND APPROVED this 6th day of November, 1978.


BOROUGH MAYOR

ATTEST:


BOROUGH CLERK

Approved as to form:


Municipal Attorney

GENERAL POLICY STATEMENT

for

LOCAL GOVERNMENT GOALS AND OBJECTIVES

It shall be the policy of the Ketchikan Gateway Borough Assembly to plan and formulate Goals and Objectives in an orderly fashion, consistent with the Comprehensive Plan and to attach priorities for implementation thereto. Full opportunity for recommendation and comment should be afforded both the administration and public before adoption. Upon adoption, a schedule of implementation should be developed by the Staff and Assembly.

The Goals and Objectives Statement shall be revised as tasks are completed, as needs change and as new needs arise. The statement shall be the basis of both action and direction taken by the appropriate administrations, in the drafting of ordinances and resolutions to carry out the goals and objectives.

I. Increase Internal Operating Efficiency

Fiscal Management

- A. Pursue maximum useage of City's computer services
 - 1. Place Mt. Point water billing on KPU bills
 - 2. Complete debugging sales tax program and make operable
 - 3. Complete General Ledger and Claims transfer to computer
- B. Change budget format to increase compatibility with computer services and to increase clarity for interpretation by Assembly, administration and public
- C. Pursue centralized purchasing system for Borough, City and School to provide standardization of purchasing, inventory controls, and co-ordinated request to realize cost savings and efficiencies
- D. Consulting time - management agreement with City for financial management assistance, as needed
- E. Continue to set out a long-range capital improvements program considered annually with budget
- F. Physically centralize City/Borough finance departments

General Management

- A. Have proposed legislation (ordinances, resolutions, contracts, and leases) reviewed by department and/or officials required to enforce them and make a report or recommendation to the manager
- B. Pursue inter-agency cooperative management agreements rather than add additional staffing to Borough
- C. Have legal services under direction from and be responsible to Assembly according to cooperative agreement with City Council and Borough Assembly

II. Increase City through consolidation

- A. Schedule periodic combined City Council and Borough Assembly meetings and combined Borough Assembly and School Board meetings
- B. Pursue reorganizing administrative responsibilities to provide for greater efficiency in achieving goals and objectives, including possible relocation of departments in existing office space
 1. Economic Development Specialist and Grants-writer position - funded by Borough under supervision of Borough Manager working in coordination with City Manager
 2. Combine Planning, Engineering and Building Inspector offices
 3. Personnel Director - coordinate personnel functions with City and School Board, Borough funded, supervised by Borough Manager and Superintendent of Schools. Areas of responsibility:
 - a. Review and standardize personnel policies
 - b. Administer recruitment and EEO plans
 - c. Establish disciplinary actions and awards systems, and handle training, Unemployment Insurance Program and pay scale coordination
 - d. Provide labor relations services to management
 4. Director of Transportation - In order to further the development and coordination of local government transportation functions, authorize a Director of Transportation, directed jointly by the City and Borough Managers.

III. Merge Local Governments

Urge Unification Advisory Committee and Charter Commission to seek and utilize all sources of knowledgeable advice and make facts and findings known to public

IV. Land Use Planning, Community Planning, and Coastal Management Planning

- A. Implement Comprehensive Plan Policies
 1. Revise zoning and subdivision ordinances to include:
 - a. Minimum road and access specifications
 - b. Sewage and drainage to comply with Statutes
 - c. Adequate utilities
 - d. Use bonding powers of Borough to finance Local Improvement Districts
 - e. Encourage development recognizing aesthetic and environmental considerations
 - f. Adequate parking
 2. Adopt Borough-wide Uniform Building Codes with provisions applicable to Ketchikan needs
 3. Continue Neighborhood Development Planning

4. Initiate Waterfront Development Planning For Harbor Development and Waterfront Land Uses recognizing needs of:
 - a. Commercial & Industrial
 - b. Residential
 - c. Public & Recreational
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 - a. Locations feasible for industrial parks
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 3. Develop land dispersement program which is compatible with State and Cape Fox
 4. Design desirable land ownership patterns through exchange
- C. Develop Coastal Management Planning and Policy Development
 1. Define Coastal Management boundaries
 2. Coordination with Harbor and Waterfront plans and Cooperative Land Management Program
 3. Provide means for consistency with Comprehensive Plan and Atlas
- D. Identify solid waste disposal problems and recommend long-range alternatives
- E. Identify long-range cemetery alternatives
- F. Develop Comprehensive Community Health and Social Service Plan
- G. Research Borough-wide fire prevention and protection program
- H. Pursue to the maximum extent possible the development of the Swan Lake Hydroelectric Project
 1. Secure in a timely manner the prerequisite funding for the project
 2. Coordinate with the City of Ketchikan/Ketchikan Public Utilities to adhere to the target date for commercial operation of the plant scheduled for November 1983

V. Identification of Borough-wide Transportation Needs

- A. Complete Airport Development Plan to include:
 - 1. Policy Development
 - 2. Land Use Plan around airport
 - 3. Prioritized Capital Improvement Plan for development including air shipment of fish and other cargo
 - 4. Community input in Federal and State decisions concerning aviation
- B. Implement traffic improvement plans for:
 - 1. Tongass
 - 2. Downtown
 - 3. Westend
- C. Pursue Community Highway Development
 - 1. Secondary Route including Saxman Bench Road
 - 2. Revilla-Pennock-Gravina Bridge
 - 3. Gravina Road plan
 - 4. Off-system highway plan
- D. Analyze Public Transit Needs
 - 1. Seek alternatives for improving transit systems within Borough
 - 2. Investigate alternate funding methods for airport ferry operation
- E. Promote Harbor Development
 - 1. Deep-water docks - Sunny Point
 - 2. Container and general cargo handling facilities
 - 3. Saxman boat harbor to serve commercial fishing fleet
 - 4. Public sea dome in downtown area
 - 5. Determine best future use of State floatplane facility at Peninsula Point
- F. Alaska Marine Highway System
 - 1. Establish routine maintenance program in Ketchikan
 - 2. Coordinate future deep-water dock development with State Ferry system needs

VI. Investigate Annexation

- A. City analyze annexation of the airport
- B. Borough assess annexation of outlying areas
- C. Encourage City to investigate annexing outlying areas adjacent to City

VII. Acquisition and/or transfer of Areawide Powers

Research acquisition and/or transfer of areawide powers

VIII. Conduct Fiscal Analysis of Tax Structures, Exemptions and Policies

- A. Sales tax
- B. Property tax
- C. Personal property taxes, including motor vessels and aircraft
- D. Inventory tax

- E. Industrial incentives
- IX. Increase Public Awareness
 - A. Implement Comprehensive Plan policies dealing with public participation
 - B. Conduct public forums on topical issues
 - C. Improve communication
 - 1. Publish newsletter covering local government activities
 - 2. Referendum items - make facts and issues known to public
 - 3. Publish informational brochures
- X. Emphasis-Legislative Affairs

Appoint continuing City/Borough Legislative Affairs Committee, including managers, reporting quarterly to Council and Assembly and increase coordination with State and Federal legislators
- XI. Promote Community Economic Diversification with Emphasis on:
 - A. Tourism Enhancement
 - B. Bottom Fishery Development and Processing
 - C. Waterfront Development
 - D. Mining Development
 - E. Forest Product Enhancement
 - 1. Manufacturing
 - 2. Resource Development
 - 3. Marketing
 - F. Industrial Park Development
 - G. Marine Biology Center and Aquarium
 - H. Airport Economic Development and Diversification
 - I. Creek Street Development
- XII. Quartz Hill Mineral Development
 - A. Impact analysis of alternative development plans
 - B. Implementation of preferred alternatives to enhance development
- XIII. Minimize Local Contribution to Borough-wide Education through:
 - A. Establishing a formula for local contribution based on the school foundation program
 - B. Analyze costs and benefits of Borough assuming school building maintenance

Laurance
Salazar
Freeman
Shay
Watt
Voting "no": Bolling
Absent: McBride
Emard
Elkins
6 4/7 votes required for passage
Effective Date: 6/4/79

KETCHIKAN GATEWAY BOROUGH

RESOLUTION NO. 347

A RESOLUTION OF THE ASSEMBLY OF THE
KETCHIKAN GATEWAY BOROUGH, ALASKA,
AFFIRMING AND ADOPTING THE GENERAL
POLICY STATEMENT FOR LOCAL GOVERN-
MENT GOALS AND OBJECTIVES.

R E C I T A L S

A. The Assembly of the Ketchikan Gateway Borough has established a policy to plan and formulate goals and objectives in an orderly fashion, consistent with the Comprehensive Plan. B. The Assembly has now carefully considered the said proposed policy statement, held a public hearing and several public meetings thereon, has now received and considered recommendation and comment from the Borough administration and staff, and finds that the proposed policy statement will assist in the orderly development of the Ketchikan Gateway Borough and in the efficient operation of the Borough services.

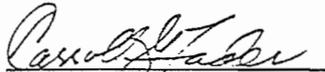
NOW, THEREFORE, BE IT RESOLVED BY THE ASSEMBLY OF THE KETCHIKAN GATEWAY BOROUGH, ALASKA, as follows:

Section 1. The Assembly hereby affirms the goals and objectives as set out in the attached "General Policy Statement for Local Government Goals and Objectives", dated June 4, 1979. The "General Policy Statement for Local Government Goals and Objectives" is hereby adopted as the statement of Borough policies until such time as these policies are revised, amended or repealed.

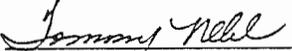
Section 2. The Assembly shall annually undertake and complete an overall review and update of the "General Policy Statement for Local Government Goals and Objectives" prior to budget consideration.

Section 3. This resolution shall be effective immediately upon passage and approval.

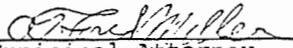
PASSED AND APPROVED this 4th day of June, 1979.


BOROUGH MAYOR

ATTEST:


BOROUGH CLERK

Approved as to form:


Municipal Attorney

GENERAL POLICY STATEMENT

for

LOCAL GOVERNMENT GOALS AND OBJECTIVES

It shall be the policy of the Ketchikan Gateway Borough Assembly to plan and formulate Goals and Objectives in an orderly fashion, consistent with the Comprehensive Plan and to attach priorities for implementation thereto. Full opportunity for recommendation and comment should be afforded both the administration and public before adoption. Upon adoption, a schedule of implementation should be developed by the Staff and Assembly.

The Goals and Objectives Statement shall be revised as tasks are completed, as needs change and as new needs arise. The statement shall be the basis of both action and direction taken by the appropriate administrations, in the drafting of ordinances and resolutions to carry out the goals and objectives.

I. Increase Internal Operating Efficiency

Fiscal Management

- A. Pursue maximum useage of City's computer services
 - 1. Place fixed assets list on computer
 - 2. Place Land Use Inventory on computer
 - 3. Place assessment information on computer
- B. Pursue centralized purchasing system for Borough, City and School District to provide standardization of purchasing, inventory controls, and coordinated request to realize cost savings and efficiencies
- C. Consulting time - management agreement with City for financial management assistance, as needed
- D. Continue to set out a long-range capital improvements program considered annually with budget
- E. Physically centralize City/Borough finance departments
- F. Simplify sales tax forms and accounting for senior citizens' sales exemptions

General Management

- A. Have proposed legislation (ordinances, resolutions, contracts, and leases) reviewed by department and/or officials required to enforce them and make a report or recommendation to the Manager; if legislation is amended by the Assembly, defer adoption of the legislation until the Municipal Attorney has approved the amendment; request Planning Commission member in attendance when relevant items are considered by the Assembly
- B. Pursue inter-agency cooperative management agreements and/or contractual services rather than add additional staffing to Borough

- C. Have School District represented by the Municipal Attorney

II. Increase City/Borough Coordination

- A. Schedule periodic combined City Council and Borough Assembly meetings and combined Borough Assembly and School Board meetings; encourage joint committees to work on mutual problems
- B. Pursue reorganizing administrative responsibilities to provide for greater efficiency in achieving goals and objectives, including possible relocation of departments in existing office space
 - 1. Economic Development Specialist and Grants-writer position - funded by Borough under supervision of Borough Manager working in coordination with City Manager
 - 2. Combine Planning, Engineering and Building Inspector offices
 - 3. Personnel Director - coordinate personnel functions with City, KPU and School District, Borough funded, supervised by City Manager. Areas of responsibility:
 - a. Review and standardize personnel policies
 - b. Administer recruitment and EEO plans
 - c. Establish disciplinary actions and awards systems, and handle training, Unemployment Insurance Program and pay scale coordination
 - d. Provide labor relations services to management
 - 4. Director of Transportation - In order to further the development and coordination of local government transportation functions, authorize a Director of Transportation, directed jointly by the City and Borough Managers.

III. Merge Local Governments

Support election of Unification Advisory Committee and Charter Commission and urge to seek and utilize all sources of knowledgeable advice and make facts and findings known to public

IV. Land Use Planning, Community Planning, and Coastal Management Planning

- A. The land use planning policies of the Comprehensive Plan shall be implemented
 - 1. The subdivision ordinance shall be updated and refined (Policy 17) to provide for a more comprehensive review of development plans with a greater awareness of local conditions and needs
 - a. The services of an engineer shall be obtained to provide for full and required enforcement of the ordinance
 - b. The ordinance will be given a comprehensive review

2. An areawide building code shall be adopted to improve housing standards and safety
 - a. A comprehensive code oriented to Ketchikan shall be researched and drafted
 - b. An intensive public education program on the usefulness and benefits of housing standards shall be undertaken
 - c. The Planning Commission shall make recommendations on the code to be adopted
3. Continue Neighborhood Planning
 - a. Complete plans for Pennock and Gravina Islands to meet Planning Commission request for subdivision guidance and State and Borough land management needs
 - b. Address other sub-areas which exhibit distinctive characteristics or needs, e.g. Saxman, downtown and westend neighborhoods, in cooperation with Planning Commission efforts
4. Administer contract and supply office space and support services for historic properties survey to include inventory of properties of historic significance; nominations for the National Register of Historic Places; and recommendations for local management of historic resources
5. The Comprehensive Plan shall be reviewed and updated to reflect current conditions and encourage its continued implementation
 - a. A summary of the implementation efforts over the past two years will be prepared; as well as an identification of areas where policies have not been followed
 - b. Implementation priorities over the next two years will be identified
 - c. New policies will be recommended for further study as required
6. The zoning ordinance shall be reviewed and revised (Policy 16) in order to address the emerging uses resulting from municipal land selections, private resource development and continued growth
 - a. New zoning districts will be created
 - b. Existing zones and regulations will be examined to clarify their intent and increase their adaptability to changing conditions
 - c. Enforcement problem areas will be researched and solutions proposed

B. Develop and implement policies for the wise management of coastal resource within the greater Ketchikan area

1. Phase I, program development, Resource task forces:
 - a. Develop preliminary coastal resource management policies
 - b. Identify resource use conflicts and issues and areas requiring further study
 2. Phase II, program implementation:
 - a. Address resource use conflicts identified by resource task forces
 - b. Conduct special projects, e.g. waterfront and harbor development
 - c. Coordinate local, state and federal implementation of adopted coastal management policies
- C. Prepare comprehensive land management policy statement using maximum public participation and input. This policy shall set goals and objectives for all public lands in the Borough and shall set criteria for nomination, selection and disposal of Borough owned land
1. Develop land disposal program to meet the needs of Ketchikan residents as soon as possible
 2. Coordinate State, Federal and Native land use and management efforts
 3. Re-evaluate Borough land nominations as necessary to incorporate new information and changing community needs
 4. Develop Borough land classification system
 5. Select land appropriate for Borough ownership
 6. Classify Borough lands to reflect management goals
- D. Plan for airport improvements taking into account potential growth patterns in air freight, passenger service and airport related industrial needs
1. Evaluation of Short and Long-term Access to Airport
 2. Fee Structures for airport users
 3. Long-range Financial Alternatives to Airport Operation
 4. Terminal Building Space Allocation Plan
 5. Land Use plan for airport environs and exploration of economic development potential of the airport
 6. Utility Systems Plan
 7. Land Use plan for present and future airport needs, including an additional taxiway and runway extension

- E. Provide planning services to other agencies
 - 1. Ketchikan - harbor, solid waste, recreation, five-year plan, Community center
 - 2. Saxman - harbors, Ketchikan Northern Terminal
- F. The borough shall encourage policy which helps provide adequate housing for its citizens
- V. Identification of Borough-wide Transportation Needs
 - A. Implement traffic study recommendations for:
 - 1. Tongass
 - 2. Downtown
 - 3. Westend
 - B. Pursue Community Highway Development
 - 1. Secondary Route including Saxman Bench Road
 - 2. Revilla-Pennock-Gravina Bridge
 - 3. Gravina Road plan
 - 4. Off-system highway plan
 - 5. Continue to analyse highway and parking area problems and make recommendations to appropriate agencies
 - C. Analyze Public Transit Needs
 - 1. Seek alternatives for improving transit systems within Borough
 - 2. Investigate alternate funding methods for airport ferry operation
- VI. Investigate Annexation
 - A. Borough assess annexation of outlying areas
 - B. Encourage City to investigate annexing outlying areas adjacent to City
- VII. Conduct Fiscal Analysis of Tax Structures, Exemptions and Policies
 - A. Sales tax
 - B. Property tax
 - C. Personal property taxes, including motor vessels and aircraft
 - D. Inventory tax
 - E. Industrial incentives
- VIII. Increase Public Awareness
 - A. Implement Comprehensive Plan policies dealing with public participation
 - B. Conduct public forums on topical issues
 - C. Improve communication
 - 1. Publish newsletter covering local government activities
 - 2. Referendum items - make facts and issues known to public
 - 3. Publish informational brochures
- IX. Emphasis-Legislative Affairs

Appoint continuing City/Borough Legislative Affairs Committee, including managers, reporting quarterly to Council and Assembly and increase coordination with State and Federal legislators

X. Diversification and Development of the Ketchikan Economy shall be Agressively Pursued

A. Alaska Marine Highway System

1. Coordinate with the City of Ketchikan and the AMH system to ensure the success of Ketchikan's interim AMH Winter Maintenance Program
2. Explore the feasibility and relative benefits to the State of relocating various AMH functions and related activities to Ketchikan
3. Support southern AMH terminus in Seattle

B. Visitor and Tourism Industry

1. Analyse the economic impact of tourism on Ketchikan
2. Encourage the development of Convention/Community Center facilities
3. Support the promotional efforts of the Ketchikan Visitors Pureau
4. Investigate the feasibility of developing a marine biology center and aquarium in Ketchikan
5. Tourism attraction development

C. Fisheries Development

1. Encourage the enhancement and development of existing local fisheries
2. Monitor the study of bottom fishing and develop an action plan based on results
3. Promote aquaculture and salmon enhancement programs
4. Investigation of taxes applicable to the fishing industry, to include property inventory tax reform, to encourage increased local fish processing activity

D. Waterfront/Industrial Park Development

1. Establish the highest and best uses for Sunny Point and Ketchikan Northern Terminal areas
2. Actively encourage joint public and private participation in developing Ketchikan's industrial waterfront
3. Investigation of waterfront management alternatives
4. Identify future industrial park sites on Gravina Island

E. Ketchikan International Airport

1. Coordinate with the State in the site location and design of the new Revilla airport shuttle ferry terminal
2. Expansion of revenue producing aircraft service facilities
3. Development of bulk fuel storage facilities
4. Emphasize the generation of additional traffic through promotion of new routes and facilities in other areas

F. Mineral Development

1. To encourage the overall growth of mineral development in the area:
 - a. Support US Borax Quartz Hill mineral development

- b. Impact analysis of alternative development plans
- c. Implementation of preferred alternatives

G. Downtown Development

- 1. Encourage the construction of the Creek Street Bridge to increase pedestrian access from downtown Ketchikan to the Creek Street Historical District
- 2. Promote increased downtown parking for commercial users
- 3. Identify measures to preserve the historic nature of downtown Ketchikan

H. Timber and Wood Products

- 1. Investigation of tax incentives to encourage local primary manufacturing of privately owned timber
- 2. Continue to support primary manufacturing for all U.S. Forest Service timber and evaluate impact of round-log export on economy of the Borough
- 3. Support resource management and development policies that will maintain the economic viability of the timber industry
- 4. Support secondary manufacturing for all local timber

I. Energy Development

- 1. Continue to support long range planning of Ketchikan's energy needs with emphasis on Swan Lake hydro-electric project and hydro-electric potential of Lake Grace
- 2. Support policies of non-fossil fuel energy sources
- 3. Investigation of alternative energy programs to enhance development

XI. Minimize Local Contribution to Borough-wide Education through:

- A. Establishing a formula for local contribution based on the school foundation program
- B. Analyze costs and benefits of Borough assuming school building maintenance

Clerk's Office

Goals Work Sessions

4-6-94

Clerk's Office

In-house training Computer

weekly community calendar-

- anything to do w/ Borough govt ad would be in there
- consolidate everything into one place
- publish same day every week.

Voting Rights filings

- critical

Separate priority into blocks of time

Check into passports. by someone else

Managers Office

- Check into news hot line for survey

- negotiations a top priority & keep more appraised of ramifications and costs of things

- Create a mgmt team (trade them, sell them or buy them) Have to have a team carrying out Assembly policies
- incentive program → questionable?

Work Session
March 15, 1994

Goals & Objectives

Assembly

- Ketchikan 2004 outcome as an economic development objective
 > scoping plan? (subject to review)
- Focus on FY 94-95 Budget - deal with specifics
- more open-ended meetings & more workshops*
- maintain millage rate → research other avenues for raising revenues
- maintain spending limits
- work more productively with other agencies & governing bodies

* meeting format to discuss issues informally w/o formal rules & motions as a focus - planning for the community using a visionary

- type setting
- setting goals leading to an agreement or contract with Mgrs to accomplish a project

Economic Development

- keep mill levy low or livable
- provide adequate infrastructure
- allow private sector to do the job & provide the jobs
- write plans to positively effect economic development
- tax relief or abatement
- industrial park development
- Lewis Reef
- reasonable permitting process
- Govt poor track record w/ Shipyard,

Spruce Mill, fish cooler @ airport

- govt as facilitator rather than an active player
- encourage a second airline - problem with govt getting involved

SOLID WASTE

- wrecking yard for junk vehicles
automobile taxes dedicated to solve this problem.
- aquarium project? facilitate when they ask
- reduce funding to KVB.

Resource Management

- consistent methods for disposing of these resources
- develop policy for treating revenues

Transit System

- new buses

- attempt route extension North & South
- ~~also~~ pursue legislative change on age limit for vehicle D.L. as a means of reducing traffic, address social problems, parking costs
- develop system into a real plausible alternative to using personal vehicles
- develop park & ride lots

Admin Services

- quarterly report on delinquent sales taxes (\$1,000.+) give previous notice before publishing names

Amenial Protection

- new shelter → more outside area
- change sign on building

Assessment

- public response @ counter / pr
- legal descriptions on notices
- KPI property values
- public awareness of computer trending process
- public notice about process

Maintenance & Operations

- develop & enter into
- Cooperative agreements with user groups and organizations.
- encourage volunteerism
- develop standards for annexation, development standards for expanding a service area
- develop comp plans for service areas - policies for development, hookup fees, etc.
- address facility standards, and
o/s

Parks & Recreation

- replace gym teachers in schools?
- continue to develop programs for senior citizens
- boost employee use of programs?
- budget → encourage programs that are "revenue neutral" flexibility on funding to respond to need.

Planning

- Mapping effort - costs? like local emphasis
- housing task force? effect economic development
- #14 belongs to DOT "Don't chase grant money."
- customer service, service to the community - no new projects - get better at what we do!

- housing study not necessary. Demand will drive the market. Should not try to direct the real estate market.
- mapping consistent & accurate
- approve Comp Plan, CZM Plan & Parks Plan & nothing else until those are done.
- #12
 - Abatement zoning enforcement
back off of.
 - Aggressive nature of enforcement turned down. Don't go out and look for problems.
- develop a written policy on zoning code enforcement
- #5
 - Person comes through the door and is served well by that department
 - one stop shopping center
 - wetlands issue important, Continue L&PC support
 - mapping important

- interpersonal relationships in dept.
improve people interactions

Transportation

- ^{want.} specific goals for airport
not general
- develop & implement a fiscal
mgmt system w/o fiscal note
- develop timeline for turning airport
back to State

Parks & Rec

- covering tennis courts?

Travel & Training

- get a better handle on the big
picture

Adjourin 10:45pm

Getting paid:

Sat 3/26/94

Jim Carlton
Phyllis Yetka
Ernie Hansen
Don Chenhall
Mike Cruise
Don Mitchell
John Conley

Stay: Kody, Munsterman, Willsonis,
Albertine, Zummel

Goals of Capitatives W.S.

Land Mgmt Objectives

- Borough subdivision

question about sewer - recent
DEC reg changes

public perception about the Boro
putting lots on Mkt when no
on else cov.

*** - copy of Ott Report back
need to identify sites.

- approving cul-de-sacs and

Not through streets.

- Through streets provide a natural extension of ~~the~~ utility lines and also snow removal ease.
- policy & ordinance to require utility easement & access easements
- "A" lots hold or offer to adjacent property owners → ideal for outfall easements
- look @ Cable sewer holding & bail out type systems
- look @ alternatives for sewer systems what will work over the long term
- Policy on acquisition of properties near high school.
- Land disposal
react if there is interest
spend no money.
require common areas

#2 hold until Assembly see mgmt alternative for Whipple Creek

#3 Delete - no need until Assembly decides what to do w/ Peash Lakes

#4 facilities study

- delete 6 lots on College Street

- Land Mgmt Disposal

Attorneys Office

- Risk Mgmt Role

- Pro-active in keeping the Assembly out of trouble

- Lines of communication between Assembly & Attorney
policy direction between staff, mgr & attny
more direct communications with client? how?

Mgr. ~~F~~ Responsible for all leases

- Sales Taxes: out of town sales shipping out of town saves sales tax
- + revise code to eliminate this?
- + clarify code?
- + communicate to everyone who holds business license

Community Services

- Agency budget in total should be basis for review
- Form needs to include City contribution
- Investigate Whitman Lake obligation
- goals for use of money
- KVB funding match bed tax
- set some goals - give grants to accomplish those goals & then evaluate
- start a grant program for economic development projects

Education

KETCHIKAN GATEWAY BOROUGH

Work Session

A G E N D A

March 26, 1994, 9:00 a.m.

Work Sessions are informal discussion sessions held for purposes of exchanging and gathering information. No action may be taken, formal rules of order are relaxed, and minutes are not kept.

1. **CALL TO ORDER/ROLL CALL**

2. **CITIZENS' REMARKS**

3. **DISCUSSION ITEMS**

a. *Mission Statements and Objectives for the following areas:*

✓ *Planning and Community Development - Land Management*

✓ *Attorney's Office*

Manager's Office

Clerk's Office

Service Areas

Community Services

~~*Solid Waste Management*~~

Education

Assembly Mission Statement

4. **ADJOURNMENT**

*Continue after BOE on
Monday*

BOROUGH CLERK'S OFFICE

1994/95

MISSION STATEMENT

The Borough Clerk's Office is a public service center and the information depository of the Ketchikan Gateway Borough. This Office safeguards and provides proper and efficient access for the public, including elected officials and administrative staff, to local government records and information, as well as the Borough's legislative, administrative and election processes.

OBJECTIVES/ACTIVITIES

Regular or routine:

- Attend all meetings of the Assembly and complete the minutes of the meeting within seven (7) working days.
- Publish the legal notices as required for meetings, public hearings, appointments, and elections under the direct jurisdiction of this office in a complete, accurate and timely manner. Provide assistance and/or information to others as necessary to assure the Ketchikan Gateway Borough complies with legal requirements for publication of notices.
- Prepare all Assembly agendas and meeting packets for regular, special and administrative board meetings. Assure delivery not later than three (3) days prior to the meeting to the Assembly and Borough staff.
- Prepare agendas, packets if necessary, public notices, and attend Assembly committee meetings, when requested, and all Legislative Liaison regular and committee meetings.
- Prepare for, coordinate, and attend the Ketchikan Legislative Liaison lobbying trips to Juneau in October and February. Prepare the Community Legislative Priority List and accompanying booklets by the end of December
- Provide for the creation, maintenance, filing, indexing and codification as necessary for all Borough documents, resolutions, ordinances, and Clerk's/Mayor's/Assembly's general correspondence on a regular basis.
- Begin election preparation in July. Complete election activities in October. Respond to special election requirements on demand as necessary.
- Complete necessary public response and processing of 350 U.S. Passport Applications.
- Prepare, submit and justify the mission statement/objectives and annual budget for the Clerk's Office and the budget for the Mayor and Assembly according to deadlines established by the Manager.

- Provide at least one training opportunity to each employee in the area of public or business administration, elections, records management, or pre-approved related field.
- Complete at least one comprehensive evaluation of department staff, agree on goals, and provide feedback at least monthly on delegated responsibilities.
- Function as an effective part of the Borough management team by responding to administrative requests and deadlines established by the Borough Manager such as staff meetings, budget committee, automation committee, telephone committee, preparation of standard operating procedures, keeping logs, bid openings.
- Respond with a courteous and helpful attitude within ten (10) seconds to the public at the counter or on the telephone.
- Sort and distribute the Borough's incoming mail within thirty (30) minutes of its delivery. Deliver outgoing mail to the U.S. Post Office at 4:30 p.m. each business day.

Problem-solving:

- Provide and undertake in-house training, as time and energy allows, on WordPerfect 6.0, the Borough's computer network, WordPerfect Office 4.0, DataPerfect, and CodeMaster. Attempt a good working knowledge in all programs by the end of the year.
- Identify all past legislation which should be submitted under the Voting Rights Act of 1965, as amended, and, as time allows, work towards submittal of the necessary preclearance requests.

Innovative or Improvement:

- Initiate, create, amend, and guide through to completion code amendments dealing with the following topics: Public Records (and records management), Office of the Borough Clerk, Assembly Rules of Procedure and Agenda, Establishment of Service Areas (simplify process and develop petition form), Administrative Approvals of Gaming Permits & Liquor Licenses, Comprehensive Administrative Appeals Code (would include Adjustment, Equalization, Sales Tax, and any other applicable administrative appeal process).
- Complete a comprehensive update and rewrite of the Borough Election Code.
- Upon Assembly approval of a public records ordinance, work towards implementation of a Borough Records Management Program including policies and procedures for inventory, storage, retention schedules, microfilming, archiving, and destruction of public records.

BOROUGH CLERK'S OFFICE

STATUS ON 1993/94 OBJECTIVES/ACTIVITIES: July 1993 through March 15, 1994 - 8.5 Months

Strive constantly to improve the administration of the affairs of this office consistent with applicable laws and through sound management practices to produce continued progress and fulfill the responsibilities to this community and others.

To the extent that this office has been successful in completing routine activities, we have accomplished this objective this year. The regular and routine activities of the Borough Clerk's Office have been accomplished as follows:

- **Attended 17 regular meetings, 5 special meetings, 1 work session totaling approximately 60.5 hours. Wrote 313 pages of minutes taking approximately 121 hours. Due to vacation (July 12-30), the minutes of July 6, 1993 were not completed until the 1st meeting of August.**
- **Published 17 public hearing notices, 17 agendas, 25 other notices including special meeting notices, Kayhi Tour, Legislative Liaison, Planning Commission vacancies, etc. No problem with accuracy or timeliness of legal notices.**
- **Prepared 22 agendas and packets. All were delivered on time.**
- **Prepared agenda and attended 1 Assembly/School Liaison meeting; 11 Liaison and Liaison Committee meetings.**
- **Prepared, coordinated, and attended the fall lobby trip in Juneau on November 2-3, 1993 and the spring lobby trip February 23-24, 1994. Completed Community Priority List after three committee meetings the end of November 1993. Completed CPL booklet February 17, 1994.**
- **Processed and submitted 17 ordinances and 47 resolutions for codification. Processed, filed and indexed 46 Borough legal documents.**
- **Completed the regular Borough election on time without any problems.**
- **Processed 285 U.S. Passport Applications.**
- **In process - preparation for submittal budget items requested by the Manager.**
- **Attended ARMA International Records Management training in Seattle, Washington. Attended Northwest Municipal Clerk's Conference in Seattle, Washington.**
- **In process - evaluation of departmental staff.**

- Participated on the 1993/94 Budget Committee, Telephone Committee, Automation Committee; gathered quotes and purchased enough WordPerfect for DOS licenses to bring the Borough into compliance, continue to assist with installation and learning; conducted 15 bid openings; attended 31 weekly staff meetings (approx. 62 hours); working on standard operating procedures as time allows; reviewing personnel handbook as time allows.
- Response at the counter has been good - an average of 20 times per day. Often requests are for information only. No citizen complaints as far as we know.
- Borough's mail has been sorted immediately upon delivery consistently since this office took over the responsibility. Mail has delivered to the sub-post office each business day. Once or twice it has been necessary to deliver metered mail to the main post office when backup failed.

Develop a procedural manual for postage and mail handling, elections, records management.

These are projects which will be incorporated into completion of standard operating procedures, election ordinance rewrite, and records ordinance adoption next year.

Train departments on records storage procedures; provide safe and efficient records storage and retrieval of inactive, historical and vital records; provide uniform written procedures for file maintenance, transfer of inactive records, disposition of records and microfilming services; provide long-range records management planning.

A records storage facility lease agreement was signed in July 1993. Inactive records were transported from several locations in the Borough's facilities to the storage facility. Those records are now housed properly on shelves designed for that purpose. On-going efforts to dispose of those records which are eligible for disposal are continuing.

The remainder of these objectives/activities will be completed as part of the Records Management Program anticipated for future years.

Maintain professionalism with public and elected officials.

The incumbents have exercised knowledge, experience, and capability in the operation of this office in an expert and competent manner. Absent any derogatory complaints indicating otherwise, this objective has been met to date.

Attorney's Office

Office of the Borough Attorney

Ketchikan Gateway Borough • 334 Front Street • Ketchikan, Alaska 99901

Teresa Stankis Williams
Borough Attorney

(907) 228-6635

(907) 225-2330

Fax: (907) 247-0483

MEMORANDUM

TO: Honorable Mayor and Assemblymembers
FROM: Teresa S. Williams *TSW*
Borough Attorney
RE: Goals and Objectives -- Law Department
DATE: March 15, 1994

In developing the goals and objectives of the Law Department for the current fiscal year, I emphasized improved communication between the Borough Attorney and the staff, the Manager's Office, and the Assembly. While miscues may have occasionally occurred, I believe that the communication from and with this office has been greatly improved over the last year. The office move in July helped a great deal because of the closer proximity to the Manager's Office and most of the staff. As a result, I have been consulted about issues or proposed decisions earlier in the process and have been given the opportunity to provide legal advice oftentimes prior to a legal crisis occurring. In the long run, I believe the Borough has been and will be better served by this approach.

Other contributing factors to improved communication are as follows:

1. the departmental status report to the Assembly;
2. the computer network, although it has been operational only a short time;
3. Borough Attorney review of all agenda items;
4. Borough Attorney participation on various staff committees; and
5. timely responses to all opinion and advice requests.

While the FY95 goals and objectives do not indicate the previous objectives related to communication, it is not meant that these objectives will no longer be applicable in the new fiscal year. Rather, they have become the standard operating procedures for the department and will continue to be performed as such.

The emphasis in FY95 is on the completion of specific projects. Some of the projects are carried over from the current fiscal year, as they have not yet been completed; others are pertinent to the coming year.

If any of these projects do not correspond with the priorities of the Assembly, or if the list is not exhaustive, please advise me of your desired priorities.

SS/6M/GO

LAW DEPARTMENT
GOALS AND OBJECTIVES (FY95)

MISSION STATEMENT: To minimize the Borough's liabilities by providing comprehensive, up-to-date and cost-effective legal services to the Assembly, its appointees, and the Borough staff.

OBJECTIVES:

1. Provide accurate, up-to-date and timely responses to requests for advice, assistance, and opinions.
2. Manage, to the extent possible, outside Borough counsel to remain current as to case status and to protect Borough assets and insurance premiums by:
 - a. Requesting and maintaining copies of case file;
 - b. Maintaining contact with attorneys throughout course of case;
 - c. Assisting in retrieving documents and interviewing scheduling and identifying witnesses; and
 - d. Acting as liaison with involved department.
3. Assist in developing and finalizing Borough policy manuals, including personnel, risk management, purchasing and zoning.
4. Assist in developing and finalizing departmental policy manuals.
5. Provide risk management assistance to the Borough Manager in the following areas:
 - a. Safety concerns, including employee and customer;
 - b. Accident investigation and recommendation;
 - c. Fire escape routes;
 - d. Respond to OSHA;
 - e. Schedule voluntary OSHA compliance audits; and

f. Safety manuals.

6. Assist Borough Manager in developing negotiating strategy with Alaska Public Employees Association/AFT for new contract.
7. Assist in updating and drafting revisions to Zoning Code.
8. Continue status reports and other communications with the Assembly regarding projects and claims.
9. Continue education and law library updates in Borough-related topics of concern with an emphasis on cost-effectiveness.

SS/6M/GOAL95

LAW DEPARTMENT
FEBRUARY STATUS REPORT
GOALS AND OBJECTIVES (FY94)

MISSION STATEMENT: To minimize the Borough's liabilities by providing comprehensive, up-to-date and cost-effective legal services to the Assembly, its appointees, and the Borough staff.

LONG-TERM AND IMMEDIATE GOALS:

1. GOAL: Effective communication with the Assembly, the Manager's Office, the Clerk's Office, and the department heads.

<u>OBJECTIVES:</u>	<u>STATUS</u>
a. Continue notifying Manager of changes in applicable law and of potential liabilities, as soon as possible.	Done, and will continue.
b. Continue providing pertinent information to the Assembly regarding potential and present claims and lawsuits.	Done, and will continue. Implemented status report in October 1993. Continue to provide every 4-6 weeks.
c. Make extra effort with all means available, including computer network, to advise departments of new laws, problems, etc.	Done to extent possible. Network available to Borough Attorney as of 2-14-94. Will begin using as available throughout Borough.

2. GOAL: An up-to-date working library with an emphasis on Borough-related topics and issues.

<u>OBJECTIVES:</u>	<u>STATUS</u>
a. Continue updates of library volumes.	Done, and will continue.
b. Discontinue publications where information is duplicated.	Done.
c. Determine areas of law where library is deficient, and pursue acquisitions.	Done. In addition, we are exploring less expensive publications for next budget year.

3. GOAL: A supporting network of legal experts in a variety of Borough-related areas.

<u>OBJECTIVES:</u>	<u>STATUS</u>
a. Attend AMAA annual conference in Anchorage.	Done. November 8-9, 1993.
b. Maintain memberships in various legal organizations, local, state and national.	Done.
c. Attend seminars in subjects of Borough concern.	Done. Construction Seminar in September, 1993.

4. GOAL: Timely responses to drafting, review and opinion requests.

<u>OBJECTIVES:</u>	<u>STATUS</u>
a. Respond to all requests within five (5) working days of receipt.	99% met.
b. Respond to agenda items within same working day.	Done.
c. Respond to Assembly requests by next regular meeting.	Done, unless otherwise requested.
d. Respond to most daily questions and review requests informally to save time and paper resources.	Done.

5. GOAL: Departmental compliance with all pertinent laws and ordinances.

<u>OBJECTIVES:</u>	<u>STATUS</u>
a. Communicate problem areas as soon as am aware to Manager for action.	Done.
b. Communicate problems of compliance to the Assembly if Manager inaction continues.	Not applicable.
c. Communicate recommendations for corrections, as requested.	Done.
d. Report change in applicable laws to affected Department Head as soon as possible.	Done.

6. GOAL: An integral part of the daily administration structure.

<u>OBJECTIVES:</u>	<u>STATUS</u>
a. Educate staff of importance and benefit of early attorney insertion in concept phase of proposed project, contract or ordinance.	In progress. The office move of July 1993 helped.
b. Establish regular status meetings with Manager.	Because of near proximity, communication is open and daily. Formal meetings, not necessary.

7. GOAL: A streamlined, effective contract administration procedure.

<u>OBJECTIVES:</u>	<u>STATUS</u>
a. Continue work with Manager to refine contract forms for ease of use and paper reduction.	Done.
b. Continue work with staff on reducing review time.	90% met. Still working with one department regarding required back-up materials for review.
c. Educate staff on signature requirements, negotiating techniques and developing scope of services.	In progress and on-going.
d. Establish routing system with Manager for systematic and thorough review.	Done.

8. GOAL: A personnel system that is in compliance with all current laws and regulations.

<u>OBJECTIVES:</u>	<u>STATUS</u>
a. Assist Manager in developing employee handbook.	In progress.
b. Assist department heads in developing departmental policies.	In progress.
c. Assess areas of noncompliance and communicate to Manager.	Done, and will continue.
d. Provide training, as requested, to department heads and supervisors.	Done, as requested.

SS/M/GOAL2

LAW DEPARTMENT
GOALS AND OBJECTIVES (FY95)

MISSION STATEMENT: To minimize the Borough's liabilities by providing comprehensive, up-to-date and cost-effective legal services to the Assembly, its appointees, and the Borough staff.

OBJECTIVES:

1. Provide accurate, up-to-date and timely responses to requests for advice, assistance, and opinions.
2. Manage, to the extent possible, outside Borough counsel to remain current as to case status and to protect Borough assets and insurance premiums by:
 - a. Requesting and maintaining copies of case file;
 - b. Maintaining contact with attorneys throughout course of case;
 - c. Assisting in retrieving documents and interviewing scheduling and identifying witnesses; and
 - d. Acting as liaison with involved department.
3. Assist in developing and finalizing Borough policy manuals, including personnel, risk management, purchasing and zoning.
4. Assist in developing and finalizing departmental policy manuals.
5. Provide risk management assistance to the Borough Manager in the following areas:
 - a. Safety concerns, including employee and customer;
 - b. Accident investigation and recommendation;
 - c. Fire escape routes;
 - d. Respond to OSHA;
 - e. Schedule voluntary OSHA compliance audits; and

- f. Safety manuals.
- 6. Assist Borough Manager in developing negotiating strategy with Alaska Public Employees Association/AFT for new contract.
- 7. Assist in updating and drafting revisions to Zoning Code.
- 8. Continue status reports and other communications with the Assembly regarding projects and claims.
- 9. Continue education and law library updates in Borough-related topics of concern with an emphasis on cost-effectiveness.

SS/6H/GOAL95

Manager's Office

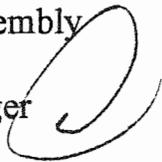
KETCHIKAN GATEWAY BOROUGH

Office of the Borough Manager • 344 Front Street • Ketchikan, Alaska 99901

Michael Dean Rody
Borough Manager

(907) 228-6625
Fax: (907) 247-6625

TO: Mayor and Assembly

FROM: Borough Manager 

RE: Objectives for the office of the Borough Manager, FY 1994/95

DATE: March 11, 1994

The Mission Statement that was developed last year would remain unchanged for the upcoming fiscal year. That statement is as follows:

Under the broad direction of the Mayor and the Borough Assembly the Manager's Office responsibility is to promote the health, safety, and welfare of Borough residents through the efficient and effective management of the Borough's resources.

Within the proposed objectives efforts have been made to make them more quantified so that progress can be more readily measured. This is a preliminary list which will be refined as we proceed through the budgetary process. The focus of these objectives is to continue to address the concepts outlined in the above mission statement. The following objectives are not prioritized.

PERSONNEL MANAGEMENT

Negotiate a new labor contract with the APEA which conforms to our present constrained financial position while recognizing and correcting salary inequities that may exist. To be completed by early 1995.

Initiate an *investment in our employees* program which will promote and provide relevant training opportunities, incentives for performance beyond the norm, and a simplified and standardized salary structure. To be completed by the end of 1994

Determine the level of customer satisfaction in the level and quality of Borough provided services through the use of a sampling survey. Further, to identify specific areas of improvements and initiate those changes necessary to realize those improvements. To be accomplished by December, 1994.

Complete the standard operating procedures within each department, make those procedures publicly known and to fully implement them. In addition, promote the adoption, by the Assembly, of a new personnel policy in the code in the beginning of the fiscal year.

CONSTRUCTION MANAGEMENT

Construction management/coordination of the high school projects will continue this fiscal year and will be completed by January 1994.

Construction management/coordination of Phase II of the pool will continue and will be completed during this fiscal year.

The proposed indoor recreation center design will be completed by December, 1994, and construction will commence in the Spring of 1995. We will support the community efforts to get the necessary bonding ability at the October election.

GENERAL MANAGEMENT

Introduce the concept of "Quality Management" and determine its usefulness to and applicability within the Borough.

Encourage the empowerment of the service areas by assisting in the development of operational procedures and budgeting. To be completed by November, 1994.

Evaluate the costs and benefits of a proposed land trade with Cape Fox, Inc.

Seek means to enhance the revenue income stream for the Borough. A proposal for revenue enhancement shall be prepared and proposed by October, 1994.

Continue to gain recognition from the Government Finance Officers Association's "Distinguished Presentation Award" and to enhance the use of the budget as a major policy document.

KETCHIKAN GATEWAY BOROUGH

Office of the Borough Manager • 344 Front Street • Ketchikan, Alaska 99901

Michael Dean Rody
Borough Manager

(907) 228-6625
Fax: (907) 247-6625

Memorandum

To: Mayor and Assembly
From: Mike Rody, Borough Manager 
Re: Status of FY 93/94 Objectives/Activities
Date: March 11, 1994

- ◆ Provide for construction management services for all capital projects, with particular attention to the continuing construction and rehabilitation of the high school.

Concerns have been raised relating to various projects from the selection process to construction work in progress to construction closeout. At the working level, projects are being completed, without litigation and benefitting the Borough. Improvements are greatly needed in communicating and educating those with concerns by supplying additional information relating to each project. Project information will be forwarded as it becomes available and more frequent project update reports will be provided.

- ◆ Determine the level of customer satisfaction in the level and quality of Borough provided services, and to initiate those changes necessary to improve those services.

The intention was to conduct a survey to determine customer satisfaction. This survey has not been completed.

- ◆ Develop a comprehensive, uniformly applied and easily understood set of operational standards for the Borough both Borough wide and within each department.

A series of Standard Operating Procedures have been drafted and completed for several departments. There are some procedures still remaining to be developed before the end of the fiscal year. In addition, two Borough-wide policies are in draft form. One of which will require Assembly approval is intercedes a new section of the Code relative to personnel policies. The second policy is administrative and spells out procurement procedures to be utilized for procuring goods and services. These procedures are predicated on specific Borough Code and State Statutes.

- ◆ Insure the responsible and prudent management of the Borough's fiscal and natural resources.

Starting with a newly formatted budget which allowed for a clear understanding of the budget and its various components. We have initiated a process of over-sight of our fiscal responsibility. Both received revenues and experienced expenditures are reported monthly allowing for a more detailed analysis of both. Travel requests are accompanied with statements of anticipated benefits and employees traveling are required to submit written travel reports detailing the actual benefits gained from traveling/training.

A Property Management Committee was administratively created to review all proposed transactions related to the acquisition and disposition of real property. The mechanism and procedure has been formalized to analyze the cost and benefits of property transactions.

- ◆ Develop an effective and responsive technique to manage the economic resources of the Borough.

We worked with the Planning Department and the Economic Development Center at the University of Alaska developing the scope for 2004. Direction was provided to initiate a "visioning process" as to where the community wanted itself to be in the next few years. Emphasis was concentrated on mission statement and project 2004 process is still underway.

- ◆ Encourage the empowerment of the Service Areas so that they may gain more control over the operation and maintenance of their jurisdictions and to provide the appropriate level of technical support to those areas.

Staff is currently working with the Mountain Point Service Area to develop a Policies and Procedure manual. The manual is in draft form and will be presented to the Assembly prior to the end of FY 93/94. Once finalized this manual will be the model for the remaining service areas.

The Department of Maintenance and Operations has developed a method for reporting their activities to the Mountain Point Board.

- ◆ Attempt to further improve and enhance the efficiency and responsiveness of the Borough government.

With the limited training available inhouse and on the island, efforts have been made to ensure responsiveness of Borough employees to the public. We have also re-networked our present computer system so that it is accessible borough-wide as well as consolidating the packaged software we use.

- ◆ Improve communications between the Borough and the public, the Borough and other public and private entities, the Assembly and the staff and internally among Borough staff.

Last year's budget process set the tone for the communication attempted throughout the Borough. The Assembly conducted several public meetings concerning a wide range of issues.

The Borough Manager's office attempted to keep the Assembly abreast of any late breaking developments that had community or Borough significance or impact. The Borough Manager's bi-weekly reports and other memoranda as well as occasional telephone communications for the purpose of keeping the Assembly informed of activities and issues was employed.

Senior staff has a weekly staff meeting in which the next agenda is reviewed, action on the past agenda is reported, training is provided, review of proposed administrative and legislative policies is made, review as well as a general discussion concerning assistance needed by other departments as well as general status reports.

Most individual departments have periodic staff meetings. Some of them daily, some weekly and others less frequently.

All questions brought to staff by media are responded to including doing some minor research in order to develop a more informed response. Media has been a marginally effective tool to communicate with the public. In addition to media announcements concerning Borough actions, staff passes information to the news media.

- ◆ Continue to evaluate the effective use of advisory groups and to enhance the working relationships with those groups.

Staff reviewed with the Assembly various advisory groups and at the direction of the Assembly some groups were placed in "ad hoc" status while at least one other was strengthened in terms of mission and understanding of mission.

Staff has met approximately 45 times with various service areas to help promulgate their budgets, policies and procedures.

Department of Administrative Services

DEPARTMENT: **Administrative Services** DIVISION: **General Government**

OBJECTIVES/ACTIVITIES 1994/95

- * To complete the Financial Year End Audit and submit to the Assembly by November 15, 1994.
- * To prepare Comprehensive Financial Statements for submittal to GFOA for the Certificate of Excellence in Financial Reporting Award.
- * To prepare Operating Budget and submit for submission to GFOA for the Distinguished Budget Award.
- * To earn the highest interest rates greater than or equal to the average T-bill rate on Borough investments and ensure that all Borough investments are fully insured or collateralized.
- * Submit Monthly Report of Revenues and Expenditures to the Mayor and Assembly by the second regularly Assembly meeting of the month.
- * To complete cross training of the Accounting Technicians in all functional work areas.
- * Continue training program for all Department employees.
- * Continue to maintain high standards of conduct and credibility within and out of the Borough.

SUBJECT: PROGRESS REPORT AS OF FEBRUARY 13, 1994:
PROJECTS OUTLINED IN 1993-94 BUDGET

Continue reappraisal cycle

PROGRESS: Reappraisal area from Schoenbar by-pass to south city limits including Bear Valley was completed. As anticipated, the volume of computer entry with each appraisal slowed progress. Not only is the staff reappraising but they are entering information into a new data base.

Review, modify and implement use of Marshall & Swift cost factors in the MicroSolve database

PROGRESS: This project has continued for the last year. Much of the development is done. It is anticipated that the single family residential portion will be implemented for monitoring in the 1994 reappraisal cycle.

Development of factors for other property types such as townhouses will continue.

Continue populating the MicroSolve database with appraisal information

PROGRESS: Legal description entry in the database is ninety percent complete.

A temporary employee entered basic descriptive property attributes into the database. Much information needs professional interpretation before it is entered. That information will be will entered by appraisers during the normal reappraisal cycles.

The Researcher wrote or modified fifty MicroSolve programs to produce specific information as needed. Software upgrades for MicroSolve, ESTR and ESTC were installed. The MicroSolve database was repeatedly refined to meet changing needs.

Upon completion of installation in February, the fileserver will be a 486 and all of staff will be using 386 or 486 PC's. (The Department has continued to use the first computer purchased by the Borough in 1985.) Twenty-five Assessment Rolls were produced for various departments and customers.

Continue proofing information already entered (ie property class codes) and new information that is entered

PROGRESS: Proofing continues. Each printout reveals further areas in need of refinement. Staff continues to modify and improve information.

Assessment's MicroSolve program was set up to accommodate an appraised dollar value, an exempted dollar value and an assessed dollar value. To accommodate Cash Management's needs for tax statements, the schedule for implementation of the three values was accelerated. Conversion has been completed for 1994.

Also, to accommodate Cash Management, Assessment staff studied and implemented parcel numbering improvements. It is now easier to identify those accounts where collection involves personal action. Further parcel numbering revisions continue to accommodate other areas and needs.

A unique number factor was added to the Assessment database to provide Cash Management with a parcel tracking system.

Clean up Reference accounts for deleted, combined and platted properties

PROGRESS: This will be accomplished as property is reappraised.

Review and up-date airport leasehold accounts

PROGRESS: Appraisal staff is completing this project prior the roll being completed.

Separate multi-parcel accounts into individual platted parcel accounts

PROGRESS: Staff agreed that this would be a project that would be done as multi-parcel accounts are encountered in reappraisal. Further development is planned to accommodate the wide range of properties.

Continue educational and informational training

PROGRESS: The Appraiser I has completed a programmed self-study "Site Analysis" course and will be taking "Market Data". When the "Market Data" course is complete he will be eligible for Alaska Association of Assessing Officers "Assessor-Appraiser" certification.

The Chief Appraiser has attended two courses on management. This is designed to assist in supervisory management responsibilities.

The Director attended a Geographic Information System seminar in conjunction with the annual assessor's conference. This gave him a perspective on office direction regarding electronic GIS and overall computer development. The Director also attended the MicroSolve users meeting and was able to see

the advanced MicroSolve application in Washington D. C..

The Director attended the annual Alaska assessor's meeting which focused on TITLE 29 rewrite. There will be continuing input and review by Assessors in the state.

Convert sales letters to Data Perfect software

PROGRESS: The goal of improved print quality using the laser printer was achieved. This was accomplished without having to convert to Data Perfect.

Proof and implement Assessor's maps with new parcel numbering

PROGRESS: Updated maps with parcel numbers are being printed. All folders have been refiled in new parcel number order. Assessor's parcel number maps have been included in the counter map books. Office lists are now converted to the new parcel numbers or tied to the new parcel numbers.

Complete development of the Appraisers policy book

Project expanded to be an Assessment Department policy manual.

PROGRESS: The section on policies which relate to the end of the appraisal year (Assessment Notices, Reviews, Appeals and the Board of Equalization) has been completed and approved.

Drafts have been prepared for other policies which will be worked on next year. Remaining topic areas include administration, general department, real property, business/personal property, and interdepartmental processes.

Inventory non-electronic Department property

PROGRESS: Completed.

Work with Secretary/Appraiser on Personal Property audit and review process and policy

PROGRESS: Attention has been given to receiving updated information on reports. The response was good. The Secretary/Appraiser will concentrate on field work next year.

Put revised budget format into Word Perfect so that regular monitoring may be continued

PROGRESS: The goal of reformatting the budget to conform to the new process has been completed using Rapid-File. Further budget development guidelines from Cash Management will be implemented to standardize the process.

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KETCHIKAN GATEWAY BOROUGH

Office of Administrative Services • 344 Front Street • Ketchikan, Alaska 99901

Alvin E. Hall
Director

(907) 228-6630
Fax: (907) 247-6625

MEMORANDUM

To: Mike Rody, Borough Manager
From: *Alvin E. Hall*
Alvin E. Hall, Director of Administrative Services
Subject: Mid Year Review of Department Budget
Date: January 11, 1994

In reviewing our objectives/activities at mid year we have completed the following objectives:

- 1) Completed the Financial Audit and submitted to the Assembly prior to November 15, 1993, and had auditors present for questions at December 6, 1993 meeting.
- 2) We continue to strive to earn the highest interest rates greater than or equal to the average T-bill rate on Borough investments. All Borough investments are fully insured or collateralized.
- 3) We are approximately 99% complete with our submittal to GFOA for the Certificate of Excellence in Financial Reporting Award.
- 4) Annual operating budget submitted to GFOA for Distinguished Budget Award.
- 5) Accounting Policies and Procedures have been completed in draft form.
- 6) Fixed Assets Fundware Module has been installed on the computer. We are awaiting inventory lists from the following departments; Planning, Airport, Assessment, Parks and Recreation, Shoreline Service Area, and Shoreline Service Area. We are in the process of gathering essential cost data for input and reconciliation to general ledger.
- 7) Accounting and Revenue have been integrated into a working department. We will continue to strive for efficiency and working together as a team.
- 8) We have the capacity to provide Mayor and Assembly a report of revenues and expenditures by second regularly scheduled meeting each month.

Although we have met most of the objectives for the current year we are in the process of

bringing boat and sales taxes into the Fundware System. We are still waiting for Fundware to complete the Accounts Receivable software with new enhancements, new promised date for implementation 1st quarter 1994.

In analyzing our departments' estimated expenditures, we anticipate an increase in salaries of \$10,829 a result of the reclassification of job descriptions. Our overtime is presently over budget by \$3,829. This was the result of transferring the property taxes and business personal taxes from Muns's software to Fundware. Taxes/benefits will increase by \$2,123 resulting from an increase in salaries, and equipment maintenance will be over budget by \$1,900, an increase resulting from correcting equipment capability problems.

I estimate to be under budget in the following areas: Temporary pay, travel and training, supplies, dues and publications, publishing expense, professional services, and postage expense. Our savings in these areas will more than compensate for the overruns above.

Our overall estimated expenditures for the Administrative Services Department will be \$8,254 less than our original approved budget.

*Mid year
Projections*

Ketchikan Gateway Borough

FY 1993/94 BUDGET - APPROPRIATIONS

GENERAL FUND - ADMINISTRATIVE SERVICES DEPARTMENT

Account No.	Description	FY 91/92 ACTUAL	FY 92/93 BUDGET	FY 92/93 ESTIMATE	FY 93/94 BUDGET	% CHANGE 1993 BUDGET	% OF TOTAL DEPT BUDGET
58000	01 2100 5100 EMPLOYEE PAY	303,225	317,635	307,320	247,171	¹¹⁵⁰⁴³ -22.18%	53.47%
7329	01 2100 5110 OVERTIME PAY	1,164	1,100	2,211	3,500	⁷³²⁹ 218.18%	0.76%
6300	01 2100 5120 TEMPORARY PAY	17,086	24,000	11,845	6,300	⁴¹⁴⁸ -73.75%	1.36%
89350	01 2100 5200 TAXES/BENEFITS	115,680	129,223	117,781	87,227	-32.50%	18.87%
7500	01 2100 5300 TRAVEL & TRAINING	7,237	9,050	15,374	8,515	¹⁴⁴⁰ -5.91%	1.84%
- - -	01 2100 5500 REIMBURSABLE EXPENSES	3,641	4,850	1,448	0	-100.00%	0.00%
8500	01 2100 6010 SUPPLIES	20,998	25,500	26,050	9,025	³⁵⁰⁰ -64.61%	1.95%
364	01 2100 6015 BOOKS & SOFTWARE	2,082	4,000	2,525	0	³⁶⁴ -100.00%	0.00%
2000	01 2100 6020 DUES & PUBLICATIONS	3,207	2,025	1,552	2,347	⁶⁹² 15.90%	0.51%
20500	01 2100 6030 PUBLISHING EXPENSE	29,451	20,300	28,197	27,237	⁷⁴⁶⁷ 34.17%	5.89%
0	01 2100 6060 RENTALS	1,971	1,850	2,265	840	⁵²⁰ -54.59%	0.18%
7500	01 2100 6070 POSTAGE EXPENSE	12,560	12,800	11,600	11,600	¹²³³ -9.38%	2.51%
25000	01 2100 6080 PROFESSIONAL SERVICES	0	0	0	43,000	²³¹¹⁵ N/A	9.30%
7,750	01 2100 6090 CONTRACTUAL SERVICES	8,550	4,000	2,500	6,925	⁷³⁸⁹ 79.13%	1.50%
5600	01 2100 6330 TELEPHONE	5,570	4,800	5,416	5,600	²³⁶⁷ 16.67%	1.21%
7500	01 2100 6450 EQUIPMENT MAINTENANCE	9,157	9,500	9,041	3,000	⁵¹³⁷ -68.42%	0.65%
	01 2100 6510 COMPUTER LEASE/PURCHASE	3,084	2,454	2,202	0	- 0 - -100.00%	0.00%
	01 2100 6530 EQUIPMENT PURCHASE	23,068	24,075	13,875	0	- 0 - -100.00%	0.00%
Total Expenditures		567,731	597,162	561,202	462,287	-22.59%	100.00%

454,033

Department of Animal Protection



KETCHIKAN GATEWAY BOROUGH
DEPARTMENT OF ANIMAL PROTECTION

GOALS 1994/1995

The goals of any governmental organization should be directed toward a higher standard of living for those it serves. Public service is the vehicle that projects those standards. This may be achieved through new programs with both long and short range effect on the community and its needs, or it simply may be in cost reduction of those services already in place. New does not necessarily mean better. Creativity can and should be applied in all areas of any organization.

The Department of Animal Protection is constantly in search of: 1. New, cost effective programs aimed at creating a higher standard of living for all of our citizens, 2. Improving the services already in place and 3. Cost reduction for services.

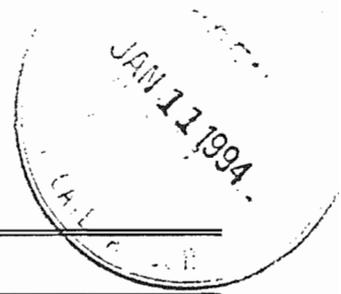
With that thought in mind, the following goals have been adopted by this department for the up-coming fiscal year.

1. To simplify the rabies deposit/return for those people adopting animals from the shelter and to eliminate the "paper trail" and excess man-hours spent in the tracking and refunding the deposits.
2. To begin a seasonal program that offers assistance to the public in the alteration of pets.
3. To continue training programs targeting animal care and cruelty investigation.

KETCHIKAN GATEWAY BOROUGH
DEPARTMENT OF ANIMAL PROTECTION

GOALS & OBJECTIVES 1993/94

SEMI-ANNUAL UPDATE: JANUARY 1, 1994



- I. Begin in-service training for all employees in areas of cruelty investigation, report writing and animal care.

Both officers have begun or are about to begin further training in animal care and cruelty investigation. Officer Martin has completed 1/2 of his one year animal science course and officer Richardson will be attending a national cruelty investigations school in February. Both officers have improved their report and statement writing skills.

- II. Lower the percentage of animals euthanized by 10% through public service programs and education.

Several new public service programs have been adopted. Semi-annual free flea dip, cat I.D. tags, public speaking engagements, public tours. Newspaper Adopt-A-Pet and Lost and Found. By most accounts we have made real progress in public relations, however according to our records we have only improved in lowering the number of euthanizations by 2%. We now post a 45% save on animals taken in as compared to 43% in 1992. A substantial number of animals have been surrendered to us from areas outside our borough. An extremely high percentage of those animals are in poor health when they arrive and consequently are euthanized. With the adoption of Resolution number 1146 we have begun charging for those animals. This has lowered our overall intake of animals and should not only free our tax payers of the non-resident cost but actually increase our save rate due to fewer animals being brought in to the borough.

- III. Re-structure Fees & Fines collected by the department.

Resolution number 1146 was written and adopted December 6, 1993.

- IV. Update ordinances.

Ordinance number 923, that was written and adopted December 20, 1993, repealed number 342 that had been in effect since January 21, 1980.

- V. Enhance facility usability by 25% and lower amount of sickness in animals contained within through shelter renovation.

Facility renovation should begin this month. It will add five (5) dog runs to our current fifteen (15). These will be installed in our isolation area and will allow us to isolate sick and suspect dogs from the resident population. Animal disease this fiscal year has been significantly lowered by adopting new techniques in cleaning.

- VI. Enhance public compliance to ordinances by increasing patrol 25%.

Due to the time of year, it is still early to tell if compliance to ordinance has increased. It appears, on the surface, to be better due to the lower number of calls for service. A more accurate accounting should be available by the end of July.

- VII. Offer non-mandatory licensing of cats to public January 1994.

The new cat I.D. tags have been available since the adoption of Resolution number 1146 last December. Public response has been favorable.

KETCHIKAN GATEWAY BOROUGH
DEPARTMENT OF ANIMAL PROTECTION

GOALS & OBJECTIVES 1993/94

- I. Begin in-service training for all employees in areas of cruelty investigation, report writing and animal care.
- II. Lower the percentage of animals euthanaized by 10% through public service programs and education.
- III. Re-structure Fees & Fines collected by the department.
- IV. Update ordinances.
- V. Enhance facility usability by 25% and lower amount of sickness in animals contained within through shelter renovation.
- VI. Enhance public compliance to ordinances by increasing patrol 25%.
- VII. Offer non-mandatory licensing of cats to public January 1994.

Department of Assessment

A S S E S S M E N T

1994-95 IMPLEMENTATION MEASURES - DLF February 1, 1994

Continue next reappraisal cycle;

Further develop use of Marshall & Swift cost factors in the MicroSolve database. It is anticipated that the single family residential portion will be implemented for monitoring in the 1994 reappraisal cycle. Development of factors for other property types such as townhouses will continue.

Continue populating the MicroSolve database with appraisal information as properties are appraised;

Do building diagrams in the MicroSolve database for all records;

Continue the database proofing process;

Continue to review and clean up Reference accounts for deleted, combined and platted properties;

Separate multi-parcel accounts into individual platted parcel accounts as properties are reappraised;

Continue educational and informational training;

Work with planning on further mapping development and production;

Complete development of the Department policy manual: remaining topic areas include administration, general department, real property, business/personal property, and interdepartmental processes.

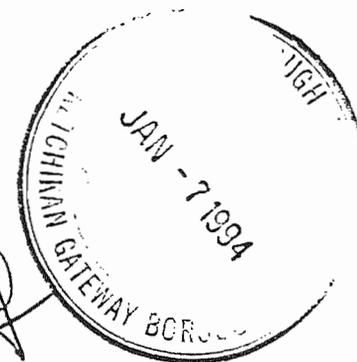
Remove surplus equipment and identify records available for destruction;

Concentrate on personal property field work with the Secretary/Appraiser;

Develop personal property MicroSolve database and reports;

Continue development of MicroSolve programs.

TO: MIKE RODY, BOROUGH MANAGER
FROM: DENNIS FINEGAN, DIRECTOR OF ASSESSMENT
MEMO: JANUARY 7, 1994
SUBJECT: PROGRESS REPORT:
PROJECTS OUTLINED IN 1993-94 BUDGET - FEBRUARY 18, 1993



Continue reappraisal cycle

PROGRESS: Reappraisal area from Schoenbar by-pass to south city limits including Bear Valley was completed. As anticipated, the volume of computer entry with each appraisal slowed progress. Not only is the staff reappraising but they are entering information into a new data base.

Review, modify and implement use of Marshall & Swift cost factors in the MicroSolve database

PROGRESS: This project has continued for the last year. Much of the development is done. It is anticipated that the single family residential portion will be implemented for monitoring in the 1994 reappraisal cycle.

Development of factors for other property types such as townhouses will continue.

Continue populating the MicroSolve database with appraisal information

PROGRESS: Legal description entry in the database is ninety percent complete.

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Continue proofing information already entered (ie property class codes) and new information that is entered

PROGRESS: Proofing continues. Each printout reveals further areas in need of refinement. Staff continues to modify and improve information.

Assessment's MicroSolve program was set up to accommodate an appraised dollar value, an exempted dollar value and an assessed dollar value. To accommodate Cash Management's needs for tax statements, the schedule for implementation of the three values was accelerated. Conversion has been completed for 1994.

Also, to accommodate Cash Management, Assessment staff studied and implemented parcel numbering improvements. It is now easier to identify those accounts where collection involves personal action. Further parcel numbering revisions continue to accommodate other areas and needs.

A unique number factor was added to the Assessment database to provide Cash Management with a parcel tracking system.

Clean up Reference accounts for deleted, combined and platted properties

PROGRESS: This will be accomplished as property is reappraised.

Review and up-date airport leasehold accounts

PROGRESS: Appraisal staff is completing this project prior the roll being completed.

Separate multi-parcel accounts into individual platted parcel accounts

PROGRESS: Staff agreed that this would be a project that would be done as multi-parcel accounts are encountered in reappraisal. Further development is planned to accommodate the wide range of properties.

Continue educational and informational training

PROGRESS: The Appraiser I has completed a programmed self-study "Site Analysis" course and will be taking "Market Data". When the "Market Data" course is complete he will be eligible for Alaska Association of Assessing Officers "Assessor-Appraiser" certification.

The Chief Appraiser has attended two courses on management. This is designed to assist in supervisory management responsibilities.

The Director attended a Geographic Information System seminar in conjunction with the annual assessor's conference. This gave him a perspective on office direction regarding electronic GIS and overall computer development. The Director also attended the MicroSolve users meeting and was able to see the advanced MicroSolve application in Washington D. C..

The Director attended the annual Alaska assessor's meeting which focused on TITLE 29 rewrite. There will be continuing input and review by Assessors in the state.

Convert sales letters to Data Perfect software

PROGRESS: The goal of improved print quality using the laser printer was achieved. This was accomplished without having to convert to Data Perfect.

Proof and implement Assessor's maps with new parcel numbering

PROGRESS: Updated maps with parcel numbers are being printed. All folders have been refiled in new parcel number order. Assessor's parcel number maps have been included in the counter map books. Office lists are now converted to the new parcel numbers or tied to the new parcel numbers.

Complete development of the Appraisers policy book

PROGRESS: The section on policies which relate to the end of the appraisal year (Assessment Notices, Reviews, Appeals and the Board of Equalization) has been completed and approved.

Drafts have been prepared for other policies which will be worked on next year. Remaining topic areas include administration, general department, real property, business/personal property, and interdepartmental processes.

Inventory non-electronic Department property

PROGRESS: Completed.

Work with Secretary/Appraiser on Personal Property audit and review process and policy

PROGRESS: Attention has been given to receiving updated information on reports. The response was good. The Secretary/Appraiser will concentrate on field work next year.

Put revised budget format into Word Perfect so that regular monitoring may be continued

PROGRESS: The goal of reformatting the budget to conform to the new process has been completed using Rapid-File. Further budget development guidelines from Cash Management will be implemented to standardize the process.

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Department of Maintenance and Operations

KETCHIKAN GATEWAY BOROUGH

Office of the Borough Manager • 344 Front Street • Ketchikan, Alaska 99901

Michael Dean Rody
Borough Manager

(907) 228-6625
Fax: (907) 247-6625

MEMORANDUM

TO: Al Hall

FROM: Jim Voetberg 

DATE: March 3, 1994

SUBJECT: M&O Department Mission Statement and objectives

Mission Statement

The Maintenance and Operations Department will provide maintenance to all Borough facilities including buildings, parks and recreational facilities and will operate service area utilities when necessary.

Objectives/Activities

Maintain all Borough facilities and grounds in a safe and user-friendly atmosphere for Borough employees, user groups and the public.

Provide improvements to Borough facilities when required.

Coordinate with recreational user groups to prepare and maintain recreational fields and facilities.

Coordinate with the Parks and Recreation Department to provide assistance to their activities.

Keep the playgrounds safe for users, especially the youth.

Give the leagues who use the recreational facilities the safest and best playing field possible.

Give the consumers of the Mountain Point Water system the most pleasant and reliable water possible.

KETCHIKAN GATEWAY BOROUGH

Office of the Borough Manager • 344 Front Street • Ketchikan, Alaska 99901

Michael Dean Rody
Borough Manager

(907) 228-6625
Fax: (907) 247-6625

MEMORANDUM

TO: Mike Rody

FROM: Jim Voetberg 

DATE: January 18, 1994

SUBJECT: Manager's Department
Objective/Activities Mid Year Review



Following is a mid year review of the Objectives/Activities as stated in the FY 93/94 budget of the Manager's Department:

Provide for construction management services for all capital projects, with particular attention to the continuing construction and rehabilitation of the high school.

Concerns have been raised relating to various projects from the selection process to construction work in progress to construction closeout. At the working level, projects are being completed, without litigation and benefiting the Borough. Improvements are greatly needed in communicating and educating those with concerns by supplying additional information relating to each project. Project information will be forwarded as it becomes available and more frequent project update reports will be provided.

Attached is a related memorandum listing the status of CIP projects for FY93/94.

KETCHIKAN GATEWAY BOROUGH

Office of the Borough Manager • 344 Front Street • Ketchikan, Alaska 99901

Michael Dean Rody
Borough Manager

(907) 228-6625
Fax: (907) 247-6625

MEMORANDUM

TO: Mike Rody
FROM: Jim Voetberg *JV*
DATE: January 18, 1994
SUBJECT: FY 93/94 CIP Update

Following is a status of the FY 93/94 CIP as detailed in the Borough Budget. Please note that the status does not cover those projects which I am not involved with (Airport, Clerk, Animal Control, etc.).

AIRPORT

Murphys Landing	Under Contract, 90% complete
Window System	Under Contract, 0% complete

K- HIGH RECONSTRUCTION

Phase IV	Design 90% complete
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FACILITIES

Playground Surface Imp.	Force Account, 60% complete; Work to be completed in spring
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WALKER FIELD

Restrooms	No work done to date
Replace S.L. Backstop	Force Account; Work to be done in spring

BALLFIELD IMPROVEMENTS

Houghtaling School

Work completed

N. Pt. Higgins

Under contract, 90% complete

INDOOR RECREATION CENTER

Design

Selection of design firm underway through an RFQ/Design Competition process

K-HIGH POOL PHASE II

Design

Firm selected, negotiations to begin upon direction by Assembly

Construction

No work done to date

CARLANNA LAKE

Trails and Ground

No work done to date, awaiting direction

Road Access

No work done to date, awaiting direction

FACILITY/ADA UPGRADES

Phase 1

No work done to date

MT. PT. SEWER AND WATER

Phase IV

Under bid, bids due February 7, 1994; Work to begin in spring

KETCHIKAN GATEWAY BOROUGH

Office of the Borough Manager • 344 Front Street • Ketchikan, Alaska 99901

Michael Dean Rody
Borough Manager

(907) 228-6625
Fax: (907) 247-6625

MEMORANDUM

TO: Mike Rody

FROM: Jim Voetberg *J.V.*

DATE: January 18, 1994

SUBJECT: Maintenance and Operations
Objective/Activities Mid Year Review



Following is a mid year review of the Objectives/Activities as stated in the FY 93/94 budget of the Maintenance and Operations Department:

Maintain all Borough facilities and grounds in a safe working condition.

To date, the Department has accomplished this goal through regularly scheduled safety checks and clean-up.

Provide improvements to Borough facilities as required by the Borough Manager.

To date, the Department has accomplished this goal. For example was the renovation of the newly acquired Parks and Recreation Building.

Coordinate with recreational user groups to prepare and maintain recreational fields and facilities.

To date, the Department has accomplished this goal. Communication is well established between the user groups, the Parks and Recreation Department and the Maintenance and Operations Department.

Coordinate with the Parks and Recreation Department to provide assistance to their activities.

To date, the Department is doing satisfactory. Improvements can be made in communications between departments and a better understanding of each others needs and constraints.

Operate Service Area Utilities

To date, the Department is doing satisfactory, but is improving. Due to the personnel not knowing the Mountain Point System, a learning period occurred. In addition, corrections were required in the system to make it operate correctly. Now that both have occurred, operating the utility systems is constant and of high quality.

Administer construction and service related contractual agreements for the Borough.

Concerns have been raised relating to various projects from the selection process to construction work in progress to construction closeout. At the working level, projects are being completed, without litigation and benefiting the Borough. Improvements are greatly needed in communicating and educating those with concerns by supplying additional information relating to each project. Project information will be forwarded as it becomes available and more frequent project update reports will be provided.

Department of Parks and Recreation

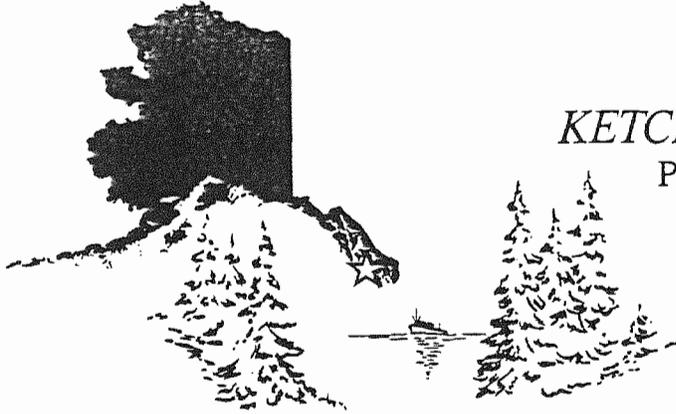
DEPARTMENT: Parks and Recreation

MISSION STATEMENT

The Parks and Recreation Department's mission is to enrich the quality of life in the Ketchikan Gateway borough for all citizens; To build an attractive and inviting community; To work with residents to foster community pride; To provide opportunities that enable people of all ages and abilities to attain the full use of their mental, emotional, and physical capacities through positive use of leisure.

GOALS

- * Provide high quality, financially responsible, recreation opportunities in aquatics, fitness, sports, arts & crafts and other leisure interests for the Ketchikan Gateway Borough.
- * Use community input in the development and evaluation of activities and market services to intended users.
- * Develop and manage open space, parks, and facilities to accommodate leisure interests.
- * Coordinate and cosponsor activities with appropriate agencies to broaden the impact of recreational services throughout the community.
- * Remove physical barriers to participation in activities and to facilities.
- * Coordinate times and locations of activities to encourage family and other multiple uses.
- * Increase non-structured recreation opportunities including drop in programs and equipment rentals.
- * Provide excellent customer services and programs through well trained and responsive employees.



KETCHIKAN GATEWAY BOROUGH

Parks and Recreation Department

344 Front Street
Ketchikan, Alaska 99901
(907) 228-6650



MEMORANDUM

TO: MIKE RODY, BOROUGH MANAGER

FROM: GREG KOLEAN, DIRECTOR OF PARKS & RECREATION (4)

SUBJECT: STATUS REPORT ON BUDGET GOALS

DATE: JANUARY 13, 1994

GOAL: Provide high quality recreation opportunities borough wide to all segments of the population using the Parks, Recreation and Open Space plan to guide planning and development of recreation opportunities, facilities, CIP plan, goals and budget.

STATUS: On schedule except for the Parks, Recreation and Open Space plan, now called the "Parks and Recreation Master Plan".

* High quality recreation opportunities have been available to all Borough Citizens.

GOAL: Provide and plan for recreation opportunities for specific age groups including preschool, children, teen, adult, seniors and family.

STATUS: On schedule. The six month revenue report indicates participation is within 4% of projections. The number of Recreation opportunities provided (so far) by age groups are listed below.

Preschool	29	Children	55
Teen	39	Teen/Adult	100
Seniors	29	All Ages/Family	35

GOAL: Provide and plan for recreation through classes, special events, and workshops including; aquatics, fitness, sports, arts & crafts, hobbies, and other leisure interests.

STATUS: On schedule. The number of actual participants per category is listed below. These figures include only registered participation in department sponsored activities.

Aquatics	29,763	
Fitness	278	
Sports	2,470	(Not counting independent leagues)
Arts/Crafts	198	
Hobbies	1,097	
Other Leisure	6,390	

GOAL: Develop parks and facilities to accommodate leisure interest.

STATUS: Behind schedule. Capital Improvement Projects with funds for completion and their status are listed below. The Carlanna Lake project has been in the works since 1987 and should be kick-started or scrapped.

Playground surface improvements:	On time
Walker Field concessions/backstop:	Behind schedule
Houghtaling Field improvements:	Completed
Pt. Higgins ball field development:	On time
Indoor Recreation Center design:	On time
Kayhi Pool phase 2 improvements:	Marginal
Carlanna Lake development:	Behind schedule

GOAL: Coordinate and cosponsor activities with appropriate agencies to broaden the impact of recreation services throughout the community.

STATUS: On schedule. Agencies who have made or received major contributions so far this fiscal year are listed on attachment A. Those marked with an asterisk are for the first time. We coordinate with so many agencies for each event that I made no attempt to identify them all. We received one complaint from the local paper because we each had a cooking contest on the same day

GOAL: Facilitate independence of recreation activities capable of sponsorship from sources other than the Borough.

STATUS: On schedule. Of special importance here is Diane Gubatayao's (Recreation Programmer) league coordination efforts. She is currently working on by-laws for the Men's City Basketball League, that encourages their independence. She is beginning a similar process for the Mat Rats youth wrestling program.

GOAL: Remove physical barriers to participation in activities and to facilities.

STATUS: On schedule. The most significant improvement will be the completion of phase 2 construction at Kayhi Pool that addresses equal access.

COSPONSORS

*Golden Glove Boxing
*Harley Davidson Association
*Holy Name School
*Ketchikan Archery Club
*Ketchikan Country Club
*Market Place
*Nick's Bike Shop
*Videl Video
Alaska State Parks
Alaska Marine Highways
Alaska Greeter Services
Alaska Diving Service
Alaskans For Drug Free Youths
American Heart Association
Arctic Bar
Athletes Foot
Ben Franklin
Big Brother/Big Sisters
Body Works
Borough Day Care Assistance Program
Boy Scouts
Campfire Kids
Cape Fox Tours and Dancers
Case Management - Senior Services
Celebration of the Sea Committee
City Police
City Library
Community Resource Council
Community Connections
Cooke Cable
Cooperative Extension Services - Master Gardening Classes
Division of Family Services
Eagles Auxiliary
Easter Seals Society
Filipino Community
First City Players
First Bank
First City Rotary
First City Gym
First Lutheran Church
Girl Scouts
IDEA - International Association of Fitness Professionals
Island View Manor
Junior Achievement
Ketchikan Youth Football League
Ketchikan Killer Whale Swim Club
Ketchikan Golf Association
Ketchikan Daily News
Ketchikan Youth Soccer League
Ketchikan Area Arts and Humanities Council
Ketchikan Little League
Ketchikan Volleyball Association
Ketchikan Indian Corporation
Ketchikan Gateway Borough School District

COSPONSORS

Ketchikan Softball Association
Ketchikan Referee's Association
Ketchikan Youth Services
Ketchikan General Hospital
Ketchikan Fire Department
Ketchikan Christian Academy
Ketchikan Dray Heating Co.
Ketchikan Dribbler's League
Ketchikan Bowling Center
Ketchikan International Airport
KRBD Radio
KTKN/KGTW Radio
Masters Swim Club
Mayfest Committee
McDonald's
Mike Zelensky, Law Office
Norther Sales
Outdoor Rec. & Trails Coalition
Pioneer Home
Pioneer Bar
Plaza Merchants Association
Plaza Sports
Rendezvous Senior Center
Rod & Gun Club
Rotary 2000
Saxman Seaport
Seattle Mariners
Senior Services
Sourdough Bar
South Tongass Service
South Tongass Alliance Church
Southeast Stevedoring Corporation
Special Olympics
Stenfjord's
Super Value
Sweet Adelines
Taquan Air
Tatsuda's
Tongass Realty
U. S. Army National Guard
U.S. Coast Guard
United States Forest Service
University of Alaska Southeast
Verteran's of Foreign Wars
Videl Video
Women In Safe Homes
Yoga Society

* Denotes new Cosponsors

Department of Planning and Community Development

KETCHIKAN GATEWAY BOROUGH

Department of Planning and Community Development • 344 Front Street • Ketchikan, Alaska 99901

Gary Munsterman
Director

MEMORANDUM

(907) 228-6610
Fax: (907) 247-8439

TO: Michael Rody, Borough Manager

FROM: Gary Munsterman, Planning Director *GM*

DATE: February 25, 1994

RE: Progress on FY 93-94 Work Program Objectives
Proposed FY 94-95 Work Program Objectives



The following is an updated summary status report on the Department's objectives for this fiscal year.

- 1) Administer Zoning and Subdivision Ordinance and Coastal Zone Management Program.

The Department's effort under this objective is ongoing. A report on permit volume for the end of the calendar year showed a 15% increase in the number of cases prepared for presentation before the Planning Commission in 1993. Enforcement caseload increased 137% in 1993 from 1992. Staff changes and increased policy and management emphasis contributed to the increase.

Administrative decisions (zoning permits) increasing 5% in 1993, is another area of involvement under this work program objective.

The Coastal Zone Management (CZM) Program has required a continuing staffing commitment for the review of Consistency Reviews. Staff allocations for this program are grant funded.

Among the CZM issues addressed by staff is the State's stipulated consistency determination on the U. S. Forest Service's North Revilla EIS. The State is requiring the deletion of harvest units on the basis of habitat protection in the Traiter's Creek salt chuck.

Staff directed the Borough's claim of an effected district, a claim which was later withdrawn due to procedural problems which would have resulted in a delay of hearing the Forest Service's appeal.

- 2) Prepare Comprehensive Amendment to Zoning and Subdivision Regulations.

This activity is not programmed until following the completion of the Comprehensive Plan update. The Department has initiated or facilitated six ordinance amendments within the past six months to address problems within the ordinance needing immediate attention. Additional amendments will be processed as issues require.

- 3) Complete update of the Comprehensive Plan/Coastal Zone Management Program including a Commercial Lands Study.

This project has been on hold, awaiting the completion of the Parks and Recreation Plan. The commercial lands study is underway, however, its completion has been delayed due to other more pressing current planning obligations.

An additional two months of effort are estimated to be needed to complete a revised draft which incorporates the Coastal Zone Management Program required elements into the Comprehensive Plan. Allocation of this staffing requirement has been difficult due to other brush fires, such as DEC's recent decision on sewers.

The Ketchikan 2004 project has also provided a valuable forum for addressing another critical issues facing the community in the future. The revised plan needs to address both the economic development and sewer issues. Reliance upon these and other public processes, to help define a direction for addressing these issues will help to establish a plan which is more strategically focused and responsive to community needs.

The preparation of a hearing draft is being targeted for release in May.

- 4) Pursue permits for the development of the Lewis Reef Industrial Park by the private sector.

This project was reassigned to the Borough Engineer. Ownership issues apparently are causing a problem for the filing of permits.

- 5) Provide for one-stop permit processing within the department by providing for permit intake and administration of DEC sewage and City building permit applications.

A permit center which provides for application form and contact information and referral was established. A proposed agreement which would provide for one point for the submission of applications was vetoed by the Borough Attorney, due to her opinion that it exceeded statutory authority.

Sewer permit sign-offs were expedited in July 1993, following a change in procedure by DEC. Additional investigation of options for the administration of City permits will be undertaken within the next 60 days.

- 6) Provide support to LEPC's effort to enhance an all hazard emergency response capability.

A updated agreement with the LEPC was executed and is being administered. Assigned staff completed a draft of an Emergency Response Plan which was formally submitted to the State for review. Assistance is also being provided in the areas of training and data base management.

- 7) Provide a planning process to designate specific locations for recommended parks facilities and prepare conceptual design for these locations.

A working draft of the Park and Recreation Plan was submitted to the Parks and Recreation Advisory Committee and the Borough Manager. Pending the receipt of the Manager's comment, the plan is scheduled to be released within the week. A summary of the plan has been prepared and released. The plan is being presented to community groups over the course of early March. Formal public hearings are expected to occur later in March.

Following the approval of the framework plan, conceptual designs for proposed park sites will be prepared. The Department has been involved in the preparation of a site plan for the Indoor Recreation Center and a vest-pocket park on UAS property.

- 8) Provide for an update of the Ketchikan Waterfront Development Plan with emphasis on the central waterfront area and the Stedman/Thomas neighborhood.

This work effort is underway. A review of previous studies has been conducted and a meeting held with stakeholders. The scope of the study has been limited to the downtown area due to uncertainty over the DOT/PF's proposed improvements to Tongass Avenue.

Design concepts have been prepared and presented to the Ketchikan City Council, Ketchikan 2004, and the Chamber of Commerce. Additional community meetings will be scheduled over the course of the next three weeks.

With the assistance of KPU and City of Ketchikan engineers, preliminary plans and cost estimates shall be developed for elements of the plan. Proposed pedestrian plans have been developed for the Spruce Mill site and a significant coordination effort undertaken to tie-together a number of planning, design, and construction efforts underway in the downtown area.

The project is projected to be completed in early June with a final report.

- 9) Provide for a community based strategic planning exercise which addresses Ketchikan's economic future.

Staff has participated in directing this effort being coordinated by the UAS Economic Development Center. The project is expected to continue through the spring. Staff will continue to provide staff assistance in the operation of task forces to be established by the City of Ketchikan and Borough Mayors.

- 10) Manage Borough entitlement lands in accordance with objectives developed in a revised Borough Entitlement Lands Management Plan.

Entitlement land management has been directed by the current management plan and the Property Management Committee (PMC). Staff has prepared an initial report on management options for Whipple Creek tract. The report was the subject of a public workshop in November. This report will be completed in final form for a March presentation to the Borough Assembly.

Management options for other entitlement lands which are not encumbered by the Mental Health issue, will be addressed later in the spring. A proposal for the development of a subdivision in the Waterfall Creek area will be the subject of committee deliberation next month. The proposed revised management plan will address specific management proposals for developable entitlement parcels. The revised management plan will be in preparation later this fiscal year, depending upon the staffing requirements for Leask Lakes analysis.

- 11) Prepare a land management plan outlining options for the acquisition/disposal of the Leask Lakes Tract.

Department staff, with assistance from other PMC members, have conducted analysis of the proposed stipulations for the conveyance of the tract to the Borough. Due to the appeal of the decision by the Director of Lands, additional staff work has been suspended, pending the resolution of the appeal. If the decision is litigated, this suspension could continue through the balance of the fiscal year.

Staff will prepare a summary analysis of management options for the Leask Lakes Tract, including the option of an exchange with the Cape Fox Corporation for White River tract and other holdings. A planned management planning scoping effort will help determine staffing requirements and the scope of required analysis. Consultants may be utilized in conducting some investigations and analysis.

Depending on the scope of the management plan and further appeals, the timetable for the completion of the management plan could extend into the 2nd quarter of FY 94-95.

The following are suggested work program objectives for next fiscal year.

- 1) Provide for the adoption of Comprehensive Amendments to Zoning and Subdivision Regulations.
- 2) Provide for the preparation of an updated streets and highway plan.
- 3) Participate with state and federal agencies in the preparation of a wetlands management plan and general permit which releases land from the cloud of federal regulatory oversight.
- 4) Improve Record Management system within the Department through the use of digital data and microfiche technology.

- 5) Establishment of an automated and linked one-stop permitting center.
- 6) Prepare a waterfront development and redevelopment plan for the Water Street and Tongass Avenue commercial strip between the tunnel and the Plaza.
- 7) Install a linked digital mapping and geographic information system capability within the Department to serve all Borough needs. The capability will be linked with KPU and the City. End reliance upon outside consultants for Borough digital mapping services.
- 8) Address sewerage disposal issue in a manner consistent with the policy direction of the Borough Assembly.
- 9) Direct area-wide rezoning effort which implements the adopted Comprehensive Plan and the Development Code.
- 10) Organize and staff a task force to identify and address housing issues within the community.
- 11) Administer Zoning and Subdivision Ordinance and Coastal Zone Management Program.
- 12) Provide for the adoption and administration of a limited abatement program as a means of efficiently dealing with chronic zoning violations.
- 13) Prepare conceptual plans for the development of the Mountain Point and Whipple Creek proposed community park sites.
- 14) Prepare preliminary design for grade separated bike/ped trails segments identified in the Parks and Recreation Plan along North and South Tongass Highway.
- 15) Participate in economic development program efforts as defined in the Ketchikan 2004 project.
- 16) Support the LEPC in transitioning emergency services planning into an operations and coordination function.

If you need additional definition for the proposed work program objectives, please advise. Obviously, several of the elements are unclear at this time. They should become more defined over the course of the budget process.

Additional work program objectives for the land management program will be reviewed by the Property Management Committee on February 28. Following their review and recommendation, objectives in this area will be forwarded to your attention.

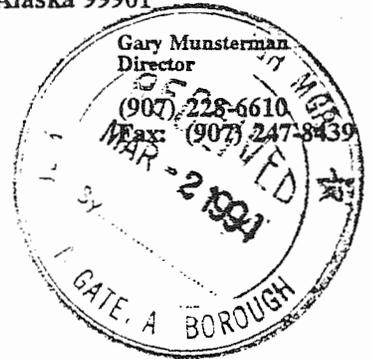
c: Al Hall, Administrative Service Director

KETCHIKAN GATEWAY BOROUGH

Department of Planning and Community Development • 344 Front Street • Ketchikan, Alaska 99901

MEMORANDUM

TO: Michael Rody, Borough Manager
FROM: Gary Munsterman, Planning Director *GM*
DATE: March 1, 1994
RE: Land Management Program Objectives



The following represents Land Management Program Objectives approved by the Property Management Committee on a meeting on February 28. Please attach these objectives to my previous transmittal.

- 1) Develop and Dispose of a 20 lot Cluster Subdivision at 17 Mile North Tongass Highway.
- 2) Implement the selected management alternative for Whipple Creek Management Plan
- 3) Prepare road engineering for access to and within Leask Lakes
- 4) Prepare governmental facilities study which assesses future needs for administrative and operations space for Borough Departments and options for addressing needed space.
- 5) Dispose of six lots on College Street.
- 6) Acquire properties which become available adjoining the high school (between 4th and 7th, Jefferson and Madison).
- 7) Revamp Borough Land Management Disposal Procedures contained in the Borough Code.

The committee has been considering an acquisition recommendation regarding two vacant lots available adjoining the high school. Due to the uncertainty regarding their future use and their high cost (\$45,000 each), the committee now recommends against acquisition at this time. Objective 6, which reflects prior Assembly policy, is included within the work program for the purposes of discussion.

The committee recommended against pursuing the acquisition of the Gross Theater, which is not reflected in the objectives. The committee felt that the theater's design limits options for conversion. The committee could find no reason for the Borough to operate a theater. The theater also contributes to the viability of the downtown.

If you have any further questions, please do not hesitate to contact me.

c: Al Hall, Administrative Service Director

DRAFT

BOROUGH LAND MANAGEMENT PROGRAM

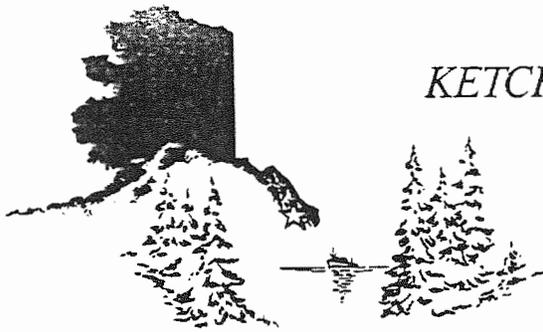
Utilize Borough entitlement land and land resources for community expansion and other public purposes.

1. Designate Borough entitlement lands to be reserved for future public uses.
 - a) Lands which are identified in adopted public plans for future public uses, such as parks or school sites or road corridors, shall be reserved for these uses.
 - b) Borough lands reserved for future public uses shall be designated on an Official Map of the Borough.
 - c) No disposal of Borough lands reserved and designated under this objective shall be occur without an amendment of the Official Map.
2. Provide for the subdivision and sale of Borough entitlement land in a manner consistent with market demand.
 - a) Fee Simple transfer of subdivided land shall be the preferred method of disposal.
 - b) The Borough shall plat and develop subdivisions which seek to meet market demand in area's in which they are located.
 - c) The Borough shall not plat and make available lots in such numbers which result in a depression of market prices.
 - d) The Borough shall prepare master plans for the development of entitlement land parcels for residential subdivisions.
 - e) The Borough shall make available for disposal unit tracts, which can be subdivided and developed by the private sector.
 - f) The Borough shall serve as the developer of last resort, unless a proposed subdivision serves another land management or planning objective.
 - g) All proposed Borough land developments shall show net present value and rate or return not less than prevailing return received by the Borough on deposits in short term securities.

- 3) Utilize Borough entitlement land resources to fulfill other community development objectives.
 - a) Receipts from the disposal of borough entitlement land or entitlement land resources shall be available for funding community facility projects.
 - b) Borough entitlement land shall be developed in a manner which provides for the timely extension of public facilities, including roads and utilities.
 - c) Timber and rock resources on borough entitlement land shall be available for direct use on borough sponsored development projects.
- 4) Provide for an equitable and efficient means of disposing of Borough entitlement land and entitlement land resources.
 - a) Zoning designation and the Official Map shall classify entitlement land available for disposal.
 - b) Public notice shall be provided of all proposed land disposals, including fee simple transfer or easements and leases or use permits with a duration of one year or greater and fair market value greater than \$ 5,000.
 - c) Public notice shall be provided of all proposed resource disposals with an estimated value of greater than \$ 5,000.
 - d) Initial offerings of land and resource disposals requiring public notice shall be by competitive offering including but not limited to oral auction, sealed bid, or request for proposal.
 - e) Land disposals which are not successful on the initial offering shall be available over-the-counter through the borough or it's authorized agent(s).
 - f) Disposals with a market value less than \$ 5,000, limited to land disposals for less than fee-simple interest and resource disposals shall occur without public notice.

- g) The Borough Manager, or his/her designee, shall administer all land disposals.
 - h) The Borough Assembly shall review and authorize minimum bid or offer acceptance requirements for all proposed disposals.
 - i) The Planning Commission shall advise the Borough Assembly on proposed land and resource disposals.
- 5) Manage resource development of Borough entitlement lands in accordance with long-range management objectives and efficient operations.
- a) A management plan shall be prepared and adopted for each entitlement land parcel designated for resource conservation and development prior to initiation of any management action on the parcel.
 - b) Decisions on resource development opportunities shall be based on market conditions and community needs.
 - c) Resource management plans shall be responsive to fish and wildlife habitat requirements.
 - d) Resource management plans shall seek to meet or exceed wildlife and fish habitat standards contained or referenced within the Forest Practices Act.
 - e) Rock Quarries shall be limited to a maximum of five acres in size.
 - f) Management activities shall be undertaken at a scale which is consistent with sound management practices and efficient operations.
 - g) The Borough shall provide for planning and design, management, and field operations oversight when undertaking management activities for resource development.
- 6) Borough entitlement land shall be available for use by the general public in accordance with sound management principles.
- a) Borough entitlement land shall be open to the public for non-consumptive uses without reservation.

- b) An administrative permit shall be required for individual or collective consumptive uses such as the cutting of firewood and gathering of other forest resources.
- c) Hunting and fishing are permitted on Borough entitlement land without permit in accordance with Fish and Game regulations.
- d) No hunting is permitted on borough entitlement land within 300 yards of other developed property.
- e) Administrative permits issued under this objective shall be issued over the counter to either individual applicants or for general uses without notice or other delay.
- f) Administrative permits shall be limited in duration, frequency and value.
- g) Administrative permits may be subject to a service charge, based upon the cost of administration.



KETCHIKAN GATEWAY BOROUGH

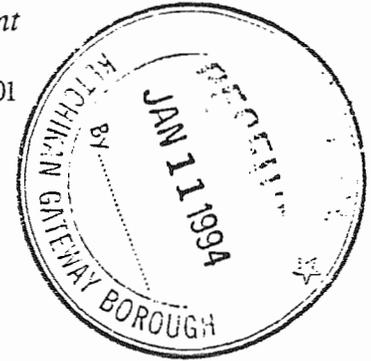
Planning Department

344 Front Street

Ketchikan, Alaska 99901

(907) 228-6610

Fax (907) 247-8439



M E M O R A N D U M

TO: Michael Rody, Borough Manager
FROM: Gary Munsterman, Planning Director *GM*
DATE: January 11, 1994
RE: Progress on Objectives and Activities

The following is a summary status report on the Department's objectives for this fiscal year.

- 1) Administer Zoning and Subdivision Ordinance and Coastal Zone Management Program.

The Department effort under this objective is ongoing. A report on permit volume will be prepared later this month.

- 2) Prepare Comprehensive Amendment to Zoning and Subdivision Regulations.

This activity is not programmed until following the completion of the Comprehensive Plan update. The Department has initiated or facilitated six ordinance amendments within the past six months to address problems within the ordinance needing immediate attention. Additional amendments will be processed as issues require.

- 3) Complete update of the Comprehensive Plan/Coastal Zone Management Program including a Commercial Lands Study.

This project has been on hold, awaiting the completion of the Parks and Recreation Plan. The commercial lands study is underway. An additional two months of effort are estimated to be needed to complete a revised draft which incorporates the Coastal Zone Management Program required elements into the Comprehensive Plan. A hearing draft should be available for review in May.

- 4) Pursue permits for the development of the Lewis Reef Industrial Park by the private sector.

This project was reassigned to the Borough Engineer. Ownership issues apparently are causing a problem for the filing of permits.

- 5) Provide for one-stop permit processing within the department by providing for permit intake and administration of DEC sewage and City building permit applications.

A permit center which provides application form and contact information and referral was established. A proposed agreement which would provide for one point for the submission of applications was vetoed by the Borough Attorney, due to her opinion that it exceeded statutory authority.

- 6) Provide support to LEPC's effort to enhance an all hazard emergency response capability.

A updated agreement with the LEPC was executed and is being administered. Assigned staff have been working on the completion of emergency response plans for the submission to state agencies within the next 60 days. Assistance is also being provided in the areas of training and data base management.

- 7) Provide a planning process to designate specific locations for recommended parks facilities and, prepare conceptual design for these locations.

A working draft of the Park and Recreation Plan has been submitted to the Parks and Recreation Advisory Committee. Additional analysis of issues and considered alternatives will be completed within two weeks. Maps and graphics will be prepared during the same time period.

Following completion and adoption of the Plan, conceptual design work will be programmed for park facilities. A conceptual design has been prepared for a vest-pocket park on UAS property. Additional designs will be prepared based upon prioritization of future facilities in the adopted Park and Rec Plan.

- 8) Provide for an update of the Ketchikan Waterfront Development Plan with emphasis on the central waterfront area and the Stedman/Thomas neighborhood.

This work effort is underway. A review of previous studies has been conducted and a meeting held with stakeholder. The scope of the study has been limited to the downtown area due to uncertainty over the DOT/PF's proposed improvements to Tongass Avenue. The project is programmed to be completed in early June.

- 9) Provide for a community based strategic planning exercise which addresses Ketchikan's economic future.

Staff has participated in directing this effort being coordinated by the UAS Economic Development Center. The project is expected to continue through the spring.

- 10) Manage Borough entitlement land in accordance with objectives developed in a revised Borough Entitlement Lands Management Plan.

Entitlement land management has been directed by the current management plan and the Property Management Committee (PMC). Staff has prepared an initial report on management options for Whipple Creek tract. The report was the subject of a public workshop in November. This report will be completed in final form for a March presentation to the Borough Assembly.

Management options for other entitlement land which is not encumbered by the mental health issue, will be addressed later in the spring. A proposal for the development of a subdivision in the Waterfall Creek area will be the subject of committee deliberation next month. The proposed revised management plan will address specific management proposals for developable entitlement parcels. The revised management plan will be in preparation later this fiscal year, depending upon the staffing requirements for Leask Lakes analysis.

- 11) Prepare a land management plan outlining options for the acquisition/disposal of the Leask Lakes Tract.

Department staff, with assistance from other PMC members, will prepare a summary analysis of management options for the Leask Lakes Tract, including the option of an exchange with the Cape Fox Corporation for White River tract and other holdings. Draft requests for proposals (RFP) will also be prepared for analysis of the resource economics of the Leask Lake and Cape Fox parcels. A separate RFP will also be prepared for the analysis of recreation opportunities on the Leask Lakes tracts and Cape Fox parcels.

The staff analysis and RFP will be completed in draft form within the next 30 days. A final draft will be made available for Assembly review in early March. The results of the proposed studies and previous investigations would be incorporated into a draft management plan. The timetable for the completion of the management plan would extend into the 1st quarter of FY 94-95.

Department of Transportation Services

TRANSPORTATION SERVICES GOALS

Mission Statement

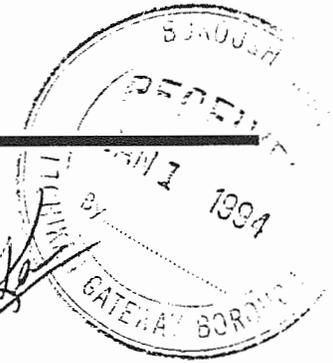
Provide for development and safe operation of the local airport and airport ferry system, public transit, and Murphy's Seaplane Facility.

Goals - FY '94/95

- Goal 1:** Provide for safe air transportation facilities operated in accordance with federal, state and local regulations.
- Goal 2:** Provide a safe and reliable ferry access system to the airport.
- Goal 3:** Provide for improvements to transportation system that enhance convenience and basic services to the general public.
- Goal 4:** Provide for continued development of a safe and reliable local transit system for use by the general public.
- Goal 5:** Ensure transportation personnel receive appropriate training to provide best possible service to the general public in compliance with pertinent regulations.
- Goal 6:** Continue improvement to facilities and safe operation of Murphy's Seaplane Facility.
- Goal 7:** Continue development of transportation revenue enhancement activities and grant funds for capital projects.

MEMORANDUM

TO: Michael Rody, Borough Manager
FROM: Ken Linder, Director of Transportation Services
DATE: January 10, 1994
SUBJECT: Transportation Objectives/Goals - Status



This is a status report on the objectives/goals presented in the FY '93/94 budget.

◆ **Provide a safe air transportation facility in compliance with federal, state and local regulations.**

The recent FAA inspection of airport field facilities indicated compliance with the major safety issues. A recommendation for some minor improvements are being carried out by airport personnel. The airport's certification was continued by the FAA.

◆ **Provide for the acquisition of equipment and facilities that enhance the safety for the general public using the Borough's Transportation services.**

We have ordered new seat covers for the two buses that are on line at this time. Some new chairs are being ordered for the terminal to increase the seating capacity in the terminal. We will be removing some of the old seating clusters that are showing signs of heavy use. The carpet replacement for the second floor of the terminal will be completed this spring. The window replacement project is already under way and will result in a significant improvement to the overall appearance and weather integrity of the terminal. The window work should be completed by March.

◆ **Ensure training for personnel that promotes safety for air operations in compliance with regulations pertinent to the airport.**

The annual Aircraft Rescue and Fire Fighter (ARFF) live fire training was accomplished in October. We have just started a sequence of ARFF training sessions that will continue to provide refresher training for ARFF personnel. Emergency medical response certification will occur at the end of this month. A water response exercise is planned for this spring that will provide opportunity for mutual aid agencies to coordinate resources to handle a water incident.

◆ **Plan for and allocate resources necessary to promote transportation facility improvements.**

Includes plans to add additional signage to bus stop areas, identify additional bus stops needed for expansion of bus service into the Carlanna area. Includes development of ideas for improvements to the Ketchikan airport ferry parking lot. The new electrical utility expansion will be completed at Murphy's Seaplane Facility within a week or two.

◆ **Develop capital improvement and equipment replacement programs.**

There really has not been any progress toward this goal to date. It looks like this concept will have to more formally addressed in the overall Borough philosophy toward equipment useful life and long term equipment planning.

◆ **Develop and implement preventative maintenance programs for transportation facilities and equipment to ensure proper and safe operations.**

We have identified hardware and software for a computerized maintenance program for transportation equipment and facilities. A request has been submitted to you for consideration for ~~the~~ purchasing the equipment. Maintenance personnel have cataloged and established a system for tracking maintenance histories and service, but a key element to the further development is obtaining the equipment to assist in handling the data without the labor intensiveness now necessary.

◆ **Provide for the support and coordination of all transportation resources to promote a safe and efficient transportation environment.**

This is an on-going effort that focuses on the activities of the ferry, airport and transit systems to provide for coordination and response to the changes that occur in flight arrival and departure times, medical evacuations and passenger needs. The bus routes have been revised to provide regular access at the airport parking lot to better accommodate passengers needing transportation to town. This includes close coordination with the airline and its flight schedules.

◆ **Ensure compliance of transportation operation with all pertinent rules and regulations**

This is an on-going effort to comply with regulations from such agencies as the FAA, U.S. Coast Guard, DEC, OSHA, FTA, Fire Marshal, EDA, ADOT/PF and DPS. We are regularly inspected by many of these agencies for compliance for everything from our electrical system to the sewer plant.

◆ **Develop and maintain good communication link with other agencies and departments**

Focuses on meeting with personnel in departments within the local transportation services system and with other agencies in the community with which operations are coordinated. A conscious effort is made to communicate regularly with key personnel from the various regulatory or support agencies in the state and beyond.

◆ **Provide trained maintenance and emergency response personnel equipped to provide for the safe operation of aircraft and other equipment in support of air operations in compliance with all pertinent regulations and safe operating practices**

Generally this regards ARFF and Police personnel and equipment at the airport. See comment under the first goal. This has also included specialized training for our mechanics in order to help "fine tune" our equipment operating procedures.

◆ **Develop and implement a maintenance system that promotes quality preventative maintenance for all facilities, equipment and systems under airport responsibility**

See comment under the sixth goal and goal above.

◆ **Provide safe and comfortable facility for the efficient transfer of passengers.**

Continuing effort to provide flexibility in our system to respond to the varying needs of transportation users.

◆ **Plan and allocate resources to promote the improvement of the access system.**

The major thrust of this effort was to have been the replacement of the pedestrian walkway cover at the airport. The expected funding for this project appears to have dried up. A new plan to replace this facility will be developed during the next budget cycle unless other funding becomes available before then.

KETCHIKAN GATEWAY BOROUGH

ESTIMATED REVENUE AND FUNDS AVAILABLE

DRAFT

FUND: 01 - KTN BOROUGH GENERAL FUND

DESCRIPTION	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 93/94 ESTIMATE	FY 94/95 BUDGET
FUNDS AVAILABLE JULY 1	<u>1,336,307</u>	<u>118,203</u>	<u>397,302</u>	<u>404,986</u>	<u>202,582</u>
TAXES AND FEES					
4010 Real Property Taxes	4,664,540	6,095,850	6,355,988	6,250,000	6,640,000
4020 Business - Personal Taxes	359,697	427,552	449,138	450,000	373,500
4030 Boat Taxes	33,623	35,068	34,000	35,500	34,000
4040 Sales Taxes - In City	2,290,454	2,393,450	3,053,939	2,444,341	2,500,000
4050 Sales Taxes - Out City	428,203	465,257	570,937	511,500	570,937
4055 Transient Occupancy Tax	19,999	20,068	28,753	27,800	28,753
4060 Automobile Taxes	143,028	114,653	115,000	112,000	115,000
4070 Borough Discount	(12,086)	(13,034)	(15,108)	(12,902)	(15,108)
4080 Penalty & Interest	81,829	99,753	82,000	67,500	82,000
4090 Foreclosure Costs	16,750	16,128	18,000	17,500	18,000
4095 Sale of Foreclosed Property	0	0	0	0	0
4100 Saxman Collection Fee	4,606	2,189	2,250	0	0
4110 NSF Fees	1,053	662	1,350	750	1,350
4150 SR Citizen Contribution	(178,542)	(250,476)	(350,000)	(305,368)	(350,000)
4190 Alaska Housing Authority	<u>20,149</u>	<u>24,448</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>
TAXES & FEES	<u>7,873,303</u>	<u>9,431,568</u>	<u>10,366,247</u>	<u>9,618,621</u>	<u>10,018,432</u>
4200 REVENUE FROM OTHER GOVTS					
4205 Municipal Assistance	366,822	336,030	280,885	306,152	153,076
4210 Amusement Tax Refund	744	24	1,488	24	24
4215 Raw Fish Tax Refund	323,382	243,441	250,000	319,242	250,000
4220 State Revenue Sharing	222,369	258,050	229,444	247,649	123,825
4225 Timber Stumpage	412,334	146,123	300,000	165,878	150,000
4230 City of Ketchikan	2,782	0	0	0	0
4240 State Day Care Grant	45,413	70,249	76,250	68,543	65,000
4245 Payment in Lieu of Taxes	<u>208,613</u>	<u>74,664</u>	<u>209,336</u>	<u>74,664</u>	<u>209,336</u>
REVENUE FROM OTHER GOVTS	<u>1,582,459</u>	<u>1,128,581</u>	<u>1,347,403</u>	<u>1,182,152</u>	<u>951,261</u>
4300 CHARGES FOR SERVICES					
4305 Interest Income	220,517	416,027	135,000	135,000	135,000
4320 Other Sales & Services	7,626	8,055	10,102	8,400	10,102
4325 Zoning & Platting Fees	15,546	14,348	13,000	15,600	13,000
4330 Digital Map Sales	3,466	3,913	4,500	4,500	4,500
4335 Animal Protection Fees	22,510	27,150	35,000	35,000	35,000
4340 Passports	2,674	2,560	2,850	2,850	2,850
4350 Parks & Rec Revenue	13,636	16,796	35,330	2,040	15,695
4380 Recreation Program Fees	0	145,917	164,050	164,050	164,050
4390 Miscellaneous Revenue	<u>16,495</u>	<u>362</u>	<u>15,000</u>	<u>42,317</u>	<u>15,000</u>
CHARGES FOR SERVICES	<u>302,470</u>	<u>635,128</u>	<u>414,832</u>	<u>409,757</u>	<u>395,197</u>

Handwritten calculations:

$$\begin{array}{r} 300 \\ 10. \\ \hline 300. \\ 12. \\ \hline 600 \\ 300 \\ \hline 900 \end{array}$$

KETCHIKAN GATEWAY BOROUGH

ESTIMATED REVENUE AND FUNDS AVAILABLE

FUND: 01 – KTN BOROUGH GENERAL FUND

DESCRIPTION	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 93/94 ESTIMATE	FY 94/95 BUDGET
4400 INTERFUND REVENUES					
4410 Land Trust Fund	588,643	410,000	380,000	380,000	380,000
4430 Service Area Funds	16,950	16,950	16,950	16,950	16,950
4440 Transit Enterprise Fund	15,000	15,000	0	0	0
4460 Permanent Fund	800	11,954	10,000	10,000	10,000
INTERFUND REVENUES	621,393	453,904	406,950	406,950	406,950
TOTAL REVENUE	10,379,625	11,649,181	12,535,432	11,617,480	11,771,840
TOTAL FUNDS AVAILABLE	11,715,932	11,767,384	12,932,734	12,022,466	11,974,422

SUMMARY OF APPROPRIATIONS – GENERAL FUND

Mayor and Assembly Manager	96,856	153,332	85,890	85,890	85,390
Clerk	444,954	369,526	329,633	329,633	329,633
Attorney	169,394	165,591	171,712	171,712	171,712
Accounting/Revenue	191,060	180,464	174,345	174,345	174,845
Assessment	567,731	562,662	462,287	462,287	462,287
Animal Protection	375,424	352,522	352,278	352,278	352,598
Parks and Recreation	240,263	258,562	220,535	220,535	220,535
Planning	0	0	667,290	667,290	667,290
Economic Development	599,467	1,226,708	568,054	568,054	568,054
Non – Departmental	274,877	595,735	242,850	242,850	242,850
Transfers	128,700	180,520	164,520	164,520	164,520
Facilities and Operations	1,180,643	896,545	1,599,704	767,469	675,397
Automation	399,274	0	502,490	502,490	502,490
Capital Projects	0	0	81,750	81,750	81,750
Education	226,677	72,238	123,300	123,300	123,300
Designated Reserves	6,702,409	6,347,993	6,905,481	6,905,481	6,905,481
Fund Balance	0	0	0	0	445,000
Capital and Equipment Replacement	0	0	100,000	0	150,000
Total Appropriations	11,597,729	11,362,398	12,752,119	11,819,884	12,323,132
FUNDS AVAILABLE JUNE 30	118,203	404,986	180,615	202,582	(348,710)

KETCHIKAN GATEWAY BOROUGH

Agency Request – Budget Year 1994/95

Agency Name: _____

Address: _____

Fax Number _____

Contact: _____

Telephone Number _____

1. Amount of current request \$ _____.

2. Purpose of funds.

a. How will funds be used? (Attach supplemental information if necessary)

b. What benefits will the community receive requested from funds? (Attach additional information if necessary)

c. Budget Summary

1) Personnel \$ _____

4) Supplies \$ _____

2) Benefits \$ _____

5) Equipment \$ _____

3) Travel \$ _____

6) Other \$ _____

d. Attach Total Detail Budget, Include Staffing and indicate positions funded with Borough funds.

3. Description of accomplishments with previous fiscal year funds?

a. Amount received last fiscal year \$ _____

b. How were the funds expended? (Attach additional sheet if necessary)

c. What were the benefits to the community? (Attach additional sheet if necessary)

d. Number of clients served? _____. Where?

4. What would be Agency impact if:

a. Borough funding is eliminated?

b. Borough funding is reduced by 10%?

c. If funding from the Borough is phased out over a three year period?

5. Mission statement and objective of agency. (Attach additional sheet if necessary)

6. Borough funding authority? (Check below)

Economic Development _____

Education _____

Social Services _____

Other (please explain) _____

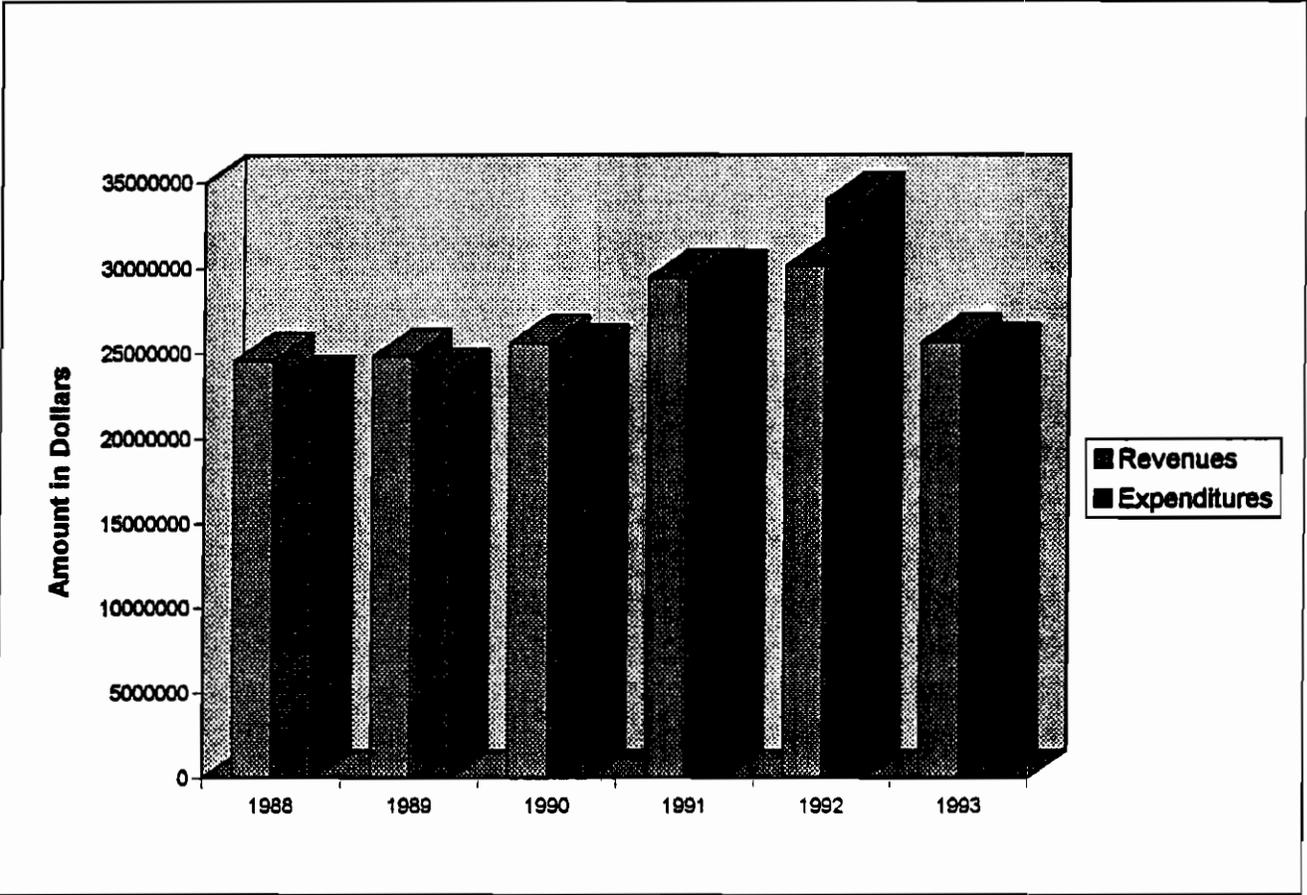
7. Articles of Incorporation (attach copy)

GENERAL FUND

KETCHIKAN GATEWAY BOROUGH
REVENUE AND APPROPRIATIONS SUMMARY FOR ALL FUNDS
Fiscal Year 1994/95

	ESTIMATED FUNDS AVAILABLE 7/1/94	FY 94/95 ESTIMATED REVENUE	FY 94/95 BUDGETED APPROP	ESTIMATED RESERVE 6/30/95
General Fund	319,391	11,790,275	11,351,956	757,710
Land Trust Fund	4,955,257	362,500	225,000	5,092,757
Nonareawide Fund	43,742	267,074	307,177	3,639
Permanent Fund	262,046	13,100	10,000	265,146
School Bond/Capital Improvement	127,398	1,982,936	2,103,088	7,246
Airport Fund	1,880,177	2,296,750	2,256,868	1,920,059
Transit Fund	114,051	275,300	222,493	166,858
South End Fire Protection	155,088	88,168	95,533	147,723
Shoreline Service Area	51,870	48,733	38,825	61,778
Mountain Point Service Area	90,171	67,040	72,557	84,654
Waterfall Creek Service Area	70,622	13,267	12,773	71,116
Mud Bight Service Area	31,056	11,350	24,592	17,814
South Tongass Service Area	7,693	400	0	8,093
Forest Park Service Area	252,813	91,678	81,832	262,659
Gold Nugget Service Area	13,719	8,822	6,754	15,787
Shoup Street Service Area	0	0	0	0
TOTALS	8,375,094	17,317,393	16,809,448	8,883,039

**Ketchikan Gateway Borough
Combined Revenues and Expenditures, All Funds**



KETCHIKAN GATEWAY BOROUGH

FY 1994/95 – ESTIMATED REVENUE AND FUNDS AVAILABLE

GENERAL FUND

DESCRIPTION	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET
FUNDS AVAILABLE JULY 1	1,863,714	1,336,307	118,204	404,987	319,391
4000 TAXES AND FEES					
4010 Real Property Taxes	4,113,991	4,664,540	6,095,850	6,355,988	6,640,000
4020 Business–Personal Taxes	317,732	359,697	427,552	449,138	373,500
4030 Boat Taxes	29,272	33,623	35,068	34,000	34,000
4040 Sales Taxes–In City	2,311,675	2,290,454	2,393,450	3,053,939	2,500,000
4050 Sales Taxes–Out City	471,918	428,203	465,257	570,937	570,937
4055 Transient Occupancy Tax	2,795	19,999	20,068	28,753	28,753
4060 Automobile Taxes	104,475	143,028	114,653	115,000	115,000
4070 Borough Discount	(12,255)	(12,086)	(13,034)	(15,108)	(15,108)
4080 Penalty & Interest	21,120	81,829	99,753	82,000	82,000
4090 Foreclosure Costs	455	16,750	16,128	18,000	18,000
4100 Saxman Collection Fee	7,849	4,606	2,189	2,250	0
4110 NSF Fees	700	1,053	662	1,350	1,350
4150 SR Citizen Contribution	(153,967)	(178,542)	(250,476)	(350,000)	(350,000)
4190 Alaska Housing Authority	15,097	20,149	24,448	20,000	20,000
TAXES & FEES	7,230,857	7,873,303	9,431,568	10,366,247	10,018,432
4200 REVENUE FROM OTHER GOVTS					
4205 Municipal Assistance	366,323	366,822	336,030	280,885	275,537
4210 Amusement Tax Refund	48	744	24	1,488	24
4215 Raw Fish Tax Refund	479,937	323,382	243,441	250,000	250,000
4220 State Revenue Sharing	234,093	222,369	258,050	229,444	222,884
4225 Timber Stumpage	402,243	412,334	146,123	300,000	150,000
4230 City of Ketchikan	38,399	2,782	0	0	0
4240 State Day Care Grant	40,725	45,413	70,249	76,250	67,510
4245 Payment in Lieu of Taxes	0	208,613	74,664	209,336	266,241
REVENUE FROM OTHER GOVTS	1,561,768	1,582,459	1,128,581	1,347,403	1,232,196
4300 CHARGES FOR SERVICES					
4305 Interest Income	304,363	220,517	416,027	135,000	135,000
4320 Other Sales & Services	5,366	7,626	8,055	10,102	10,102
4325 Zoning & Platting Fees	12,555	15,546	14,348	13,000	13,000
4330 Digital Map Sales	3,169	3,466	3,913	4,500	4,500
4335 Animal Protection Fees	19,313	22,510	27,150	35,000	27,500
4340 Passports	2,100	2,674	2,560	2,850	2,850
4350 Parks & Rec Revenue	89,226	13,636	16,796	35,330	15,695
4380 Recreation Program Fees	0	0	145,917	164,050	164,050
4390 Miscellaneous Revenue	12,816	16,495	362	15,000	15,000
CHARGES FOR SERVICES	448,908	302,470	635,128	414,832	387,697

KETCHIKAN GATEWAY BOROUGH

FY 1994/95 – ESTIMATED REVENUE AND FUNDS AVAILABLE

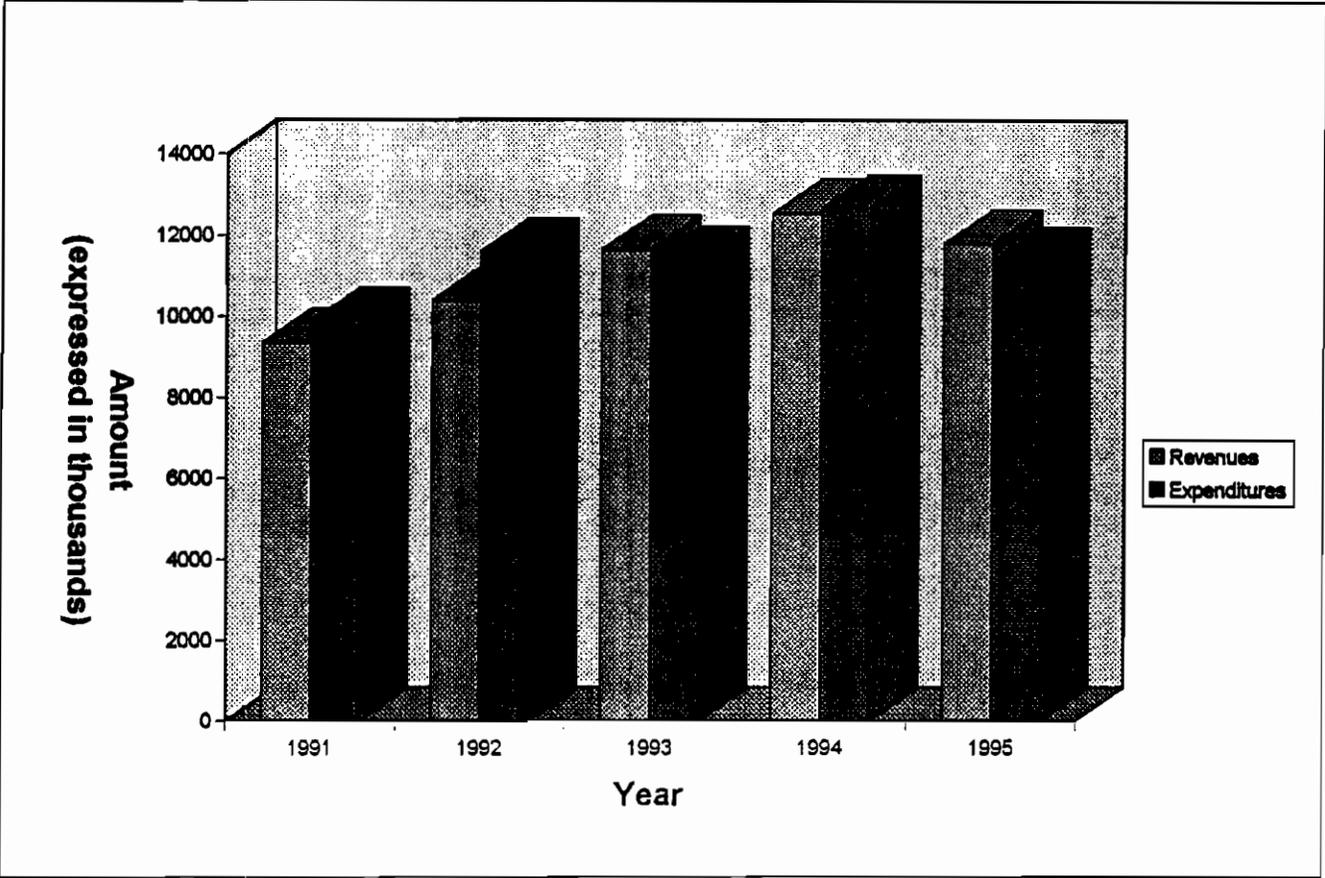
GENERAL FUND

DESCRIPTION	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET
4400 INTERFUND REVENUES					
4410 Land Trust Fund	78,150	588,643	410,000	380,000	125,000
4430 Service Area Funds	16,500	16,950	16,950	16,950	16,950
4440 Transit Enterprise Fund	5,200	15,000	15,000	0	0
4460 Permanent Fund	0	800	11,954	10,000	10,000
INTERFUND REVENUES	99,850	621,393	453,904	406,950	151,950
TOTAL REVENUE	9,341,383	10,379,625	11,649,181	12,535,432	11,790,275
TOTAL FUNDS AVAILABLE	11,205,097	11,715,932	11,767,385	12,940,419	12,109,666

SUMMARY OF APPROPRIATIONS – GENERAL FUND

Administrative Services	549,924	567,731	562,662	462,287	488,376
Animal Protection	234,087	240,262	258,562	220,535	228,200
Assessment	336,640	375,424	352,522	352,278	362,200
Attorney	226,473	191,060	180,464	174,345	172,448
Automation	0	0	0	81,750	68,250
Capital Projects	98,917	226,677	72,238	123,300	84,860
Child Care Assistance	0	51,527	70,776	78,250	67,510
Clerk	152,556	169,394	165,591	171,712	168,561
Maintenance and Operations	0	0	0	502,490	505,823
Manager	443,785	444,954	369,526	329,633	306,130
Mayor and Assembly	114,727	96,856	153,332	85,890	116,787
Non-Departmental	138,912	128,700	180,520	164,520	153,639
Parks and Recreation	432,554	399,274	464,533	667,290	630,211
Planning	546,480	599,467	505,301	568,054	487,759
Community Education	280,351	344,054	315,735	277,488	245,195
Economic Development	0	223,350	186,098	166,600	188,014
Education	6,183,461	6,358,355	6,627,993	6,627,993	6,627,993
Transfers	129,923	1,180,643	896,545	1,599,704	450,000
Total Appropriations	9,868,790	11,597,728	11,362,398	12,652,119	11,351,956
FUND BALANCE					
Designated Reserves					
Capital and Equipment Replacement	0	0	0	100,000	150,000
Undesignated	1,336,307	118,204	404,987	188,300	607,710
FUNDS AVAILABLE JUNE 30	1,336,307	118,204	404,987	288,300	757,710

**Ketchikan Gateway Borough
General Fund**



ADMINISTRATIVE COMMENTS

The Mayor and Assembly budget remains basically unchanged with the exception of an increase in community promotion activities and the near halving of travel and training.

MISSION STATEMENT

The Borough Assembly is an elected body that is enpaneled to represent the citizen's of the Borough, to establish the broad policy under which the Borough government operates, to consider and enact legislation and administrative measures intended to improve services to and for citizens. They provide the leadership and overall direction of the government.

GOALS/OBJECTIVES

- GOAL:** CONDUCT 24 REGULAR MEETINGS A YEAR PLUS AS MANY SPECIAL MEETINGS/WORKSHOPS AS RERQUIRED.
- GOAL:** MAINTAIN THE MILL RATE 8.3 MILLS FOR THIS FISCAL YEAR.
- GOAL:** SEEK, CONSIDER, AND IMPLEMENT REVENUE ENHANCEMENT EFFORTS.
- GOAL:** ADDRESS THE SEWAGE PROBLEM IN THE RURAL PARTS OF THE BOROUGH.
- GOAL:** FACILITATE THE IMPLEMENTATION OF CONCRETE OBJECTIVES OF THE 2004 ECONOMIC PLAN.
- GOAL:** IMPROVE WORKING RELATIONSHIPS AND COMMUNCIATIONS WITH OTHER GOVERNMENTAL ENTITIES.

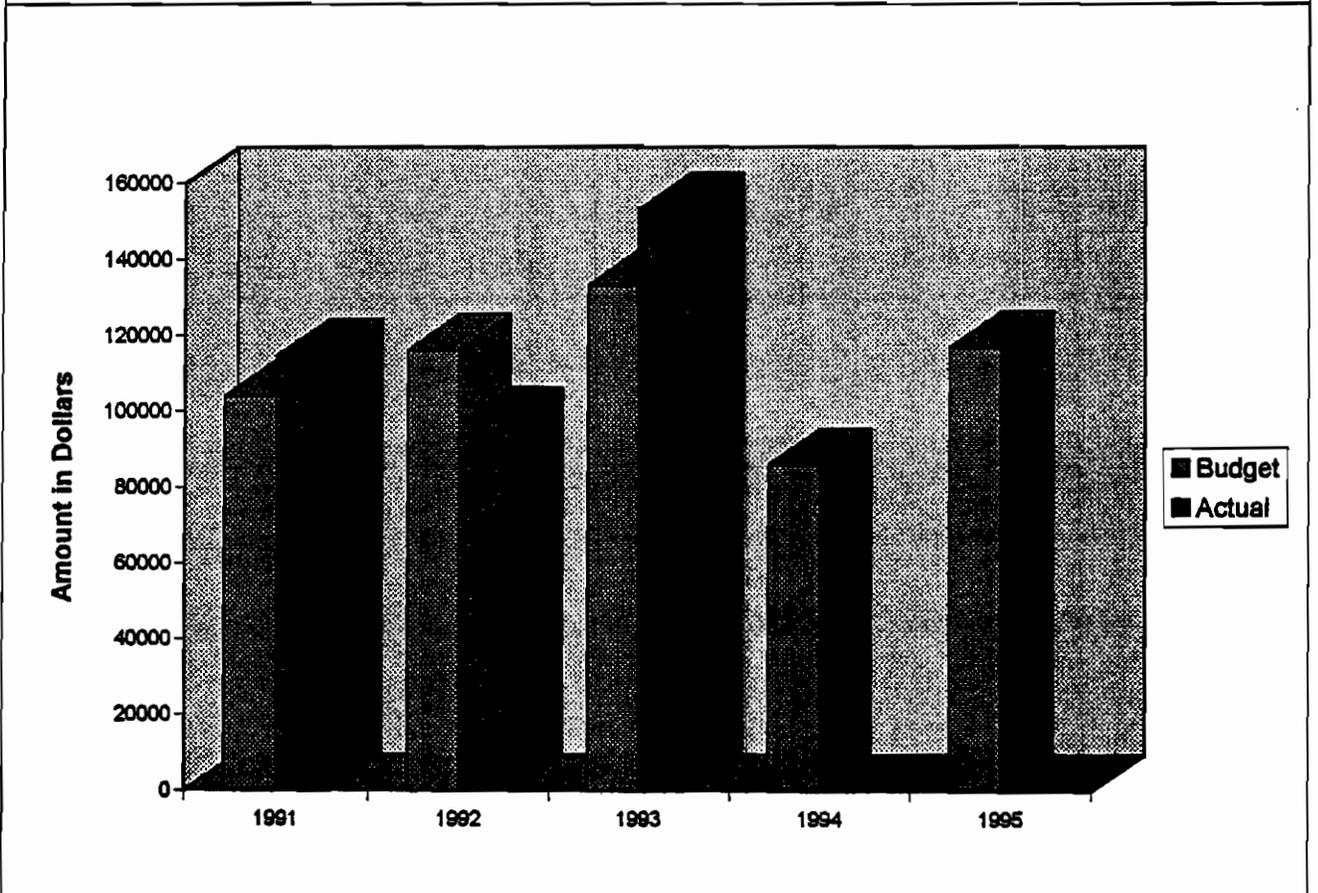
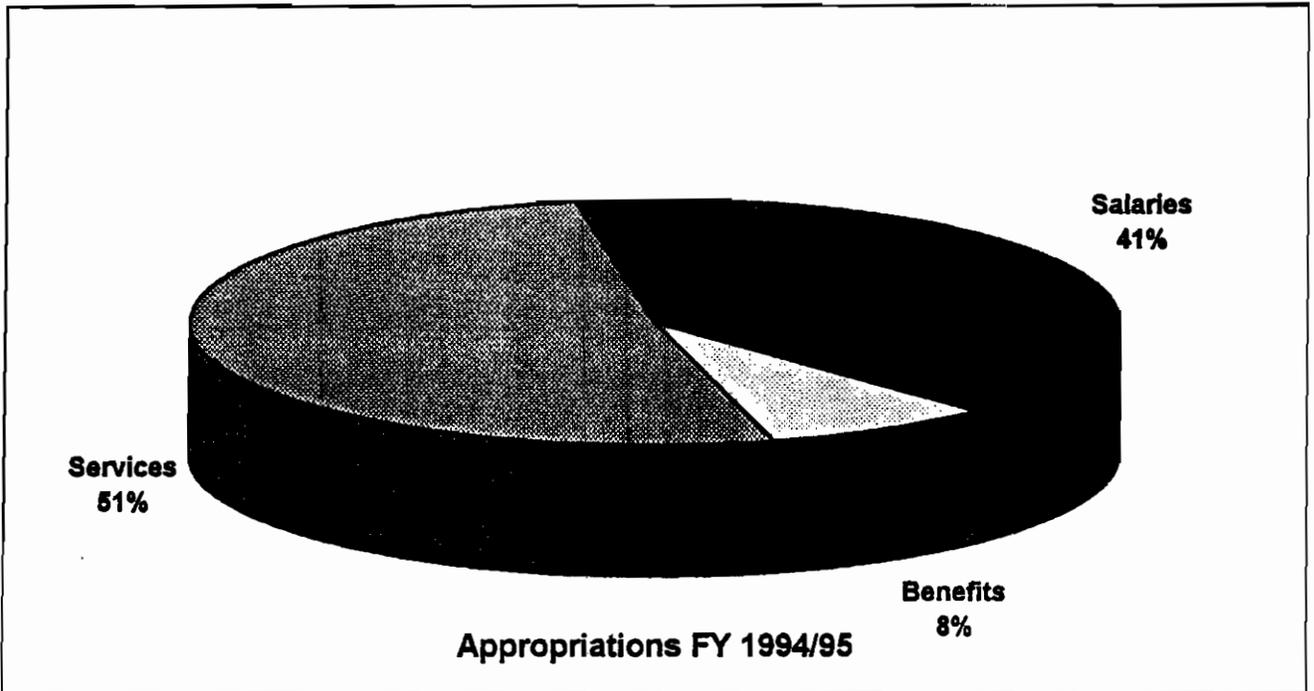
PROGRESS

	<u>ACTUAL</u>				<u>PROJECTED</u>
	1991	1992	1993	1994	1995
REGULAR ASSEMBLY MEETINGS	24	24	24	24	24
SPECIAL ASSEMBLY MEETINGS	13	23	13	13	13
AGENDA ITEMS CONSIDERED	441	459	425	387	425

Ketchikan Gateway Borough
FY 1994/95 BUDGET – APPROPRIATIONS
GENERAL FUND – MAYOR & ASSEMBLY

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1994 BUDGET
01 1100 5140	BOROUGH ASSEMBLY FEES	45,975	45,000	46,575	43,800	47,400	8.22%
01 1100 5200	TAXES/BENEFITS	7,263	7,684	6,602	8,550	9,345	9.30%
01 1100 5300	TRAVEL & TRAINING	13,894	11,444	7,060	12,040	6,272	-47.91%
01 1100 5500	REIMBURSABLE EXPENSES	1,562	1,521	1,468	2,000	2,000	0.00%
01 1100 6010	SUPPLIES	417	216	195	300	300	0.00%
01 1100 6020	DUES & PUBLICATIONS	16,413	17,141	4,028	4,000	4,350	8.75%
01 1100 6040	COMMUNITY PROMOTION	20,394	5,036	3,616	7,000	36,720	424.57%
01 1100 6050	LOBBYING EXPENSE	3,624	2,693	2,356	3,000	3,500	16.67%
01 1100 6060	RENTALS	4,704	4,952	5,199	4,700	4,800	2.13%
01 1100 6080	PROFESSIONAL SERVICES	0	1,141	44,574	0	0	0.00%
01 1100 6081	MANAGER SEARCH EXPENSES	0	0	31,495	0	0	0.00%
01 1100 6150	OTHER EXPENSES	0	0	0	0	0	0.00%
01 1100 6331	LONG DISTANCE	481	28	164	500	100	-80.00%
01 1100 6530	EQUIPMENT PURCHASE	0	0	0	0	2,000	0.00%
Total Expenditure		114,727	96,856	153,332	85,890	116,787	35.97%

**Ketchikan Gateway Borough
Mayor and Assembly**



DEPARTMENT: Manager's Office

DIVISION: General Government

ADMINISTRATIVE COMMENTS

The Manager's Office was able to realize a seven percent plus reduction in budget request by reducing costs in all areas. This contributed to an overall budget reduction over the last four years of \$138,824 or approximately thirty-one percent. This was accomplished primarily by consolidating supplementary staff support with the Attorney's Office and by implementing tighter purchasing practices.

MISSION STATEMENT

Under the broad direction of the Mayor and Borough Assembly the Manager's Office's responsibility is to promote the health, safety and welfare of the Borough through the efficient and effective management of the Borough's resources.

GOALS/OBJECTIVES

- ◆ Negotiate a new labor contract with the APEA which conforms to our present constrained financial position while recognizing and correcting salary inequities that may exist. To be completed by early 1995.
- ◆ Initiate an *investment in our employees* program which will promote and provide relevant training opportunities, incentives for performance beyond the norm, and a simplified and standardized salary structure. To be completed by end of 1994.
- ◆ Complete the standard operating procedures within each department, making those procedures publicly known and to fully implement them. In addition, promote the adoption, by the Assembly, of a new personnel policy in the code in the beginning of the fiscal year.

GOALS/OBJECTIVES (Continued)

- ◆ Provide for construction management services for all capital projects with particular attention to the high school, pool and indoor recreation facility.
- ◆ Determine the level of customer satisfaction in the level and quality of Borough provided services, and to initiate those changes necessary to improve those services.
- ◆ Insure the responsible and prudent management of the Borough's fiscal and natural resources.
- ◆ Develop an effective and responsive technique to manage the economic resources of the Borough.
- ◆ Encourage the empowerment of the Service Areas so that they may gain more control over the operation and maintenance of their jurisdictions and to provide the appropriate level of technical support to those areas.
- ◆ Improve communications between the Borough and the public, the Borough and other public and private entities, the Assembly and the staff and internally among Borough staff.
- ◆ Continue to evaluate the effective use of advisory groups and to enhance the working relationships with those groups.
- ◆ Evaluate the operational costs and benefits for the development of Leask Lakes.
- ◆ Seek means to enhance the revenue income stream for the Borough. A proposal for revenue enhancement shall be prepared and proposed by October, 1994.
- ◆ Continue to gain recognition from the Government Finance Officers Association's "Distinguished Presentation Award" and to enhance the use of the budget as a major policy document.

PROGRESS

- ◆ Last year's budget process set the tone for the communication attempted throughout the Borough. The Assembly conducted several public meetings concerning a wide range of issues. The Borough Manager's office attempted to keep the Assembly abreast of any late breaking developments that had community or Borough significance or impact. The Borough Manager's bi-weekly reports and other memoranda as well as occasional telephone communications for the purpose of keeping the Assembly informed of activities and issues was employed.
- ◆ Senior staff has a weekly staff meeting in which the next agenda is reviewed, action on the past agenda is reported, training is provided, review of proposed administrative and legislative policies is made, review as well as a general discussion concerning assistance needed by other departments as well as general status reports.
- ◆ Most individual departments have periodic staff meetings. Some of them daily, some weekly and others less frequently.
- ◆ All questions brought to staff by media are responded to including doing some minor research in order to develop a more informed response. Media has been a marginally effective tool to communicate with the public. In addition to media announcements concerning Borough actions, staff passes information to the news media.
- ◆ Staff reviewed, with the Assembly, various advisory groups and at the direction of the Assembly some groups were placed in "ad hoc" status while at least one other was strengthened in terms of mission and understanding of mission.
- ◆ Staff has met approximately 45 times with various service areas to help promulgate their budgets, policies and procedures.
- ◆ Received recognition from the Government Finance Officers Association by GFOA awarding us the distinguished budget presentation award for the 1993/1994 fiscal year.
- ◆ A series of standard operating procedures have been drafted and completed for several departments. Two Borough-wide policies are in draft form. One is a set of personnel policies. The second policy is administrative and spells out procurement procedures to be utilized for procuring goods and services.

PROGRESS (Continued)

- ◆ Starting with a newly formatted budget which allowed for a clear understanding of the budget and its various components we have initiated a process of oversight of our fiscal responsibility. Both received revenues and experienced expenditures are reported monthly allowing for a more detailed analysis of both. Travel requests are accompanied with statements for anticipated benefits and employees traveling are required to submit written travel reports detailing the actual benefits gained from traveling/training.
- ◆ A Property Management Committee was administratively created to review all proposed transactions related to the acquisition and disposition of real property. The mechanism and procedure has been formalized to analyze the cost and benefits of property transactions.
- ◆ We worked with the Planning Department and the Economic Development Center at the University of Alaska developing the scope of 2004. Direction was provided to initiate a "visioning process" as to where the community wanted itself to be in the next few years. Emphasis was concentrated on mission statement and project 2004 process is still underway.
- ◆ Staff is currently working with the Mountain Point Service Area to develop a policies and procedure manual. The manual is in draft form and will be presented to the Assembly. Once finalized this manual will be the model for the remaining service areas.
- ◆ With the limited training available in house and on the island, efforts have been made to ensure responsiveness of Borough employees to the public. We have also re-networked our present computer system so that it is accessible borough-wide as well as consolidating the packaged software we use.

FULL TIME EMPLOYEES

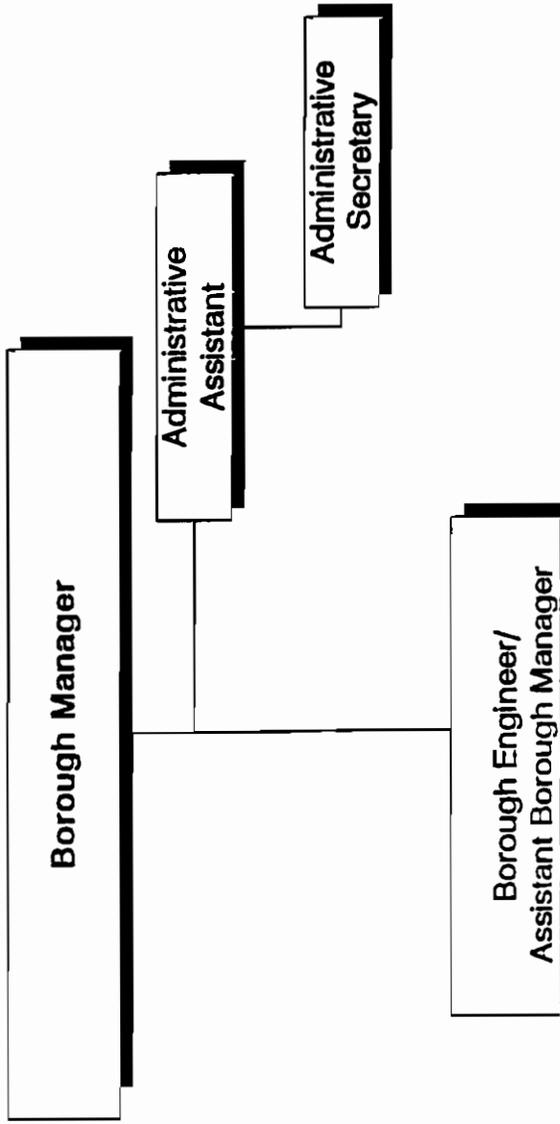
<u>90/91</u>	<u>91/92</u>	<u>92/93</u>	<u>93/94</u>	<u>94/95</u>
6.00	5.00	5.00	3.75*	3.75*

*Result of reorganization with the Assistant Borough Manager assuming responsibility for the newly created department of Maintenance and Operations.

KETCHIKAN GATEWAY BOROUGH

MANAGER'S OFFICE

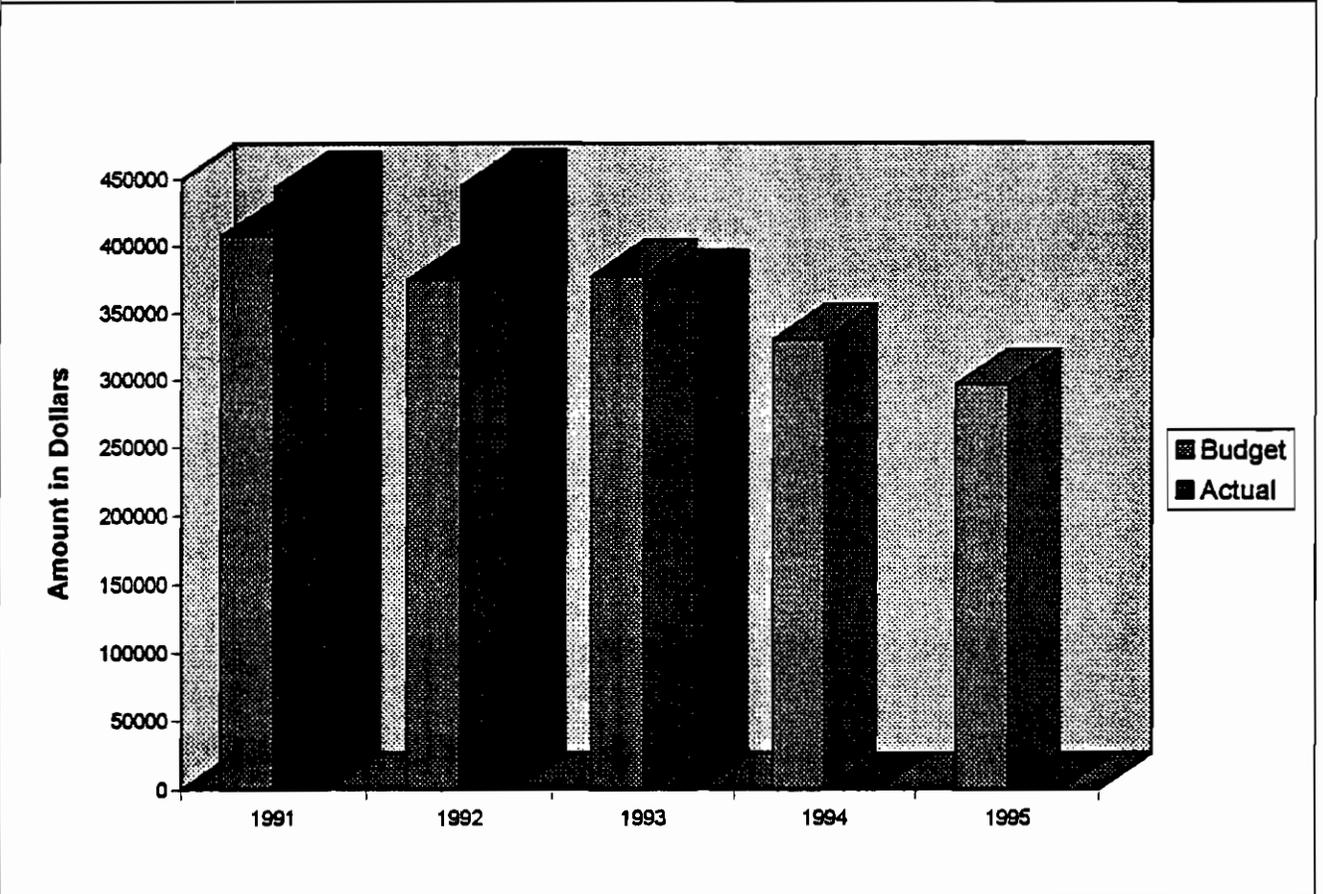
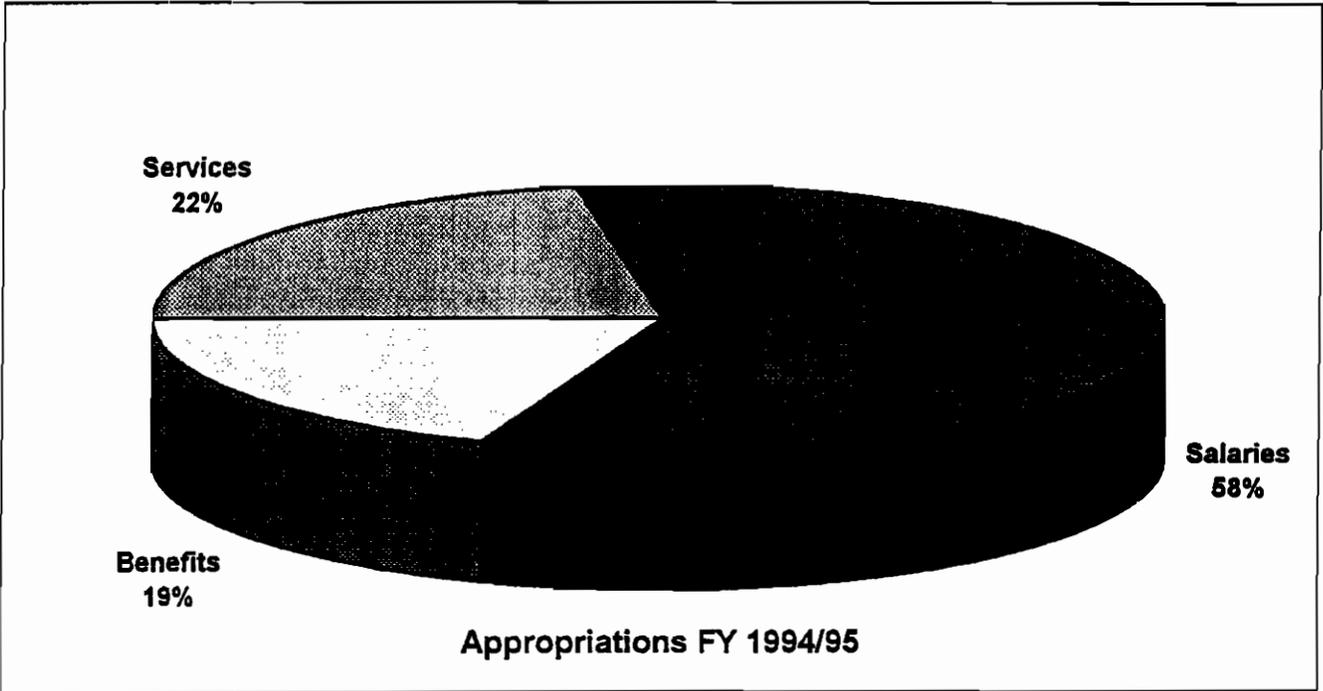
Fiscal Year 1994/95



Ketchikan Gateway Borough
FY 1994/95 BUDGET – APPROPRIATIONS
GENERAL FUND – MANAGER'S OFFICE

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1994 BUDGET
01 12 00 5100	EMPLOYEE PAY	210,101	187,586	185,672	181,191	176,469	-2.61%
01 12 00 5110	OVERTIME PAY	0	0	800	1,895	1,895	0.00%
01 12 00 5120	TEMPORARY PAY	0	1,272	4,469	1,507	680	-54.88%
01 12 00 5200	TAXES/BENEFITS	87,113	61,039	74,213	60,352	59,438	-1.51%
01 12 00 5300	TRAVEL & TRAINING	10,406	7,524	9,875	18,505	6,840	-63.04%
01 12 00 5500	REIMBURSABLE EXPENSES	4,574	4,033	3,264	3,800	3,700	-2.63%
01 12 00 6010	SUPPLIES	5,045	3,733	3,659	3,190	2,361	-25.99%
01 12 00 6015	COMPUTER SOFTWARE	0	0	260	0	0	0.00%
01 12 00 6020	DUES & PUBLICATIONS	2,535	3,366	2,397	1,553	1,217	-21.64%
01 12 00 6030	PUBLISHING EXPENSE	1,454	7,727	861	3,035	2,000	-34.10%
01 12 00 6050	LOBBYING EXPENSE	50,459	42,000	42,248	42,000	42,000	0.00%
01 12 00 6060	RENTALS	3,008	2,414	1,968	1,440	300	-79.17%
01 12 00 6070	POSTAGE EXPENSE	1,287	1,218	982	1,100	1,000	-9.09%
01 12 00 6080	PROFESSIONAL SERVICES	56,304	108,065	26,847	2,500	2,500	0.00%
01 12 00 6330	TELEPHONE	7,631	4,818	3,974	5,032	2,046	-59.34%
01 12 00 6331	LONG DISTANCE	0	0	634	0	2,000	0.00%
01 12 00 6450	EQUIPMENT MAINTENANCE	659	830	745	1,193	534	-55.24%
01 12 00 6510	COMPUTER LEASE/PURCHASE	2,034	1,956	815	0	0	0.00%
01 12 00 6530	EQUIPMENT PURCHASE	1,175	7,373	5,843	1,340	1,150	-14.18%
Total Expenditure		443,785	444,954	369,526	329,633	306,130	-7.13%

Ketchikan Gateway Borough Manager's Office



DEPARTMENT: Clerk's Office

DIVISION: General Government

ADMINISTRATIVE COMMENTS

Again this year there is only a slight increase in the Clerk's budget. The bulk of the increase is due to salary increases. Several line items were reduced and reflect a serious effort of the Clerk to contain costs.

MISSION STATEMENT

The Borough Clerk's Office is a public service center and the information depository of the Ketchikan Gateway Borough. This office safeguards and provides proper and efficient access for the public, including elected officials and administrative staff, to local government records and information, as well as the Borough's legislative, administrative and election processes.

GOALS

- ◆ **ATTEND ALL MEETINGS OF THE ASSEMBLY AND COMPLETE THE MINUTES OF THE MEETING WITHIN SEVEN (7) WORKING DAYS.**
- ◆ **PUBLISH THE LEGAL NOTICES AS REQUIRED FOR MEETINGS, PUBLIC HEARINGS, APPOINTMENTS, AND ELECTIONS UNDER THE DIRECT JURISDICTION OF THIS OFFICE IN A COMPLETE, ACCURATE AND TIMELY MANNER. PROVIDE ASSISTANCE AND/OR INFORMATION TO OTHERS AS NECESSARY TO ASSURE THE KETCHIKAN GATEWAY BOROUGH COMPLIES WITH LEGAL REQUIREMENTS FOR PUBLICATION OF NOTICES.**
- ◆ **PREPARE ALL ASSEMBLY AGENDAS AND MEETING PACKETS FOR REGULAR, SPECIAL AND ADMINISTRATIVE BOARD MEETINGS. ASSURE DELIVERY NOT LATER THAN THREE (3) DAYS PRIOR TO THE MEETING TO THE ASSEMBLY AND BOROUGH STAFF.**
- ◆ **PREPARE AGENDAS, PACKETS IF NECESSARY, PUBLIC NOTICES, AND ATTEND ASSEMBLY COMMITTEE MEETINGS, WHEN REQUESTED, AND ALL LEGISLATIVE LIAISON REGULAR AND COMMITTEE MEETINGS.**

GOALS (Continued)

- ◆ **PREPARE FOR, COORDINATE, AND ATTEND THE KETCHIKAN LEGISLATIVE LIAISON LOBBYING TRIPS TO JUNEAU IN OCTOBER AND FEBRUARY. PREPARE THE COMMUNITY LEGISLATIVE PRIORITY LIST AND ACCOMPANYING BOOKLETS BY THE END OF DECEMBER**
- ◆ **PROVIDE FOR THE CREATION, MAINTENANCE, FILING, INDEXING AND CODIFICATION AS NECESSARY FOR ALL BOROUGH DOCUMENTS, RESOLUTIONS, ORDINANCES, AND CLERK'S/MAYOR'S/ASSEMBLY'S GENERAL CORRESPONDENCE ON A REGULAR BASIS.**
- ◆ **BEGIN ELECTION PREPARATION IN JULY. COMPLETE ELECTION ACTIVITIES IN OCTOBER. RESPOND TO SPECIAL ELECTION REQUIREMENTS ON DEMAND AS NECESSARY.**
- ◆ **COMPLETE NECESSARY PUBLIC RESPONSE AND PROCESSING OF 350 U.S. PASSPORT APPLICATIONS.**
- ◆ **PREPARE, SUBMIT AND JUSTIFY THE MISSION STATEMENT/OBJECTIVES AND ANNUAL BUDGET FOR THE CLERK'S OFFICE AND THE BUDGET FOR THE MAYOR AND ASSEMBLY ACCORDING TO DEADLINES ESTABLISHED BY THE MANAGER.**
- ◆ **PROVIDE AT LEAST ONE TRAINING OPPORTUNITY TO EACH EMPLOYEE IN THE AREA OF PUBLIC OR BUSINESS ADMINISTRATION, ELECTIONS, RECORDS MANAGEMENT, OR PRE-APPROVED RELATED FIELD.**
- ◆ **COMPLETE AT LEAST ONE COMPREHENSIVE EVALUATION OF DEPARTMENT STAFF, AGREE ON GOALS, AND PROVIDE FEEDBACK AT LEAST MONTHLY ON DELEGATED RESPONSIBILITIES.**
- ◆ **FUNCTION AS AN EFFECTIVE PART OF THE BOROUGH MANAGEMENT TEAM BY RESPONDING TO ADMINISTRATIVE REQUESTS AND DEADLINES ESTABLISHED BY THE BOROUGH MANAGER SUCH AS STAFF MEETINGS, BUDGET COMMITTEE, AUTOMATION COMMITTEE, TELEPHONE COMMITTEE, PREPARATION OF STANDARD OPERATING PROCEDURES, KEEPING LOGS, BID OPENINGS.**
- ◆ **RESPOND WITH A COURTEOUS AND HELPFUL ATTITUDE WITHIN TEN (10) SECONDS TO THE PUBLIC AT THE COUNTER OR ON THE TELEPHONE.**
- ◆ **SORT AND DISTRIBUTE THE BOROUGH'S INCOMING MAIL WITHIN THIRTY (30) MINUTES OF ITS DELIVERY. DELIVER OUTGOING MAIL TO THE U.S. POST OFFICE AT 4:30 P.M. EACH BUSINESS DAY.**

SERVICE LEVELS 94

GOAL: STRIVE CONSISTENTLY TO IMPROVE THE ADMINISTRATION OF THE AFFAIRS OF THIS OFFICE CONSISTENT WITH APPLICABLE LAWS AND THROUGH SOUND MANAGEMENT PRACTICES TO PRODUCE CONTINUED PROGRESS AND FULFILL THE RESPONSIBILITIES TO THIS COMMUNITY AND OTHERS.

STATUS: To the extent that this office has been successful in completing routine activities, we have accomplished this objective this year.

GOAL: DEVELOP PROCEDURAL MANUALS FOR POSTAGE AND MAIL HANDLING, ELECTIONS, RECORDS MANAGEMENT.

STATUS: These are projects which will be incorporated into completion of standard operating procedures, election ordinance rewrite, and records ordinance adoption next year.

GOAL: PROVIDE SAFE AND EFFICIENT RECORDS STORAGE AND RETRIEVAL OF INACTIVE, HISTORICAL AND VITAL RECORDS, AND TRAIN DEPARTMENTS ON RECORDS STORAGE PROCEDURES.

STATUS: To be completed as a part of the Records Management Program anticipated for further years.

GOAL: MAINTAIN PROFESSIONALISM WITH PUBLIC AND ELECTED OFFICIALS.

STATUS: The incumbents have exercised knowledge, experience, and capability in the operation of this office in an expert and competent manner. Absent any derogatory complaints indicating otherwise, this objective has been met to date.

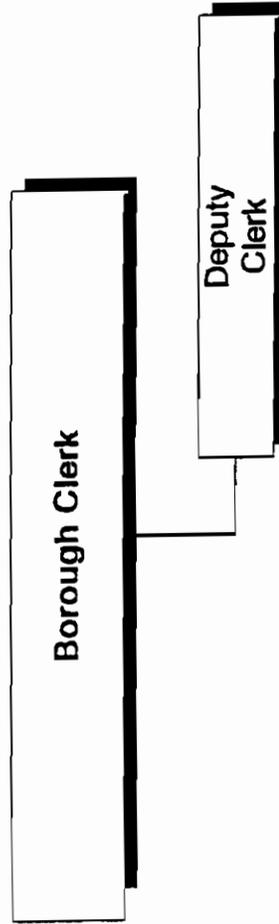
FULL TIME EMPLOYEES

<u>90/91</u>	<u>91/92</u>	<u>92/93</u>	<u>93/94</u>	<u>94/95</u>
2.00	2.00	2.00	2.00	2.00

KETCHIKAN GATEWAY BOROUGH

CLERK'S OFFICE

Fiscal Year 1994/95



Ketchikan Gateway Borough

FY 1994/95 BUDGET – APPROPRIATIONS

GENERAL FUND – CLERK'S OFFICE

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1993 BUDGET
01 13 00 5100	EMPLOYEE PAY	69,275	76,079	80,388	78,612	83,086	5.69%
01 13 00 5110	OVERTIME PAY	0	317	1,087	400	500	25.00%
01 13 00 5120	TEMPORARY PAY	1,683	3,028	5,119	4,250	4,500	5.88%
01 13 00 5200	TAXES/BENEFITS	27,800	33,703	24,925	30,085	30,470	1.35%
01 13 00 5300	TRAVEL & TRAINING	5,428	3,974	3,513	4,650	3,185	-31.51%
01 13 00 5500	REIMBURSABLE EXPENSES	0	38	0	225	1,100	388.89%
01 13 00 6010	SUPPLIES	3,892	4,212	5,368	4,000	4,000	0.00%
01 13 00 6020	DUES & PUBLICATIONS	1,078	927	825	750	900	20.00%
01 13 00 6030	PUBLISHING EXPENSE	6,321	8,470	7,301	7,300	7,300	0.00%
01 13 00 6060	RENTALS	7,086	7,753	1,800	4,800	4,320	-6.09%
01 13 00 6070	POSTAGE EXPENSE	961	1,309	1,440	1,200	1,200	0.00%
01 13 00 6090	CONTRACTUAL SERVICES	4,075	4,495	5,496	9,610	6,500	-32.36%
01 13 00 6120	ELECTIONS	16,967	10,151	18,082	See below	See below	0.00%
01 13 00 6330	TELEPHONE	1,978	1,983	1,659	2,200	1,500	-31.82%
01 13 00 6331	LONG DISTANCE	0	0	44	0	200	0.00%
01 13 00 6450	EQUIPMENT MAINTENANCE	1,901	345	4,484	4,600	4,300	-6.52%
01 13 00 6510	COMPUTER LEASE/PURCHASE	1,866	1,788	745	0	0	0.00%
01 13 00 6530	EQUIPMENT PURCHASE	2,245	10,822	3,295	2,250	3,000	33.33%
Total Clerk's Office		152,558	169,394	165,591	154,712	156,061	0.87%

CLERK'S OFFICE – ELECTIONS

01 13 01 5120	TEMPORARY PAY	0	0	0	4,300	4,300	0.00%
01 13 01 5200	TAXES/BENEFITS	0	0	0	0	0	0.00%
01 13 01 6010	SUPPLIES	0	0	0	300	300	0.00%
01 13 01 6030	PUBLISHING EXPENSE	0	0	0	800	800	0.00%
01 13 01 6060	RENTALS	0	0	0	300	300	0.00%
01 13 01 6080	PROFESSIONAL SERVICES	0	0	0	11,300	8,800	-39.82%

Total Elections

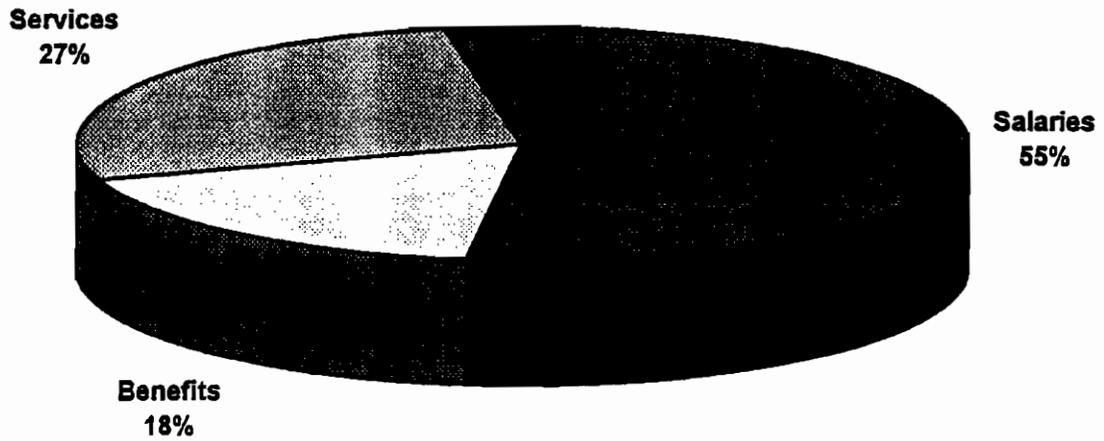
0	0	0	17,000	12,500	-26.47%
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Total Clerks & Elections

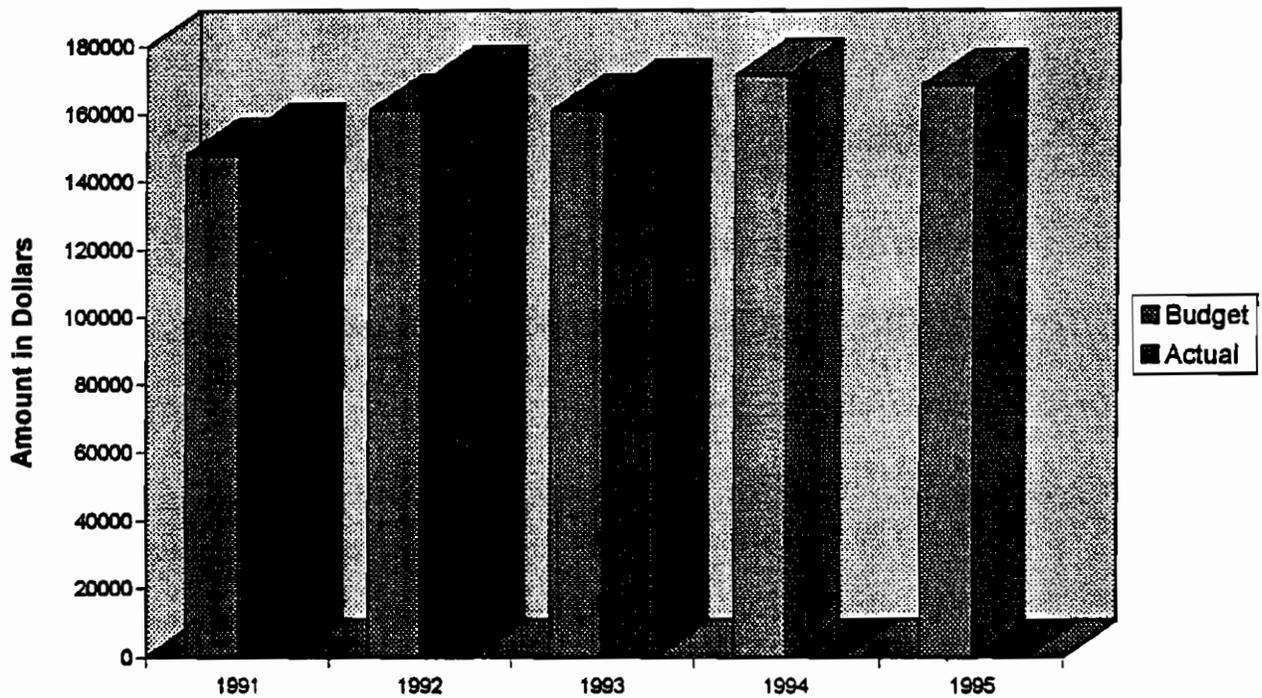
152,558	169,394	165,591	171,712	168,561	-1.84%
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Ketchikan Gateway Borough

Clerks Office



Appropriations FY 1994/95



ADMINISTRATIVE COMMENT

The Law Department has continued its cost savings effort by once again reducing their budget request for the second straight year. By sharing support staff with the Manager's Office that department was able to eliminate temporary pay. Other cooperation efforts, such as shared fax, etc., resulted in other budgetary savings. The relocation of the Law Office adjacent to the Manager's Office has improved communication and effort between the two offices.

MISSION STATEMENT

To minimize the Borough's liabilities by providing comprehensive, up-to-date and cost-effective legal services to the Assembly, its appointees, and the Borough staff.

GOALS/OBJECTIVES

GOAL: EFFECTIVE COMMUNICATION WITH THE ASSEMBLY, THE MANAGER'S OFFICE, THE CLERK'S OFFICE, AND THE DEPARTMENT HEADS.

Objective: Continue periodic status reports and other communications with the Assembly regarding ongoing projects and claims.

Objective: Proactively advise Assembly and/or Manager regarding problems with proposed actions and suggest alternatives, if available.

Objective: Provide timely responses to requests for opinions, resolutions, ordinances, contracts, and other requested document drafting.

GOAL: MANAGEMENT, TO THE EXTENT POSSIBLE, OF OUTSIDE BOROUGH COUNSEL AS TO CASE STATUS AND PRESERVATION OF BOROUGH ASSETS AND INSURANCE PREMIUMS.

Objective: Maintain Borough case files.

Objective: Review all claims and provide analysis as to Borough's liability and potential exposure.

Objective: Assist in retrieving documents, interviewing and scheduling witnesses and depositions, and answering interrogatories.

Objective: Maintain telephone and written contact with attorneys throughout course of case.

Objective: Act as legal liaison with affected department.

GOALS/OBJECTIVES

GOAL: IMPLEMENTATION OF BOROUGH AND DEPARTMENTAL POLICY MANUALS.

Objective: Assist in finalizing personnel manual.

Objective: Assist in finalizing risk management manual.

Objective: Assist in finalizing purchasing manual.

Objective: Assist in developing and finalizing Planning Department's zoning manual.

Objective: Assist in developing and finalizing departmental policy manuals.

GOAL: PROACTIVE RISK MANAGEMENT PROGRAM.

Objective: Oversee and manage OSHA violation responses for timeliness and compliance.

Objective: Schedule voluntary OSHA compliance audits.

Objective: Review insurance policies for coverage adequacy and make recommendations to Risk Management Committee.

Objective: Review safety concerns with departments and make recommendations to Risk Management Committee.

Objective: Chair Risk Management Committee.

Objective: Review existing safety manuals, recommend revisions, and assist in developing manuals where needed.

Objective: Obtain training in basic risk management principles.

GOAL: NEGOTIATE AND EXECUTE NEW COLLECTIVE BARGAINING AGREEMENT WITH THE ALASKA PUBLIC EMPLOYEES ASSOCIATION/AFT.

Objective: Assist Borough Manager in developing negotiating strategy.

Objective: Provide legal advice during negotiations.

GOAL: TOTAL REVISION AND UPDATING OF ZONING CODE.

Objective: Provide legal advice to the Planning Department regarding proposed revisions.

Objective: Assist in drafting revisions.

GOAL: OBTAIN UP-TO-DATE AND EFFICIENT TRAINING AND LIBRARY ADDITIONS.

Objective: Obtain less expensive updates, as available.

Objective: Attend one (1) seminar related to current Borough issues.

Objective: Attend Alaska Municipal Attorneys Association meeting in Juneau in November.

SERVICE LEVELS FY94

- ◆ Effective communication with the assembly, the manager's office, the clerk's office, and the department heads has been established.
- ◆ An up-to-date working library with an emphasis on borough-related topics and issues has been established and is being maintained.
- ◆ Attended AMAA annual conference in Anchorage, maintain memberships in various legal organizations and attended construction seminar in September 1993.
- ◆ 99% average response to all drafting, review and opinion requests within five working days.
- ◆ A streamlined, effective contract administration procedure is 90% complete. Still working with one department regarding required back-up material for review.
- ◆ A personnel system that is in compliance with all current laws and regulations is in progress. Areas of noncompliance communicated to Manager. Training provided to departments as requested. Personnel handbook in progress.

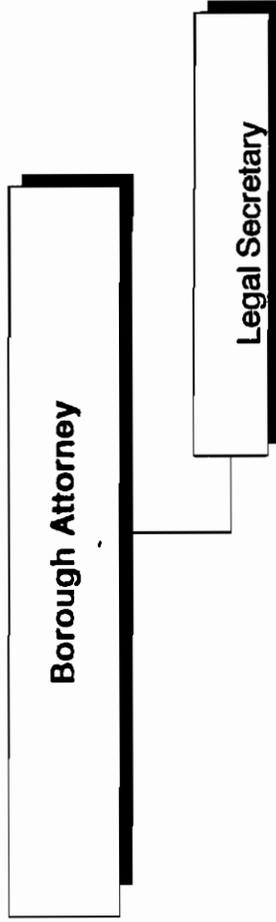
FULL TIME EMPLOYEES

<u>90/91</u>	<u>91/92</u>	<u>92/93</u>	<u>93/94</u>	<u>94/95</u>
2.00	2.00	2.00	2.00	2.00

KETCHIKAN GATEWAY BOROUGH

LAW DEPARTMENT

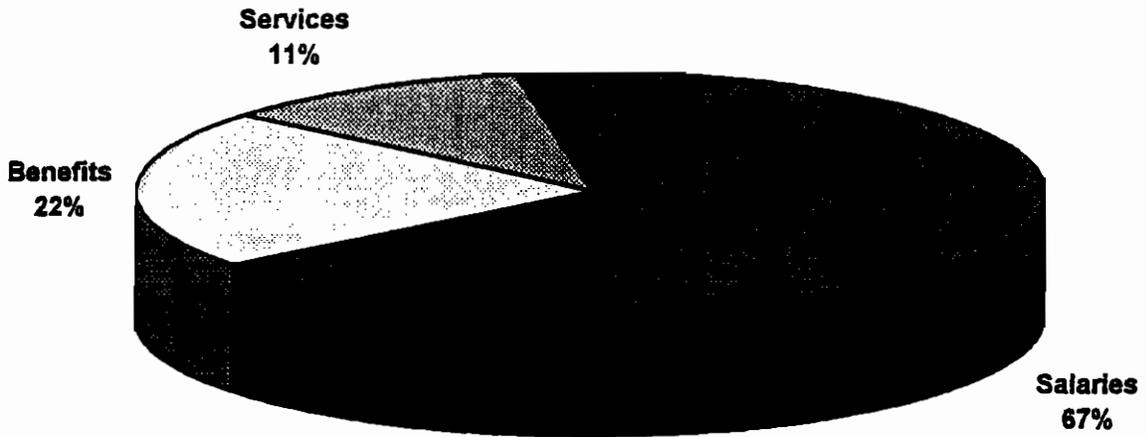
Fiscal Year 1994/95



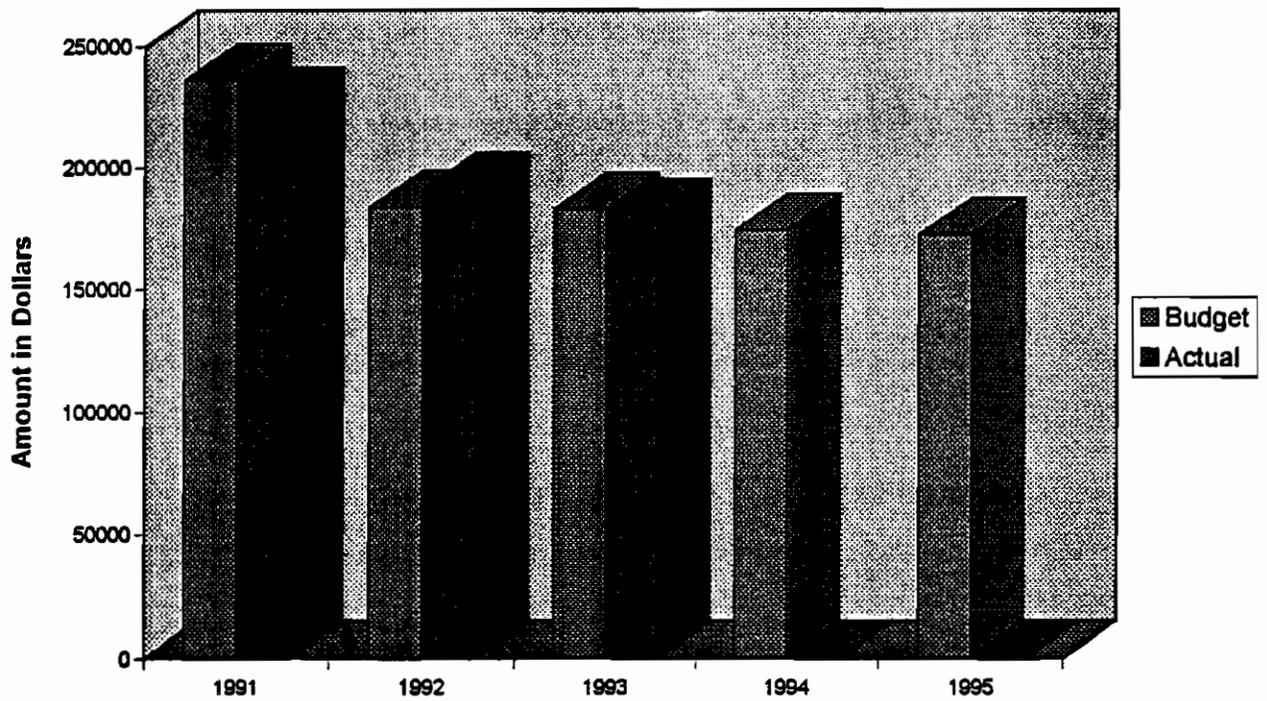
Ketchikan Gateway Borough
FY 1994/95 BUDGET – APPROPRIATIONS
GENERAL FUND – LAW DEPARTMENT

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1994 BUDGET
01 14 00 5100	EMPLOYEE PAY	113,649	109,105	111,745	113,276	115,959	2.37%
01 14 00 5110	OVERTIME PAY	11	0	0	0	0	0.00%
01 14 00 5120	TEMPORARY PAY	1,173	2,753	2,370	2,680	0	-100.00%
01 14 00 5200	TAXES/BENEFITS	25,402	38,275	33,970	36,249	37,309	2.92%
01 14 00 5300	TRAVEL & TRAINING	26,081	6,314	4,983	4,000	2,597	-35.08%
01 14 00 5500	REIMBURSABLE EXPENSES	95	96	0	0	0	0.00%
01 14 00 6010	OFFICE SUPPLIES	1,649	2,298	2,785	1,645	960	-41.64%
01 14 00 6011	OPERATING SUPPLIES	0	0	0	855	480	-43.86%
01 14 00 6015	COMPUTER SOFTWARE	0	0	74	0	0	0.00%
01 14 00 6020	DUES & PUBLICATIONS	7,784	10,364	10,912	9,500	9,500	0.00%
01 14 00 6060	RENTALS	6,511	5,158	5,028	840	300	-64.29%
01 14 00 6070	POSTAGE EXPENSE	77	59	157	200	200	0.00%
01 14 00 6080	PROFESSIONAL SERVICES	33,199	13,428	3,285	3,500	3,500	0.00%
01 14 00 6330	TELEPHONE	2,114	1,769	1,096	1,500	1,000	-33.33%
01 14 00 6331	LONG DISTANCE	0	0	0	0	360	0.00%
01 14 00 6450	EQUIPMENT MAINTENANCE	191	877	677	100	283	183.00%
01 14 00 6530	EQUIPMENT PURCHASE	8,537	564	3,382	0	0	0.00%
Total Expenditures		226,473	191,060	180,464	174,345	172,448	-1.09%

**Ketchikan Gateway Borough
Law Department**



Appropriations FY 1994/95



ADMINISTRATIVE COMMENTS

This is the second year of this recently reorganized and consolidated department. This new department has proved itself and made a significant contribution to the fiscal gains made gained by the Borough last year. This department played a significant role in the Borough receiving recognition from the Government Finance Officers Association.

While last year this budget was reduced by over twenty-two percent, this year's increase is the result of attributing the department's supply expenses to the department rather than to a central purchasing account. The department was still able to reduce several cost centers this year. The largest single dollar increase is in salaries which was the result of an extensive reclassification of employment positions.

MISSION STATEMENT

The Department of Administrative Services' function is to collect, disburse, safeguard, invest and maintain records of the Borough's assets.

GOALS/OBJECTIVES

GOAL: CONTINUE TO MAINTAIN HIGH STANDARDS OF CONDUCT AND CREDIBILITY.

Objective: To complete the Financial Year End Audit and submit to the Assembly by November 15, 1994.

Objective: To prepare Comprehensive Financial Statements for submittal to GFOA for the Certificate of Excellence in Financial Reporting Award.

Objective: To prepare Operating Budget and submit for submission to GFOA for the Distinguished Budget Award.

Objective: Submit Monthly Report of Revenues and Expenditures to the Mayor and Assembly by the second regularly scheduled Assembly meeting of the month.

Objective: Provide Assembly quarterly reports on sales taxes for businesses with balances over 90 days old.

GOALS/OBJECTIVES (continued)

GOAL: TRAIN PERSONNEL TO BE EFFECTIVE AND KNOWLEDGEABLE IN PERFORMANCE OF ASSIGNED DUTIES.

Objective: To complete cross training of the Accounting Technicians in all functional work areas. This will be accomplished through periodic reassignment of job positions.

Objective: Continue training program for all Department employees. We will take advantage of the various training videos acquired by the Borough. Specialized and professional training will be treated on an individual basis.

GOAL: PROVIDE THE BOROUGH WITH INVESTMENTS THAT ARE FISCALLY SOUND AND PROVIDE LEVELS OF INTEREST ON SHORT-TERM RATES EQUAL OR BETTER THAN 90 DAY TREASURY BILLS.

Objective: To earn the highest interest rates greater than or equal to the average T-bill rate on Borough investments.

Objective: Ensure that all Borough investments are fully insured or collateralized.

Objective: Establish an aggressive program in the collection of Sales, Boat, Personal and Real Property taxes. This will be accomplished partially with the tax auditor conducting field audits on a regular schedule and publishing in the local newspaper those businesses with unpaid taxes.

PROGRESS

- ◆ The Financial Year Audit was completed and submitted to the Assembly by November 15, 1993.
- ◆ Interest rates greater than or equal to the average T-bill rate were earned on Borough investments and all Borough investments were fully insured or collateralized.
- ◆ Comprehensive Financial Statements submitted to GFOA for the Certificate of excellence in the Financial Reporting Award.
- ◆ Monthly Report of Revenues and Expenditures presented to the Mayor and Assembly by the second regularly scheduled monthly Assembly meeting.
- ◆ Accounting Policies and Procedures have been completed in draft form.
- ◆ Implementation of Fixed Assets Computerized Program is underway and should be completed prior to the completion of this year's audit.
- ◆ Accounting and Revenue departments were itergrated into a working department, Administrative Services, on July 1, 1994.

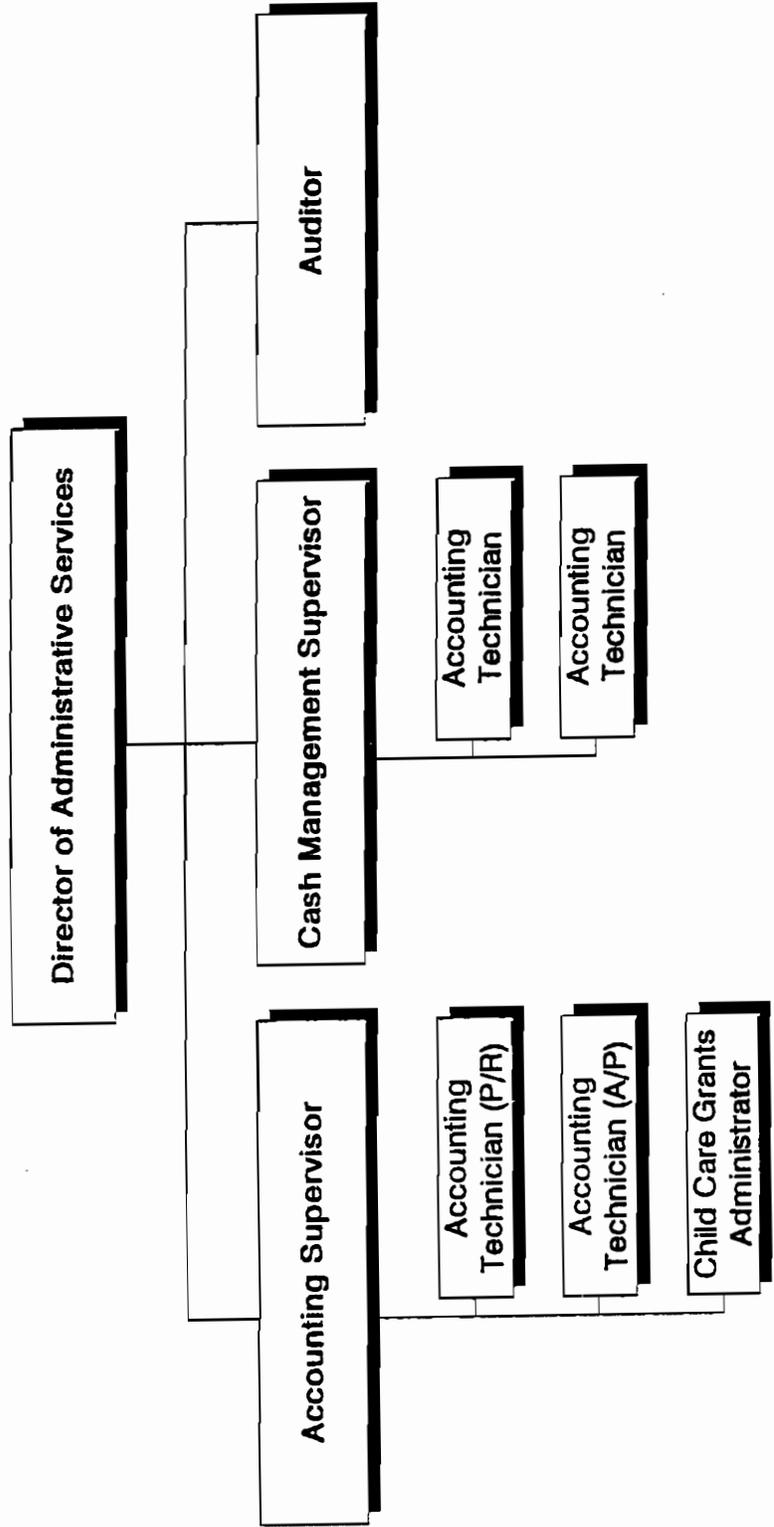
FULL TIME EMPLOYEES

	<u>90/91</u>	<u>91/92</u>	<u>92/93</u>	<u>93/94</u>	<u>94/95</u>
Admin. Svc.				9.00	9.00
Accounting	5.00	5.00	6.00		
Revenue	5.00	5.00	6.00		

KETCHIKAN GATEWAY BOROUGH

DEPARTMENT OF ADMINISTRATIVE SERVICES

Fiscal Year 1994/95



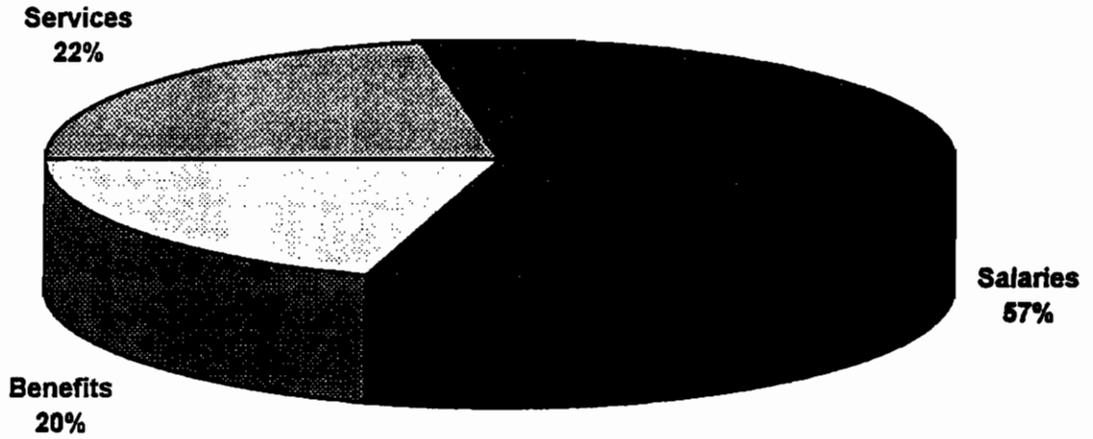
Ketchikan Gateway Borough

FY 1994/95 BUDGET – APPROPRIATIONS

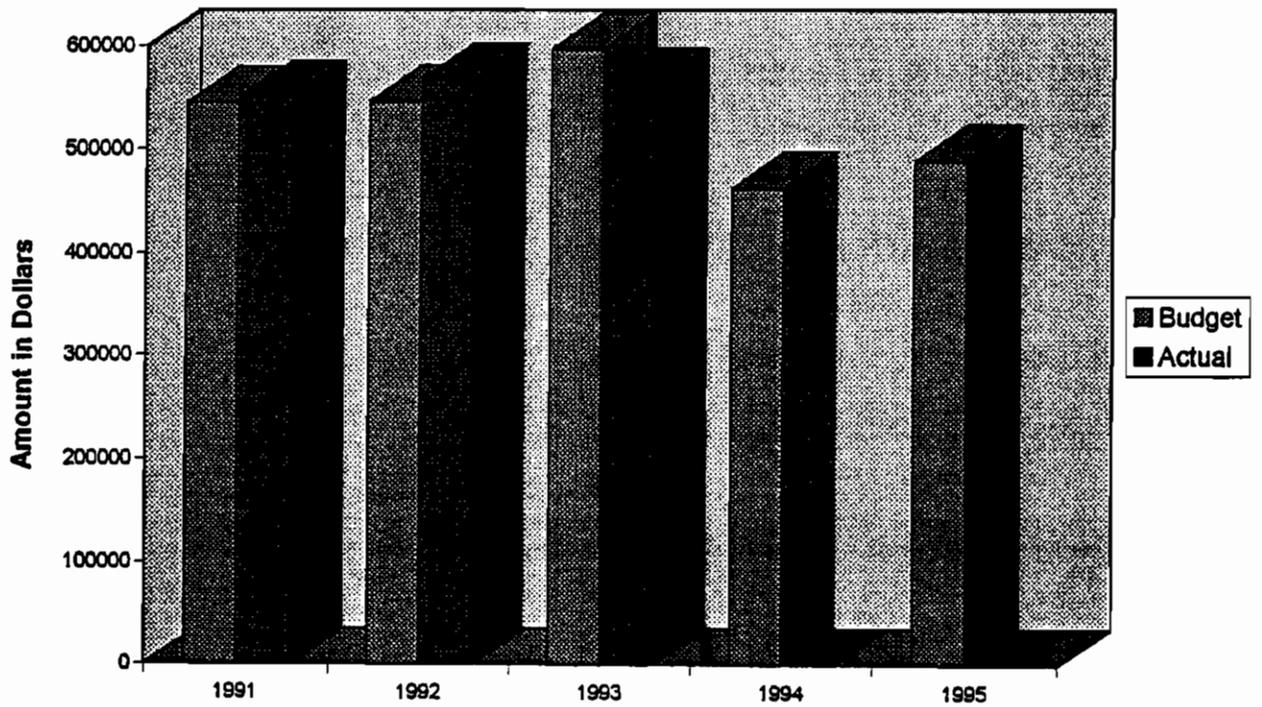
GENERAL FUND – ADMINISTRATIVE SERVICES DEPARTMENT

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1994 BUDGET
01 2100 5100	EMPLOYEE PAY	280,076	303,225	332,319	247,171	273,252	10.55%
01 2100 5110	OVERTIME PAY	865	1,164	3,414	3,500	5,524	57.83%
01 2100 5120	TEMPORARY PAY	4,597	17,086	7,450	6,300	1,800	-71.43%
01 2100 5200	TAXES/BENEFITS	114,929	115,680	106,061	87,227	98,678	13.13%
01 2100 5300	TRAVEL & TRAINING	7,967	7,237	15,492	8,515	4,103	-51.81%
01 2100 5500	REIMBURSABLE EXPENSES	2,241	3,641	1,448	0	0	0.00%
01 2100 6010	SUPPLIES	23,809	20,998	25,478	9,025	21,515	138.39%
01 2100 6015	BOOKS & SOFTWARE	3,308	2,082	3,928	0	0	0.00%
01 2100 6020	DUES & PUBLICATIONS	1,888	3,207	1,918	2,347	1,340	-42.91%
01 2100 6030	PUBLISHING EXPENSE	27,793	29,451	22,223	27,237	27,685	1.84%
01 2100 6060	RENTALS	3,315	1,971	1,684	840	300	-64.29%
01 2100 6070	POSTAGE EXPENSE	11,282	12,560	13,385	11,600	11,400	-1.72%
01 2100 6080	PROFESSIONAL SERVICES	0	0	0	43,000	23,000	-46.51%
01 2100 6090	CONTRACTUAL SERVICES	8	8,550	2,476	6,925	6,400	-7.58%
01 2100 6330	TELEPHONE	4,353	5,570	5,342	5,600	3,900	-30.36%
01 2100 6331	LONG DISTANCE – GCI	0	0	0	0	1,380	0.00%
01 2100 6450	EQUIPMENT MAINTENANCE	9,581	9,157	9,085	3,000	4,599	53.30%
01 2100 6510	COMPUTER LEASE/PURCHASE	14,316	3,084	1,284	0	0	0.00%
01 2100 6530	EQUIPMENT PURCHASE	39,598	23,068	9,675	0	3,500	0.00%
Total Expenditures		549,924	567,731	562,662	462,287	488,376	5.64%

**Ketchikan Gateway Borough
Administrative Services Department**



Appropriations FY 1994/95



DEPARTMENT: ASSESSMENT

DIVISION: General Fund

ADMINISTRATIVE COMMENTS

The Assessment Department Budget experienced a three percent budget growth this year which is primarily attributable to salary adjustments and equipment maintenance. This department remains a very professional organization which has resulted in improving assessment services.

MISSION STATEMENT

To provide equitable and timely assessment of all taxable real and personal property within statutory guidelines.

GOALS/OBJECTIVES

GOAL: MAINTAIN SOUND MASS APPRAISAL PROCEDURES TO KEEP PROPERTY VALUES CURRENT AT FULL AND TRUE MARKET VALUE PER ALASKA STATUTES TITLE 29, SECTION 45, MUNICIPAL PROPERTY TAX AND BOROUGH CODE SECTION 45.11, REVENUE AND TAXATION.

Objective: Complete development of the Department policy manual.

Objective: Prepare annual report for State Assessor by July 31.

Objective: Prepare press reports per monthly schedule to keep public informed of assessment program and process.

Objective: Maintain timely notices and schedules for review and appeal period: January through May.

Objective: Administer exemptions effective January 1, which including programs for Senior Citizens, non-profits, and fire systems.

Objective: Maintain staff qualifications through continued certification, recertification and professional designation programs.

GOALS/OBJECTIVES (Continued)

GOAL: PERFORM PHYSICAL ASSESSMENT OF ALL PROPERTIES ON A FOUR YEAR CYCLE PER BOROUGH CODE SEC 5.56.010.(3) AND ACCORDING TO BOROUGH RESOLUTION NO. 862.

Objective: Complete sales study and review to establish base reappraisal value factors by June 1.

Objective: Complete annual reappraisal CYCLE 1 from South Ketchikan city limits to south end of road system by September 30.

Objective: Appraise all new construction by December 15.

Objective: Trend properties to current market levels by January 7.

Objective: Complete ratio study to confirm that all value level determinations meet acceptable standards by January 1.

Objective: Review reference accounts for deleted, combined and platted properties during field reappraisal.

Objective: Separate multi-parcel accounts into individual platted parcel accounts as identified during reappraisal.

Objective: The Secretary/Appraiser will review personal property through field work.

GOAL: CONTINUE TO MAINTAIN THE CAMA (COMPUTER ASSISTED MASS APPRAISAL) SYSTEM AND DEVELOP THE DATA BASE PER COMPLIANCE WITH BOROUGH CODE SEC. 5.56.010.(1).

Objective: Continue to populate the MicroSolve database with appraisal information as properties are reappraised.

Objective: Use MicroSolve sketch program as properties are appraised.

Objective: Continue database proofing process which includes confirming that information from each file folder has been coded and entered correctly in the database.

Objective: Code parcel information in the real property assessment database to address regulations such as DEC requirements for the 3,000 parcels that are outside Ketchikan City limits.

Objective: Further develop use of Marshall & Swift cost factors in the MicroSolve database.

Objective: Develop CAMA (Computer Assisted Mass Appraisal) system programs to meet information needs, such as a report program to cross reference sales and septic type information with parcel number, location address and property use.

Objective: Provide assessment information upon request for office, Borough, City, state and public use.

GOALS/OBJECTIVES (Continued)

GOAL: CONTINUE EVALUATION OF TECHNOLOGICAL ADVANCES AND IMPLEMENTATION OF STANDARDS WITHIN THE PROFESSION PER COMPLIANCE WITH BOROUGH CODE SEC. 5.56.010(1).

Objective: Review new CAMA (Computer Assisted Mass Appraisal) systems. Plan for implementation of updated CAMA software.

Objective: Identify records available for destruction and begin preparing 3,500 of 10,000 historical records for electronic storage using document imaging software projected to be on-line by 1997.

GOAL: CONTINUE TO PARTICIPATE WITH THE PLANNING DEPARTMENT IN MAPPING PROJECTS PER BOROUGH CODE SEC. 5.56.010.(2).

Objective: Update Assessment Base Maps with current information.

Objective: Provide current Assessment Maps using overlays for Assessment Office use. (Field work - three sets; office - three sets.)

Objective: Produce at least ten sets of Assessment Maps with overlays for public purchase.

GOALS: CONTINUE PROFESSIONAL TRAINING AND PARTICIPATION IN SUCH ORGANIZATIONS AS INTERNATIONAL ASSOCIATION OF ASSESSING OFFICERS AND ALASKA ASSOCIATION OF ASSESSING OFFICERS AND ENCOURAGE PROFESSIONAL CERTIFICATION IN BOTH ORGANIZATIONS.

Objective: Attend International Association of Assessing Officers 1994 annual conference on assessment administration to keep abreast of current issues to be dealt with in assessment.

Objective: Attend annual Alaska Association of Assessing Officers meeting to review new legislation and address issues facing assessment in Alaska.

Objective: Assessor and Computer administrator attend MicroSolve meeting to receive update on technological advances and practical applications.

Objective: Encourage staff involvement in professional organizations, conferences and training.

PROGRESS

- ◆ 25 policies were written and approved. 5 press releases were issued and 1 informational article was written. 700 information sheets disseminated and 50 IAAO booklets distributed.
- ◆ 7,000 assessment notices were mailed, 300 reviews completed and 50 appeals prepared. 825 exemptions were processed. The Annual report was prepared.
- ◆ 400 sales were reviewed, 900 residential properties reappraised, 750 new construction reviews completed, and 2,200 computer value adjustments applied. 85 accounts were modified for computer comparability. 1,100 personal property declarations were itemized.
- ◆ Data base information updated 1,100 waterfront parcels and 15 factors entered for 3,000 accounts. The MicroSolve sketch program was implemented and 50 records sketched. 25 assessment database tables were developed. The Department continued proofing on database reviewing 7,000 records.
- ◆ Department converted 7,000 parcel records to geographic data for production of Assessment Map series.
- ◆ There were 50 report programs with reports generated for the office (150), borough (50), city (10), state (20) and public (35).
- ◆ Department continued to monitor developments in computer assisted mass appraisal systems.
- ◆ Professional memberships included 6 Alaska Association of Assessing Officers, 5 International Association, 4 AAO certifications, 1 professional designation.
- ◆ Training was provided for individual staff members through participation in 8 conference and education and training sessions.

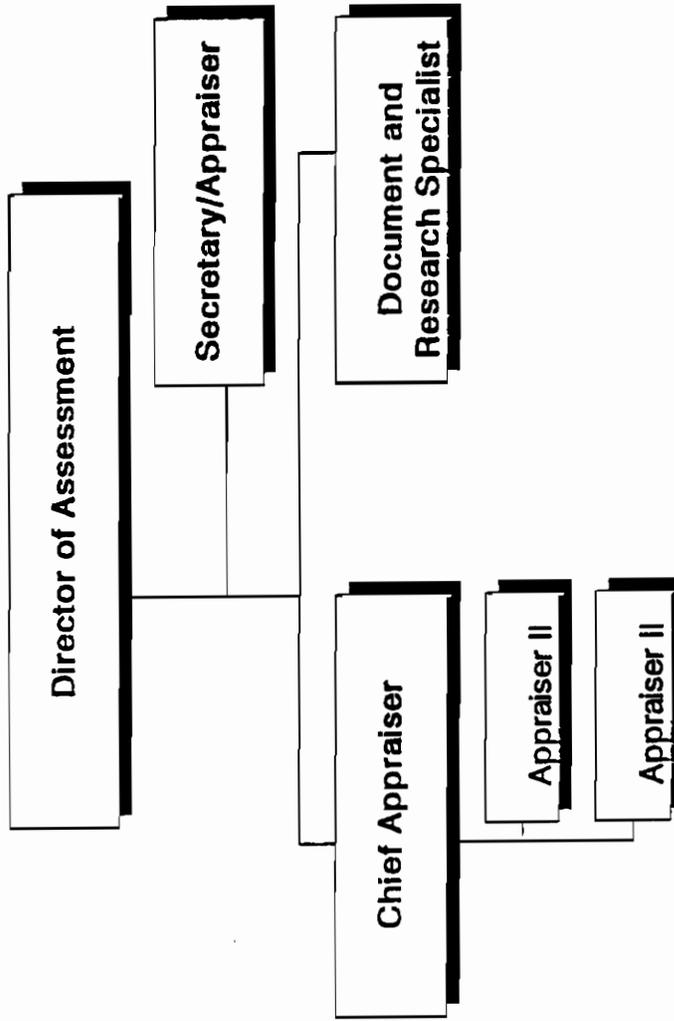
FULL TIME EMPLOYEES

<u>90/91</u>	<u>91/92</u>	<u>92/93</u>	<u>93/94</u>	<u>94/95</u>
5.00	5.00	6.00	6.00	6.00

KETCHIKAN GATEWAY BOROUGH

DEPARTMENT OF ASSESSMENT

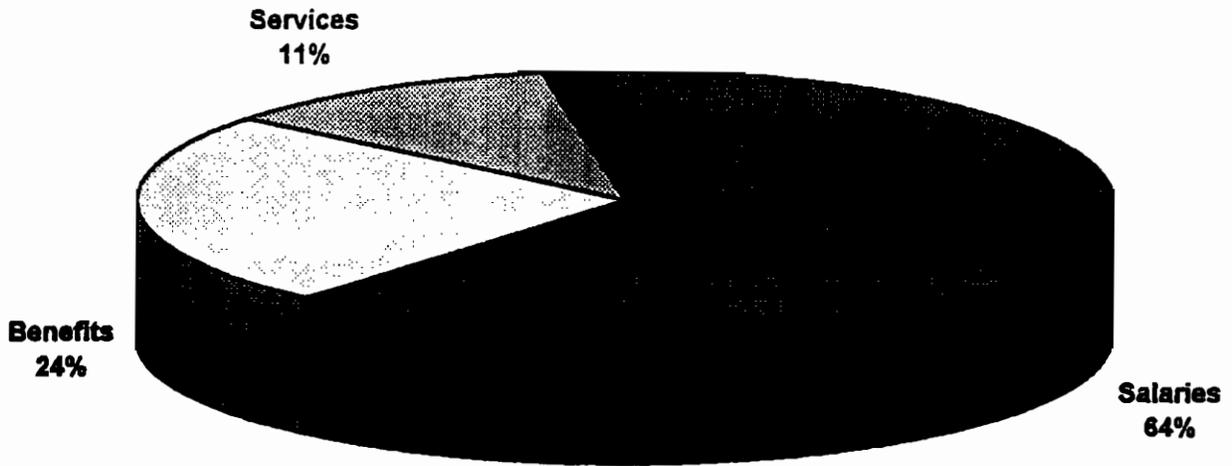
Fiscal Year 1994/95



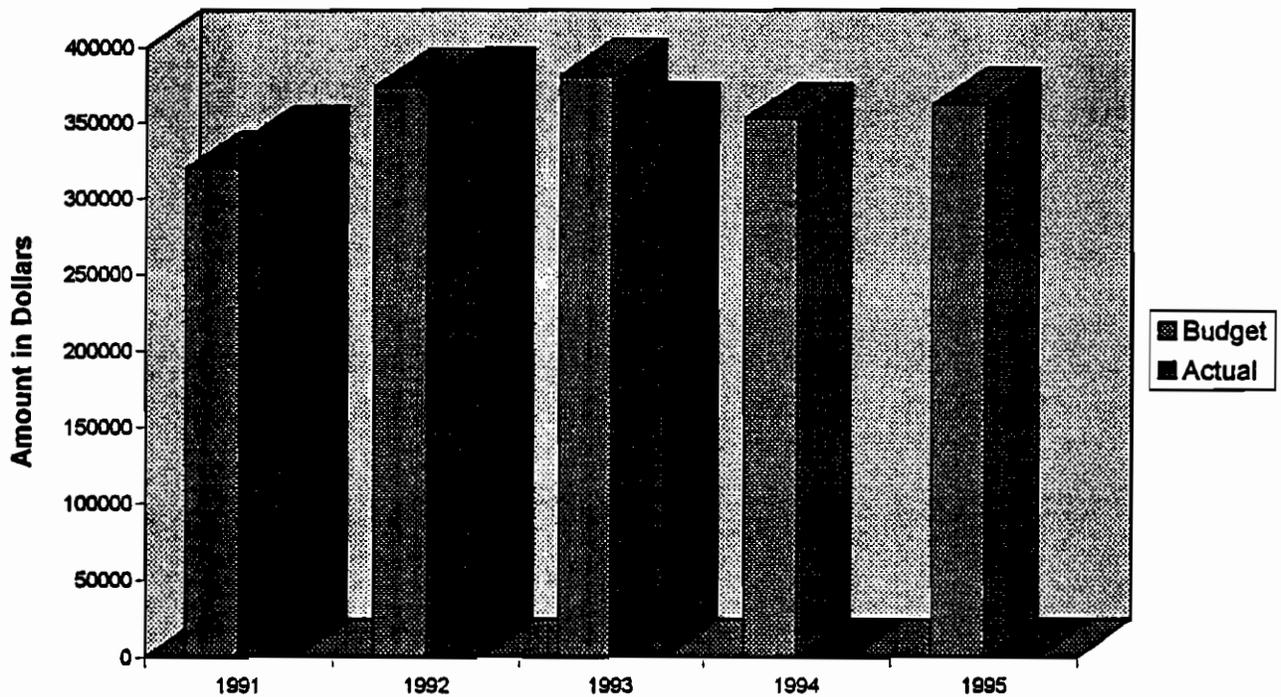
Ketchikan Gateway Borough
FY 1994/95 BUDGET – APPROPRIATIONS
GENERAL FUND – ASSESSMENT DEPARTMENT

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1994 BUDGET
01 2200 5100	EMPLOYEE PAY	186,626	191,944	205,568	220,382	228,614	3.74%
01 2200 5110	OVERTIME PAY	450	1,065	1,626	1,000	1,000	0.00%
01 2200 5120	TEMPORARY PAY	1,473	6,577	4,795	5,632	2,992	-46.88%
01 2200 5200	TAXES/BENEFITS	76,869	90,819	80,840	86,724	88,186	1.69%
01 2200 5300	TRAVEL & TRAINING	6,011	7,553	8,317	7,325	2,646	-63.88%
01 2200 5500	REIMBURSABLE EXPENSES	4,827	6,084	6,022	6,150	6,150	0.00%
01 2200 6010	SUPPLIES	3,869	6,353	4,284	890	2,515	182.58%
01 2200 6015	BOOKS AND SOFTWARE	15,595	24,601	8,565	2,015	2,210	9.68%
01 2200 6020	DUES & PUBLICATIONS	2,130	2,585	3,064	2,435	1,699	-30.47%
01 2200 6030	PUBLISHING EXPENSE	5,519	4,667	6,602	4,350	5,700	31.03%
01 2200 6060	RENTALS	275	207	1,345	0	0	0.00%
01 2200 6070	POSTAGE EXPENSE	3,639	2,602	3,619	3,425	3,455	0.88%
01 2200 6080	PROFESSIONAL SERVICES	0	0	0	5,500	5,000	-9.09%
01 2200 6090	CONTRACTUAL SERVICES	1,320	4,495	1,320	750	1,050	40.00%
01 2200 6100	INSURANCE	0	0	408	0	0	0.00%
01 2200 6310	ELECTRICITY	2,465	1,974	2,103	2,200	2,200	0.00%
01 2200 6330	TELEPHONE	2,357	2,554	2,872	3,000	2,424	-19.20%
01 2200 6331	LONG DISTANCE TELEPHONE	0	0	0	0	900	0.00%
01 2200 6430	BUILDING MAINTENANCE	560	1,689	196	100	0	-100.00%
01 2200 6450	EQUIPMENT MAINTENANCE	1,641	1,504	1,799	0	5,340	0.00%
01 2200 6510	COMPUTER LEASE/PURCHASE	8,401	792	330	0	0	0.00%
01 2200 6530	EQUIPMENT PURCHASE	12,613	17,359	8,847	400	125	-68.75%
Total Expenditures		336,640	375,424	352,522	352,278	362,200	2.82%

**Ketchikan Gateway Borough
Assessment Department**



Appropriations FY 1994/95



DEPARTMENT: Animal Protection DIVISION: General Government

ADMINISTRATIVE COMMENTS

The Animal Protection Department made a concerted effort to contain costs while meeting service demands. The present budget has reduced costs on at least twelve line items. However, because of increased call-outs that line item and overtime were increased.

Last year the department's budget was decreased by over thirteen percent and this year the budget was increased by a little more than three percent. The procurement of a new vehicle should allow the officers to provide improved service to Borough residents.

MISSION STATEMENT

The mission of the Department of Animal Protection is twofold.

First, to enhance public relations by working closely with the public in offering programs which will enlighten and educate the pet owners of the Borough in the proper care and control of their pets.

Secondly, to encourage public trust through fair and responsible enforcement of the animal ordinances and laws and to provide adequate and timely assistance to those people and animals in need.

GOALS/OBJECTIVES

GOALS: TO SIMPLIFY THE RABIES DEPOSIT RETURN FOR THOSE PEOPLE ADOPTING ANIMALS FROM THE PAT WISE SHELTER AND TO ELIMINATE THE "PAPER TRAIL" AND EXCESS MAN HOURS SPENT IN THE TRACKING AND REFUNDING THE DEPOSITS.

Objective: Rewrite the contract with Ketchikan Veterinary Clinic so that it will take vaccination certificates issued by this department for the vaccinations of pets adopted from the Pat Wise Shelter.

Objective: Add to the Resolution the charge for issuance of the vaccination certificate.

Objective: Have the certificates printed for issuance and put into place a tracking mechanism of the issuance.

GOALS: ENHANCE OFFICER INVESTIGATION TECHNIQUE IN CASE PREPARATION THROUGH EVIDENCE COLLECTION, REPORT WRITING AND THE TAKING OF WITNESS STATEMENTS.

Objective: Send one officer to an Animal Cruelty Investigation School.

GOALS: TRAIN TWO OFFICERS IN BASIC SUPERVISION IN THE EVENT THAT ONE WILL TAKE THE RESPONSIBILITY OF "ACTING DIRECTOR" IN MY ABSENCE DUE TO VACATION, SICK LEAVE AND IN CONJUNCTION WITH THE OVERALL GOAL OF BRINGING THE DEPARTMENT TO A POINT WHERE THERE WILL BE NO FURTHER NEED OF AN IN-HOUSE DIRECTOR.

Objective: Send two officers to basic supervision training sessions at the University of Alaska, Ketchikan campus.

GOALS: ATTEMPT TO ESTABLISH A PROGRAM THAT WILL LOWER THE COST OF ANIMAL ALTERNATION (SPAY/NEUTERING) FOR THOSE PETS ADOPTED FROM THE PAT WISE SHELTER.

Objective: Restructure the adoption process costs so that a larger portion of the alteration costs would be offset.

Objective: Encourage private individuals and groups to assist in the cost offset.

PROGRESS

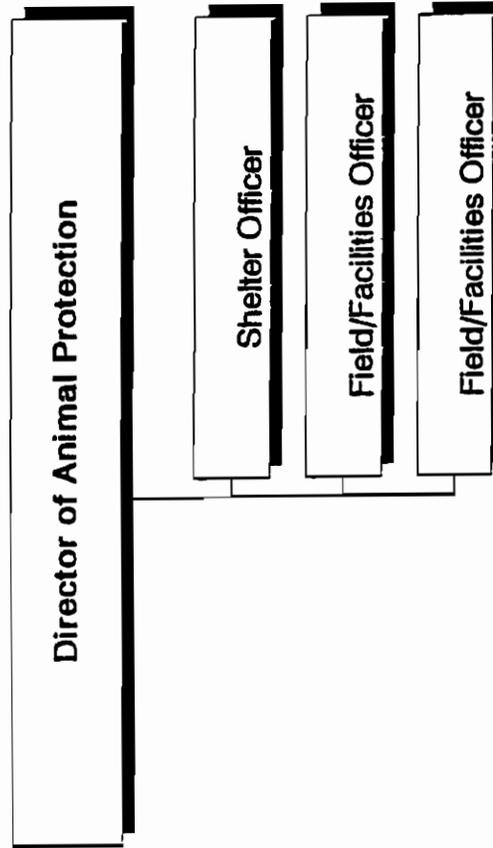
- ◆ One officer enrolled in I.C.S. animal science correspondence course and other officer completed animal cruelty investigations course.
- ◆ Began "Adopt a Pet" program, introduced cat i.d. tag program, lost and found advertisement in newspaper, free flea dip biannually and initiated a change in resolution for to allow fees for animals surrendered from outside the Borough. All combined have resulted in a 15% reduction in first quarter of 1994
- ◆ New resolution adopted December 1993 which restructures fees and fines collected by the department to more accurately deflect the cost of holding animals in the shelter.
- ◆ Ordinance adopted 12/93 updating the current ordinance pertaining to animal protection and control.
- ◆ Enhanced facility usability by 25% and lower amount of sickness in animals contained within through shelter renovation.
- ◆ Enhance public compliance to ordinances by increasing patrol 25%. Began "split shifts" for the patrol officers in the summer months that spread coverage from 6:00 a.m. to 10:00 p.m.
- ◆ Began program offering non-mandatory licensing of cats to public by January 1994. Enhances impounded cat identification.

FULL TIME EMPLOYEES

<u>90/91</u>	<u>91/92</u>	<u>92/93</u>	<u>93/94</u>	<u>94/95</u>
4.00	5.00	5.00	4.00	4.00

KETCHIKAN GATEWAY BOROUGH
DEPARTMENT OF ANIMAL PROTECTION

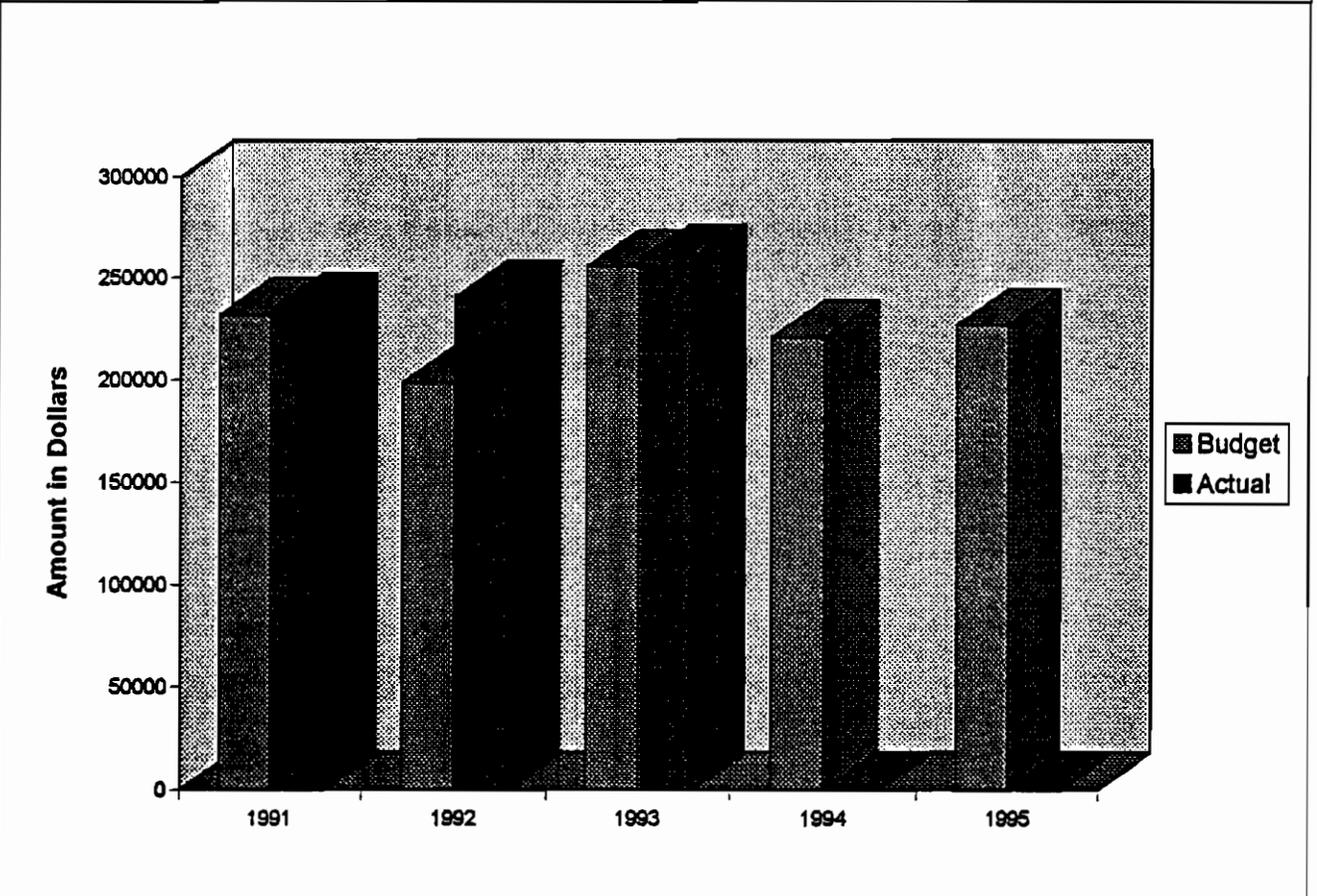
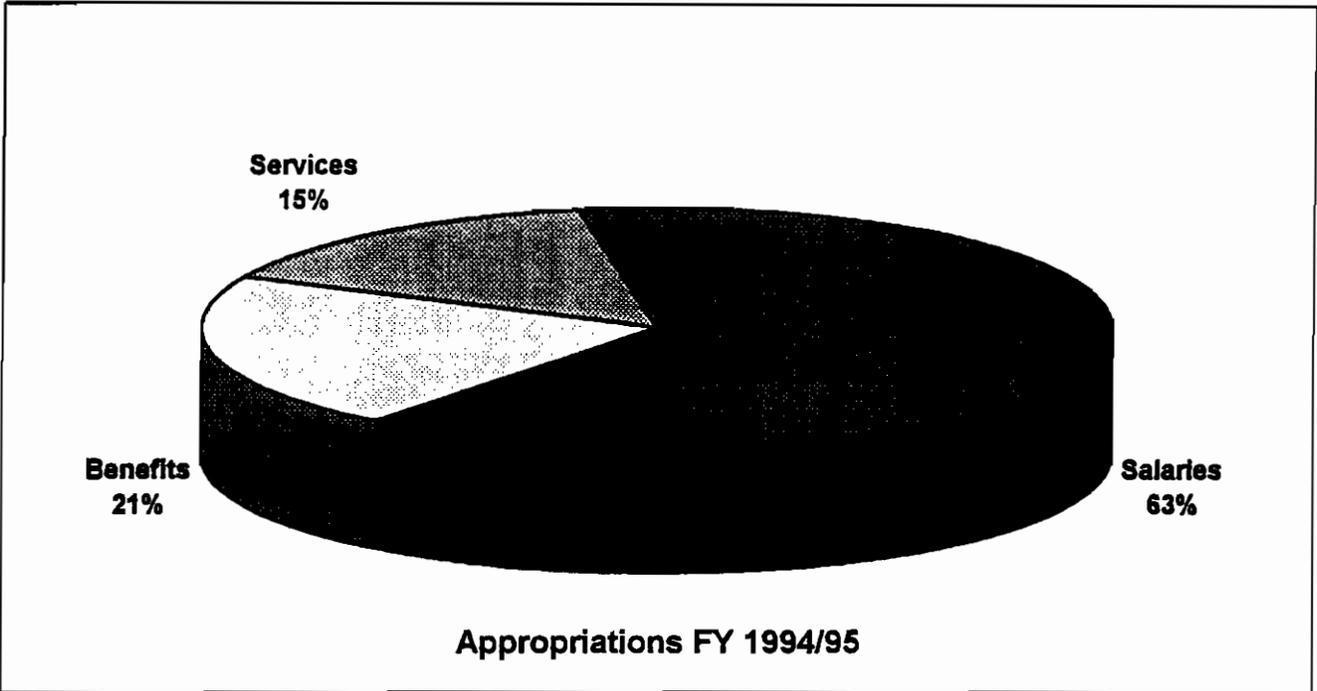
Fiscal Year 1994/95



Ketchikan Gateway Borough
FY 1994/95 BUDGET – APPROPRIATIONS
GENERAL FUND – ANIMAL PROTECTION

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1994 BUDGET
01 25 00 5100	EMPLOYEE PAY	112,070	121,290	132,970	117,039	115,574	-1.25%
01 25 00 5110	OVERTIME PAY	11,255	11,677	9,542	7,500	10,000	33.33%
01 25 00 5120	TEMPORARY PAY	4,261	3,862	0	0	0	0.00%
01 25 00 5160	CALL OUT FEES	6,450	8,560	10,785	7,711	12,338	60.01%
01 25 00 5200	TAXES/BENEFITS	46,551	54,080	60,560	53,921	55,675	3.25%
01 25 00 5300	TRAVEL & TRAINING	1,008	3,503	1,655	2,940	2,012	-31.56%
01 25 00 5400	UNIFORM ALLOWANCE	993	563	2,321	978	783	-19.94%
01 25 00 6010	SUPPLIES	10,438	9,377	9,351	1,200	1,925	60.42%
01 25 00 6011	OPERATING SUPPLIES	0	0	379	8,024	7,182	-10.49%
01 25 00 6020	DUES & PUBLICATIONS	296	446	796	210	150	-28.57%
01 25 00 6030	PUBLISHING EXPENSE	828	1,545	211	500	0	-100.00%
01 25 00 6070	POSTAGE EXPENSE	260	294	67	329	405	23.10%
01 25 00 6080	PROFESSIONAL SERVICES	7,973	7,059	5,246	7,998	12,665	58.55%
01 25 00 6100	INSURANCE	0	0	2,300	2,300	0	-100.00%
01 25 00 6310	ELECTRICITY	3,298	2,174	2,163	2,050	1,800	-12.20%
01 25 00 6320	WATER	0	0	198	300	264	-12.00%
01 25 00 6330	TELEPHONE	1,384	2,101	2,393	2,000	1,500	-25.00%
01 25 00 6331	LONG DISTANCE TELEPHONE	0	0	0	0	100	
01 25 00 6340	SEWER	0	0	207	300	276	-8.00%
01 25 00 6350	GARBAGE	0	0	412	360	636	76.67%
01 25 00 6430	BUILDING MAINTENANCE	2,377	4,015	675	0	0	0.00%
01 25 00 6450	EQUIPMENT MAINTENANCE	176	2,885	2,354	0	350	0.00%
01 25 00 6460	VEHICLE MAINTENANCE	1,368	3,574	1,052	600	270	-55.00%
01 25 00 6461	MOTOR FUEL & OIL	1,655	2,148	1,833	2,000	2,500	25.00%
01 25 00 6510	COMPUTER LEASE/PURCHASE	750	600	250	0	0	0.00%
01 25 00 6530	EQUIPMENT PURCHASE	20,696	509	10,822	2,285	1,795	-21.44%
Total Expenditures		234,087	240,262	256,562	220,535	228,200	3.46%

**Ketchikan Gateway Borough
Animal Protection**



ADMINISTRATIVE COMMENTS

The Parks and Recreation Department was able to realize a budgetary reduction for the second year in a row. The primary reason for this savings is the elimination of rent from this budget. Through a grant from the State the Borough was able to purchase and renovate office space for the Department. Additional savings were realized in the travel and training line item. Through the extensive and creative use of video training tapes, it is anticipated that training can be maintained at a reasonable level while reducing the overall cost of travel and training.

MISSION STATEMENT

The Parks and Recreation Department's mission is to enrich the quality of life in the Ketchikan Gateway Borough for all citizens; to build an attractive and inviting community; to work with residents to foster community pride; to provide opportunities that enable people of all ages and abilities to attain the full use of their mental, emotional and physical capacities through positive use of leisure.

OBJECTIVES/ACTIVITIES

- GOAL:** PROVIDE HIGH QUALITY, FINANCIALLY RESPONSIBLE, RECREATION OPPORTUNITIES FOR A VARIETY OF AGES AND INTERESTS.
- Objective:** Fee charged, or sponsorships obtained, for activities will be sufficient to guarantee adequate resources for a quality event.
- Objective:** Department activities shall be planned and reviewed quarterly. Consideration shall be given to fees, location, instructors, times and content.
- Objective:** Program Recreation classes and special events to meet direct costs. Certain programs may be subsidized as long as overall direct costs are being met. This does not include aquatic activities.
- Objective:** Provide at least two thousand hours of aquatic activities per quarter.
- Objective:** Provide at least 68 non-aquatic classes and special events quarterly.
- Objective:** Program six new recreational activities with a fitness focus for ages 8 - 11 including a mini-course on track and field.

OBJECTIVES/ACTIVITIES (Continued)

GOAL: USE COMMUNITY INPUT IN THE DEVELOPMENT AND EVALUATION OF ACTIVITIES.

Objective: Determine benefits and get feed back from the Employee Recreation Program in cooperation with the Department of Administrative Services.

Objective: Whenever possible transfer verbal input into writing and review weekly at the staff meeting.

Objective: Evaluate, in writing, all department activities at least once a year. The evaluation will gather input from; instructors, participants, facility managers and class supervisors. Each evaluation will include recommendations for improvement and a time line for implementation.

SERVICE LEVELS FY94

GOAL: PROVIDE HIGH QUALITY RECREATION OPPORTUNITIES BOROUGH WIDE TO ALL SEGMENTS OF THE POPULATION USING THE PARKS, RECREATION AND OPEN SPACE PLAN TO GUIDE PLANNING AND DEVELOPMENT OF RECREATION OPPORTUNITIES, FACILITIES, CIP PLAN, GOALS AND BUDGET.

STATUS: Incomplete. The Parks and Recreation Master Plan is in the draft stage.

GOAL: PROVIDE AND PLAN FOR RECREATION OPPORTUNITIES FOR SPECIFIC AGE GROUPS INCLUDING PRESCHOOL, CHILDREN, TEEN, ADULT, SENIORS AND FAMILY.

STATUS: Complete. The number of Recreation opportunities provided by age groups are listed below including drop in activities.

Preschool	37	Children	73
Teen	58	Teen/Adult	169
Seniors	53	All Ages/Family	88

GOAL: PROVIDE AND PLAN FOR RECREATION THROUGH CLASSES, SPECIAL EVENTS, AND WORKSHOPS INCLUDING; AQUATICS, FITNESS, SPORTS, ARTS & CRAFTS, HOBBIES, AND OTHER LEISURE INTERESTS.

STATUS: Complete. 129 special events and workshops were offered and 224 classes were offered for a variety of interests.

SERVICE LEVELS FY94 (Continued)

GOAL: DEVELOP PARKS AND FACILITIES TO ACCOMMODATE LEISURE INTEREST.

STATUS: Progressing. Capital Improvement Projects with funds for completion and their status are listed below.

Playground surface improvements:	Complete
Walker Field concessions/backstop:	Incomplete
Houghtaling Field improvements:	Complete
Pt. Higgins ball field development:	Complete
Indoor Recreation Center design:	Progressing
Kayhi Pool phase 2 improvements:	Incomplete
Carlanna Lake development:	Dropped

GOAL: COORDINATE AND COSPONSOR ACTIVITIES WITH APPROPRIATE AGENCIES TO BROADEN THE IMPACT OF RECREATION SERVICES THROUGHOUT THE COMMUNITY.

STATUS: Complete. At least 101 agencies were co-sponsors for one or more department activities in FY 1993/94.

GOAL: FACILITATE INDEPENDENCE OF RECREATION ACTIVITIES CAPABLE OF SPONSORSHIP FROM SOURCES OTHER THAN THE BOROUGH.

STATUS: Progressing. Mat Rats Youth Wrestling is now incorporated. By laws for Men's City League Basketball are being revised and will be completed fall of 1994.

GOAL: REMOVE PHYSICAL BARRIERS TO PARTICIPATION IN ACTIVITIES AND TO FACILITIES.

STATUS: Kayhi Pool phase II is behind schedule but progressing.

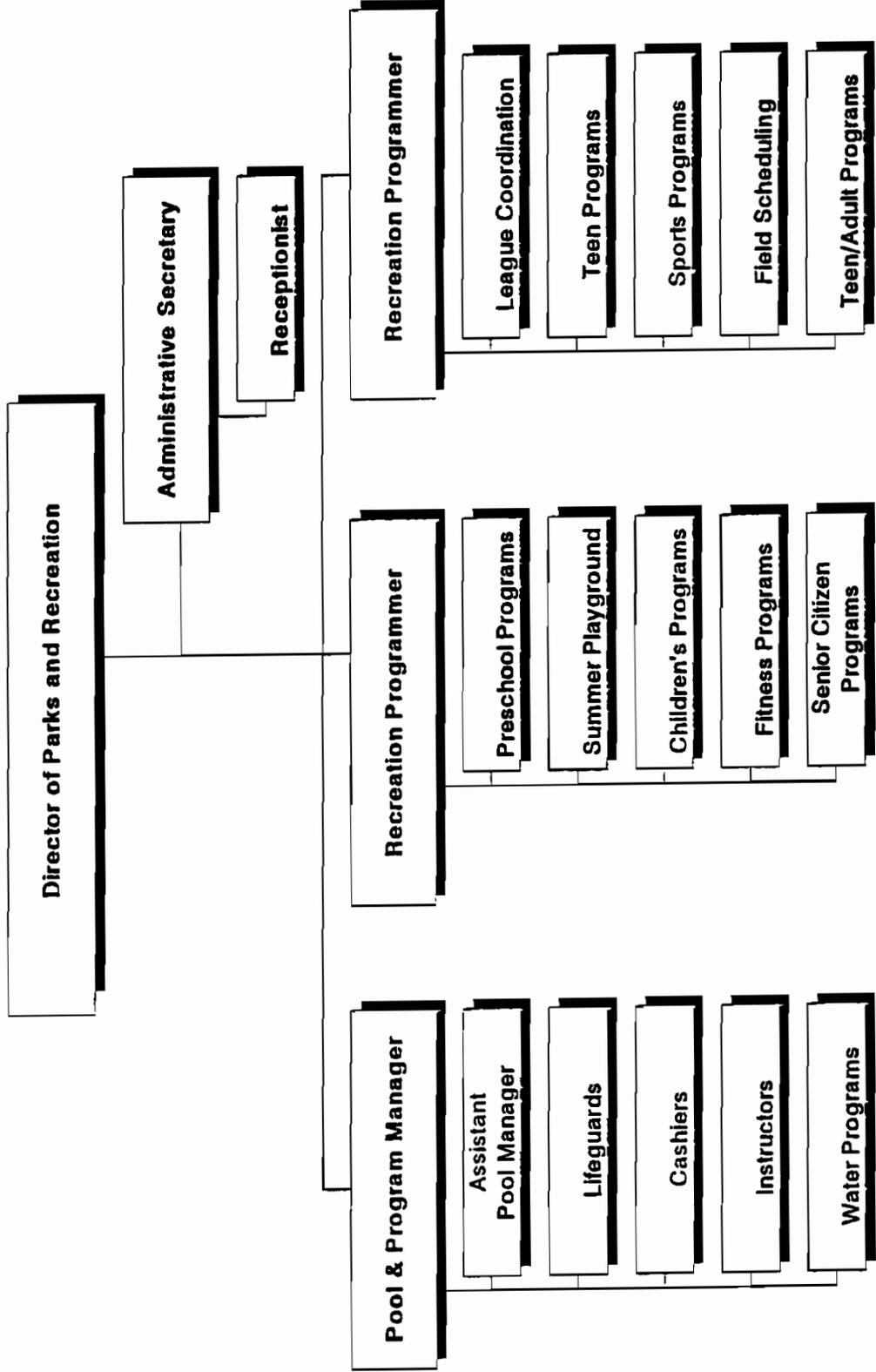
FULL TIME EMPLOYEES

	<u>90/91</u>	<u>91/92</u>	<u>92/93</u>	<u>93/94</u>	<u>94/95</u>
Parks	10.75	5.41	6.41	0.00	0.00
Recreation	0.00	7.38	9.00	7.00	6.00

KETCHIKAN GATEWAY BOROUGH

DEPARTMENT OF PARKS AND RECREATION

Fiscal Year 1994/95



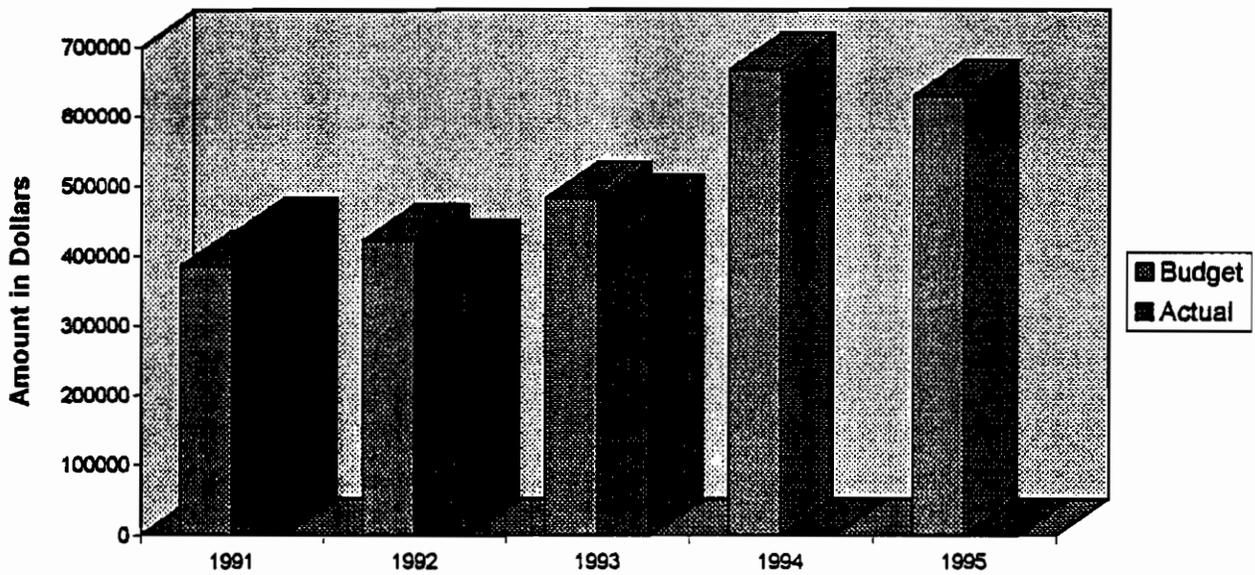
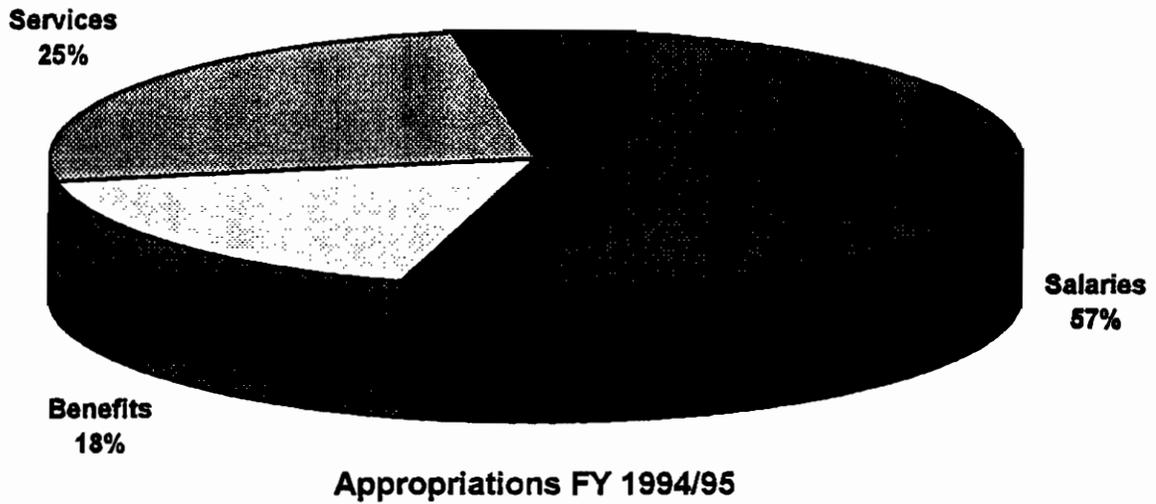
Ketchikan Gateway Borough

FY 1994/95 – APPROPRIATIONS

GENERAL FUND – PARKS AND RECREATION DEPARTMENT

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1994 BUDGET
01 26 00 5100	EMPLOYEE PAY	162,729	181,238	207,207	230,117	198,113	-13.91%
01 26 00 5110	OVERTIME PAY	1,838	1,123	728	2,140	2,832	32.34%
01 26 00 5120	TEMPORARY PAY	64,723	47,955	54,760	129,821	160,435	23.58%
01 26 00 5160	STAND BY PAY	0	0	170	0	0	0.00%
01 26 00 5200	TAXES/BENEFITS	106,718	60,789	79,226	99,365	89,626	-9.80%
01 26 00 5210	TEMPORARY BENEFITS	0	5,921	4,110	18,175	22,124	21.73%
01 26 00 5300	TRAVEL & TRAINING	10,383	4,953	603	2,197	780	-64.50%
01 26 00 5500	REIMBURSABLE EXPENSES	2,598	2,964	2,479	4,500	5,838	29.73%
01 26 00 6010	OFFICE SUPPLIES	28,916	13,474	19,218	4,305	3,180	-26.13%
01 26 00 6011	OPERATING SUPPLIES	0	0	0	30,500	28,650	-6.07%
01 26 00 6020	DUES & PUBLICATIONS	1,792	538	594	750	686	-8.53%
01 26 00 6030	PUBLISHING	1,371	468	825	4,400	4,800	9.09%
01 26 00 6040	COMMUNITY PROMOTION	0	235	0	0	0	0.00%
01 26 00 6060	RENTALS	19,361	4,344	211	35,132	1,340	-96.19%
01 26 00 6070	POSTAGE	1,929	61	83	6,600	5,115	-22.50%
01 26 00 6090	CONTRACTUAL SERVICES	4,748	5,415	1,955	12,866	11,122	-13.56%
01 26 00 6100	INSURANCE	0	1,765	0	0	0	0.00%
01 26 00 6310	ELECTRICITY	10,858	12,948	13,311	21,260	25,790	21.31%
01 26 00 6320	WATER	0	3,041	2,828	2,999	3,870	29.04%
01 26 00 6330	TELEPHONE	3,203	5,331	5,764	4,516	3,432	-24.00%
01 26 00 6331	LONG DISTANCE TELEPHONE	0	0	0	0	888	0.00%
01 26 00 6340	SEWER	0	1,133	966	5,344	5,746	7.52%
01 26 00 6350	LANDFILL	34	2094	3,503	600	650	8.33%
01 26 00 6420	FIELD MAINTENANCE	3,181	4,226	8,044	0	0	0.00%
01 26 00 6430	BUILDING MAINTENANCE	1,402	0	1,885	0	0	0.00%
01 26 00 6431	HEATING FUEL	163	456	484	47,713	47,040	-1.41%
01 26 00 6450	EQUIPMENT MAINTENANCE	2,024	2843	4702	0	3,154	0.00%
01 26 00 6460	VEHICLE MAINTENANCE	0	2152	4957	0	0	0.00%
01 26 00 6462	VEHICLE OPERATION	1,342	235	50	0	0	0.00%
01 26 00 6461	MOTOR FUEL & OIL	636	2178	2215	0	0	0.00%
01 26 00 6530	EQUIPMENT PURCHASE	2,605	31,394	43,655	1,100	2,200	100.00%
01 26 00 6590	DONATIONS/SCHOLARSHIPS	0	0	0	2,890	2,800	-3.11%
Total Expenditures		432,554	399,274	464,533	667,290	630,211	-5.56%
RECREATION IN ENTERPRISE FUND PRIOR TO 1993/94							

**Ketchikan Gateway Borough
Parks and Recreation Department**



Note: Maintenance responsibility transferred to new department (Maintenance and Operations) during 1994 Fiscal Year.

ADMINISTRATIVE COMMENTS

Last year was the first full year of operation for this department. The intent of creating this new department was to consolidate "public works" kinds of responsibilities into one cohesive agent and, by doing so, reduce the need for additional field personnel. This intent was satisfactorily met.

This year's budget remains basically the same as last years with only occasional changes in specific line items. The year's budget excludes stand-by pay entirely. At the same time overtime pay increased significantly to cover those times when personnel are called out during other than normal working hours.

While operating costs in this year's budget were seemingly decreased by 68% there are no real savings, just an improved allocation of costs to more appropriate line items. In this case, the projected costs are allocated to field, park, and building maintenance rather than the generalized category of "operating supplies".

With the opening of new recreational facilities north of Ketchikan the cost allocation for motor fuel and oil was increased to cover the extra mileage that our personnel will have to travel in order to maintain these new facilities.

Overall the Maintenance and Operation's budget increased by less than one percent for this fiscal year.

MISSION STATEMENT

To provide maintenance and improvements to Borough facilities including buildings, parks, recreation facilities and service area utilities. In coordination with the Manager's Department the M & O Department also provides administration of construction or service related contracts.

GOALS/OBJECTIVES

GOAL: MAINTAIN ALL BOROUGH BUILDINGS AND FACILITIES IN A SAFE AND USER-FRIENDLY ATMOSPHERE FOR BOROUGH EMPLOYEES AND PUBLIC.

Objective: Maintain seven buildings and facilities utilized by the Borough Government.

Objective: Implement and monitor a Work Order system for the maintenance of the seven Borough facilities.

Objective: Insure Borough buildings and facilities meet ADA requirements.

GOAL: MAINTAIN ALL BALL FIELDS, PARKS, PLAYGROUNDS AND LANDSCAPE AREAS MAINTAINED BY THE BOROUGH IN A SAFE, USER-FRIENDLY AND AESTHETICALLY PLEASING ATMOSPHERE FOR THE PUBLIC AND USER GROUPS.

Objective: Maintain the seven ball fields and seventeen parks, playgrounds and landscape areas currently being maintained by the Borough.

Objective: Begin maintenance of the landscape area in front of the KPU Building.

Objective: Implement and monitor a Work Order system for maintenance and assistance to the Parks and Recreation Department to all parks, playgrounds and landscape areas.

Objective: Insure the ball fields and playgrounds meet acceptable standards as determined by the local user groups and leagues.

Objective: Identify and repair safety hazards within the parks, playgrounds and landscape areas maintained by the Borough.

Objective: Maintain approximately 110 hanging baskets as a part of the Adopt A Basket program.

Objective: In conjunction with the Parks and Recreation Department, teach gardening classes.

GOAL: MAINTAIN THE MOUNTAIN POINT SEWER AND WATER SYSTEMS AND THE SHOUP STREET WATER SYSTEM.

Objective: Maintain the Mountain Point Sewer and water systems to DEC regulations.

Objective: Continue toward getting two additional employees certified as level I water treatment operators and one employee certified as level I waste water treatment operator.

Objective: Ensure the Mountain Point and waste water systems operates on a continuous basis throughout the year.

Objective: Check all Mountain Point lift stations, water booster station, water treatment facility, water holding tank and the dam on a regular basis to ensure proper operations.

Objective: Begin operating the Shoup Street water system to DEC regulations.²

SERVICE LEVELS FY94

<u>Performance Measures</u>	<u>Units</u>
Number of buildings/facilities maintained	7
Number of parks/playgrounds maintained	11
Number of landscape areas maintained	6
Number of fields/courts maintained	7
Number of Adopt A Baskets maintained	110

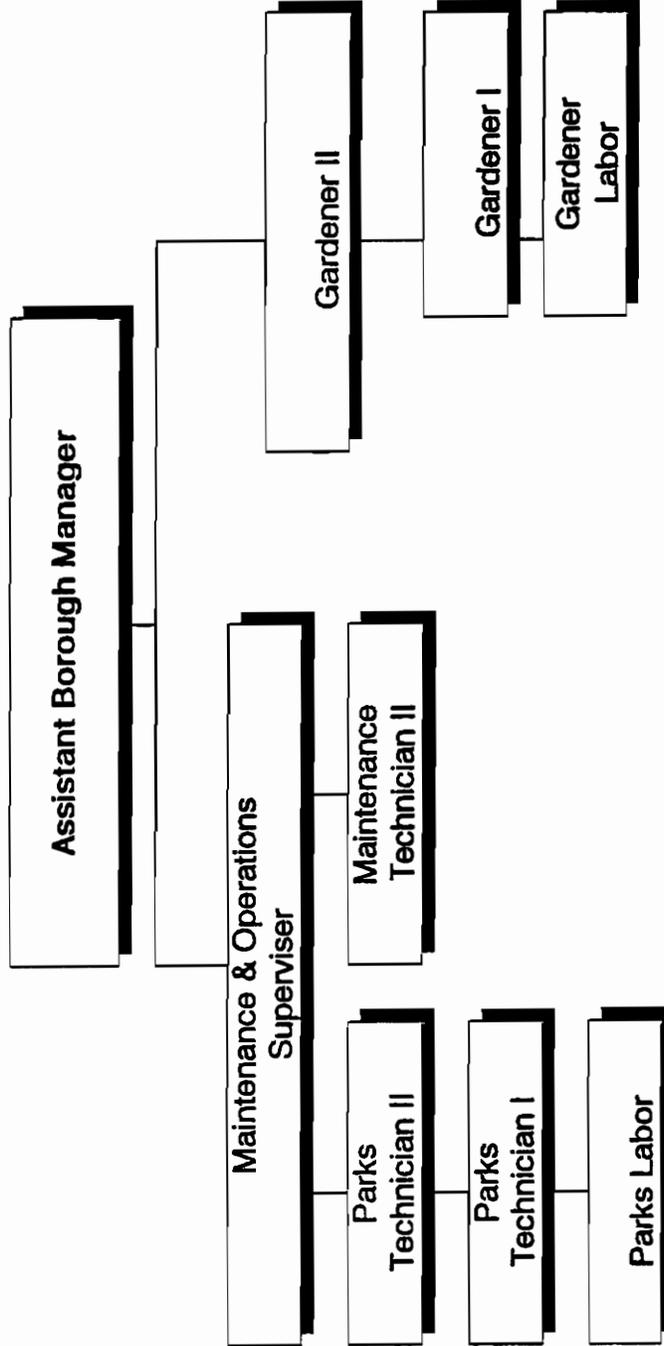
FULL TIME EMPLOYEES

<u>90/91</u>	<u>91/92</u>	<u>92/93</u>	<u>93/94</u>	<u>94/95</u>
0.00	0.00	0.00	4.75	5.70

KETCHIKAN GATEWAY BOROUGH

DEPARTMENT OF MAINTENANCE AND OPERATIONS

Fiscal Year 1994/95



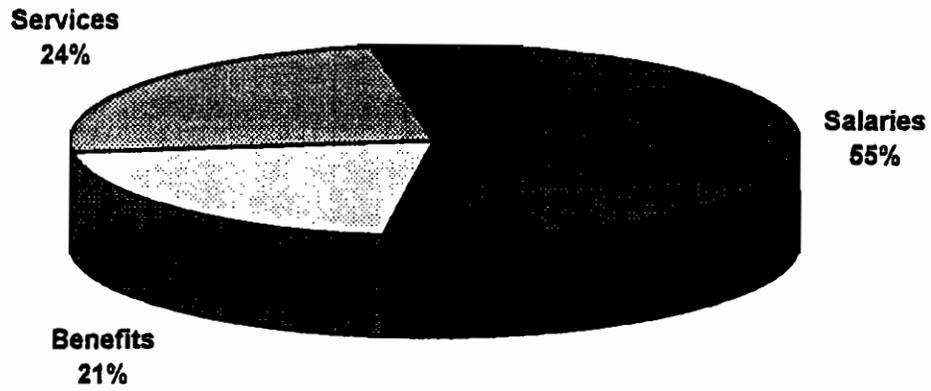
Ketchikan Gateway Borough

FY 1994/95 BUDGET – APPROPRIATIONS

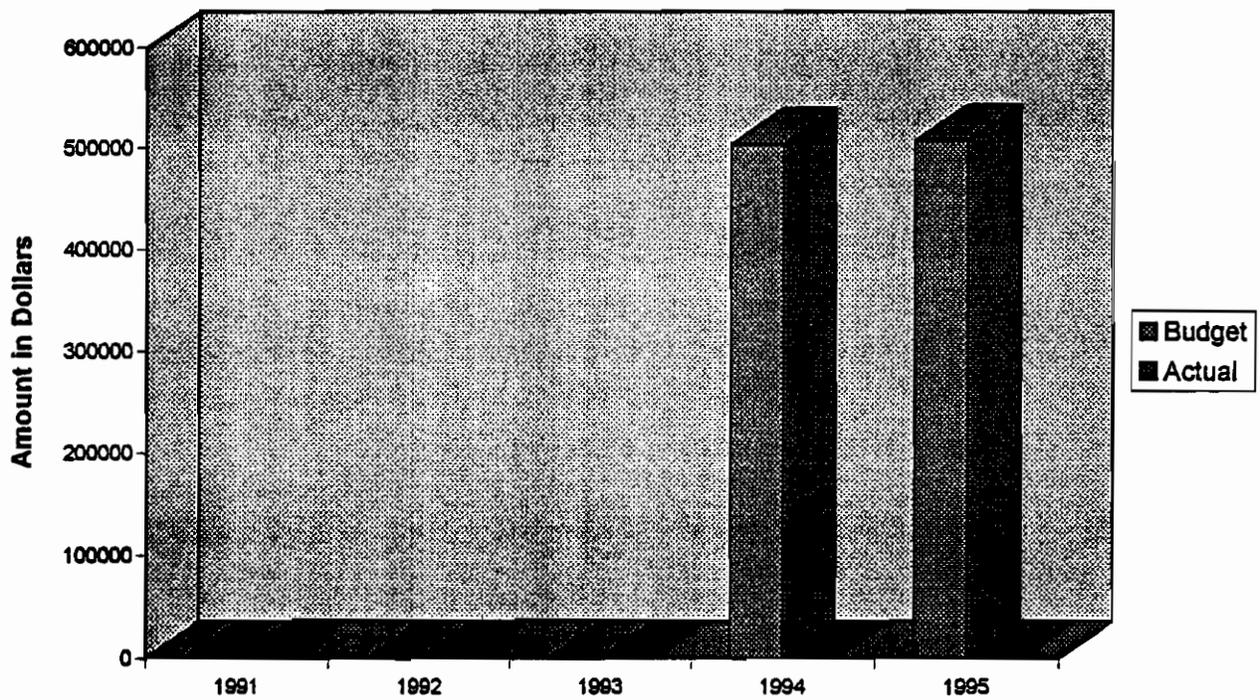
GENERAL FUND – MAINTENANCE & OPERATIONS

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1994 BUDGET
01 2700 5100	EMPLOYEE PAY	0	0	0	225,364	217,446	-3.51%
01 2700 5110	OVERTIME PAY	0	0	0	1,529	4,500	194.31%
01 2700 5120	TEMPORARY PAY	0	0	0	53,471	56,396	5.47%
01 2700 5160	STAND BY PAY	0	0	0	938	0	-100.00%
01 2700 5200	TAXES/BENEFITS	0	0	0	96,854	96,798	-0.06%
01 2700 5210	TEMPORARY TAXES/BENEFITS	0	0	0	7,486	7,777	3.89%
01 2700 5300	TRAVEL & TRAINING	0	0	0	4,578	4,737	3.47%
01 2700 5500	REIMBURSABLE EXPENSES	0	0	0	0	0	0.00%
01 2700 6010	SUPPLIES	0	0	0	0	600	0.00%
01 2700 6011	OPERATING SUPPLIES	0	0	0	17,950	5,600	-68.80%
01 2700 6020	DUES & PUBLICATIONS	0	0	0	95	152	60.00%
01 2700 6030	PUBLISHING EXPENSE	0	0	0	780	0	-100.00%
01 2700 6040	COMMUNITY PROMOTION	0	0	0	0	0	0.00%
01 2700 6065	EQUIPMENT RENTALS	0	0	0	4,000	4,420	10.50%
01 2700 6070	POSTAGE EXPENSE	0	0	0	100	50	-50.00%
01 2700 6090	CONTRACTUAL SERVICES	0	0	0	20,000	20,540	2.70%
01 2700 6100	INSURANCE	0	0	0	0	0	0.00%
01 2700 6310	ELECTRICITY	0	0	0	14,000	15,650	11.79%
01 2700 6320	WATER	0	0	0	2,850	3,135	10.00%
01 2700 6330	TELEPHONE	0	0	0	696	576	-17.24%
01 2700 6331	TELEPHONE LONG DISTANCE	0	0	0	0	150	0.00%
01 2700 6340	SEWER	0	0	0	966	1,062	9.94%
01 2700 6350	LANDFILL	0	0	0	2,750	4,000	45.45%
01 2700 6420	FIELD MAINTENANCE	0	0	0	16,700	24,200	44.91%
01 2700 6421	PARK MAINTENANCE	0	0	0	0	13,520	0.00%
01 2700 6430	BUILDING MAINTENANCE	0	0	0	10,500	11,754	11.94%
01 2700 6431	HEATING FUEL	0	0	0	600	1,300	116.67%
01 2700 6450	EQUIPMENT MAINTENANCE	0	0	0	3,000	2,000	-33.33%
01 2700 6460	VEHICLE MAINTENANCE	0	0	0	3,200	0	-100.00%
01 2700 6461	MOTOR FUEL & OIL	0	0	0	3,000	5,500	83.33%
01 2700 6462	VEHICLE OPERATION	0	0	0	315	320	1.59%
01 2700 6530	EQUIPMENT PURCHASE	0	0	0	10,766	3,640	-66.20%
Total Expenditures		0	0	0	502,490	505,623	0.66%

Ketchikan Gateway Borough Maintenance & Operations



Appropriations FY 1994/95



**DEPARTMENT: Planning and
Community Development**

DIVISION: General Government

ADMINISTRATIVE COMMENTS

Planning and Community Development reduced their budget by over fourteen percent with most of the savings coming from reductions in overtime allowance, temporary pay, and the total elimination of professional services. The department has several important activities to complete this year. They include full implementing the one-stop permitting process, the sale of Whipple Creek timber, the completion of the updated comprehensive plan and a rewrite of the zoning ordinance.

MISSION STATEMENT

To guide the orderly growth and development of the community.

GOALS/OBJECTIVES

GOAL: PROVIDE FOR THE PREPARATION AND ADOPTION OF COMPREHENSIVE AMENDMENTS TO ZONING AND SUBDIVISION REGULATIONS.

Objective: Prepare amendments to procedural standards within the Code during the 1st quarter.

Objective : During the 2nd quarter, prepare revised standards for land development including subdivision public improvement standards and new zoning standards identified in the Comprehensive Plan.

Objective : Improve readability and comprehension of borough development requirements through editing and graphics.

Objective : Compile amendments into form for adoption, provide for appropriate public review and facilitate adoption during the 3rd quarter.

GOAL: PREPARE A MANAGEMENT PLAN FOR LEASK LAKES.

Objective: Prepare a scope of work for the analysis and preparation of the Management Plan.

Objective: Prepare a management plan which considers a full range of alternative management options.

Objective: Provide for a full range of public input into scoping and preparation processes.

GOALS/OBJECTIVES (continued)

GOAL: ADMINISTER ZONING AND SUBDIVISION ORDINANCE AND COASTAL ZONE MANAGEMENT PROGRAM.

Objective: Respond to all Coastal Zone Management Consistency Reviews of projects located within the Borough.

Objective: Provide assistance to the public in making applications for Borough, City, State, or Federal development permits.

Objective: During the 1st quarter establish a one-stop permit center responsible for application intake and issuance of Borough and City permits and referral for state and federal permits.

Objective: Coordinate processing of zoning permit requests for commercial or industrial projects with the City, Service Areas, Department of Transportation, and the State Fire Marshall as appropriate.

Objective: Complete staff reports on zoning and subdivision applications and compile packets by the Thursday prior to Planning Commission meeting.

GOAL: MAINTAIN DIGITAL MAPPING DATA FOR ALL BOROUGH DEPARTMENTS.

Objective: Complete the 1993-94 legal, civil, and zoning map updates through the City of Ketchikan contract in the 1st quarter.

Objective: Coordinate the update of assessor maps with the City following the completion of above.

GOAL: ADDRESS SEWERAGE DISPOSAL ISSUE IN A MANNER CONSISTENT WITH THE POLICY DIRECTION OF THE BOROUGH ASSEMBLY.

Objective: Establish a data base and filing system for maintenance and inspection records required by limited sewer powers during the 1st quarter.

Objective: Coordinate with interest groups in the further investigation of the Borough role in addressing sewer problems and establish a Borough sewer ordinance to provide appropriate sewer services.

GOAL: SUPPORT THE LEPC IN TRANSITION OF EMERGENCY SERVICES PLANNING INTO AN OPERATIONS AND COORDINATION FUNCTION.

Objective: Continue to provide secretarial support services to the LEPC under contract with the State.

Objective: Assist the LEPC in addressing organization issues related to emergency services coordination and operation and response planning.

GOAL: COMPLETE AN UPDATED COMPREHENSIVE/COASTAL ZONE MANAGEMENT PLAN.

Objective: Complete the analysis, goals statement, and policies for the combined comprehensive Coastal Zone Management Plan.

Objective: Provide for public input and evaluation of plan.

PROGRESS

- ◆ The Department effort in producing the Coastal Zone Management Program is ongoing. 324 zoning permits were processed and 257 code violations inventoried with 50% remedied.
- ◆ Conducted workshop with Planning Commission on necessary code changes and submitted seven code amendments.
- ◆ One stop permit processing program implemented to provide for permit intake and administration of DEC sewage and City building permit applications.
- ◆ Draft Parks and Recreation Plan completed. Plan provides specific locations for recommended parks facilities and includes conception designs for these locations.
- ◆ Update on the Ketchikan Waterfront Development Plan initiated and near completion.
- ◆ Implemented strategic planning program, participated in the organization of Ketchikan 2004 and monitored task force reports and Community Action Plan.
- ◆ Developed preliminary management options with the Property Management Committee and coordinated with DNR on the preparation of the decision of proposed conveyance of Leask Lakes Tract.

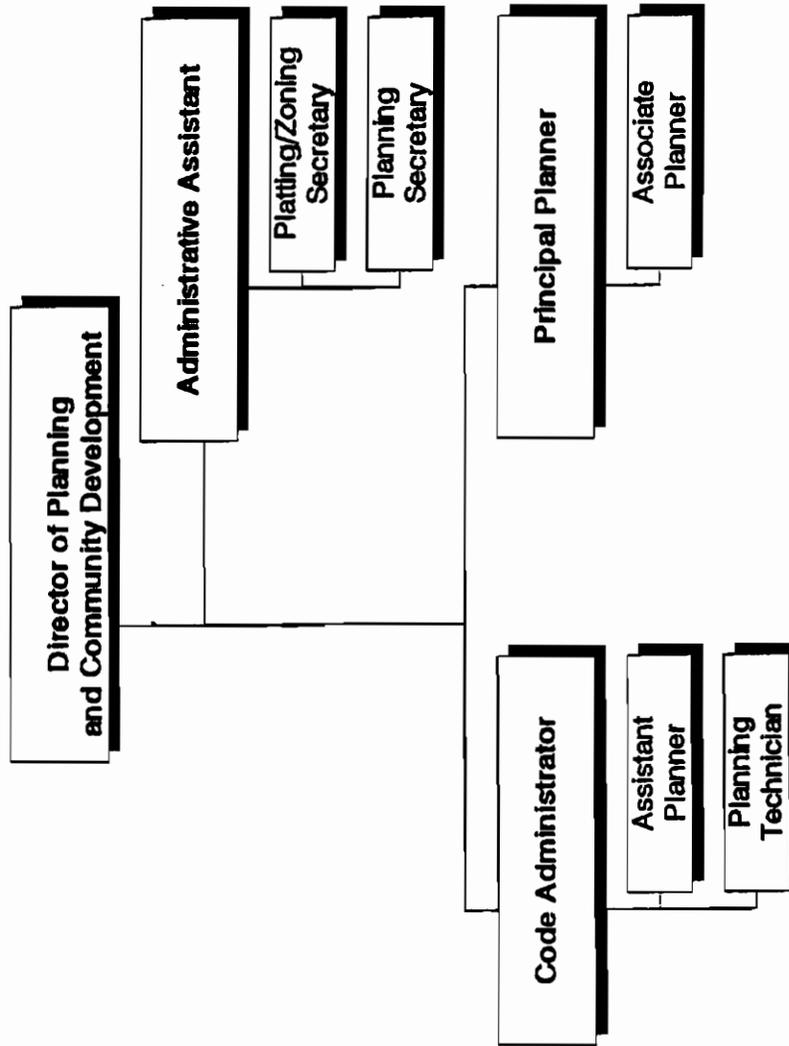
FULL TIME EMPLOYEES

<u>90/91</u>	<u>91/92</u>	<u>92/93</u>	<u>93/94</u>	<u>94/95</u>
8.00	8.00	7.00	9.00	9.00

KETCHIKAN GATEWAY BOROUGH

DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT

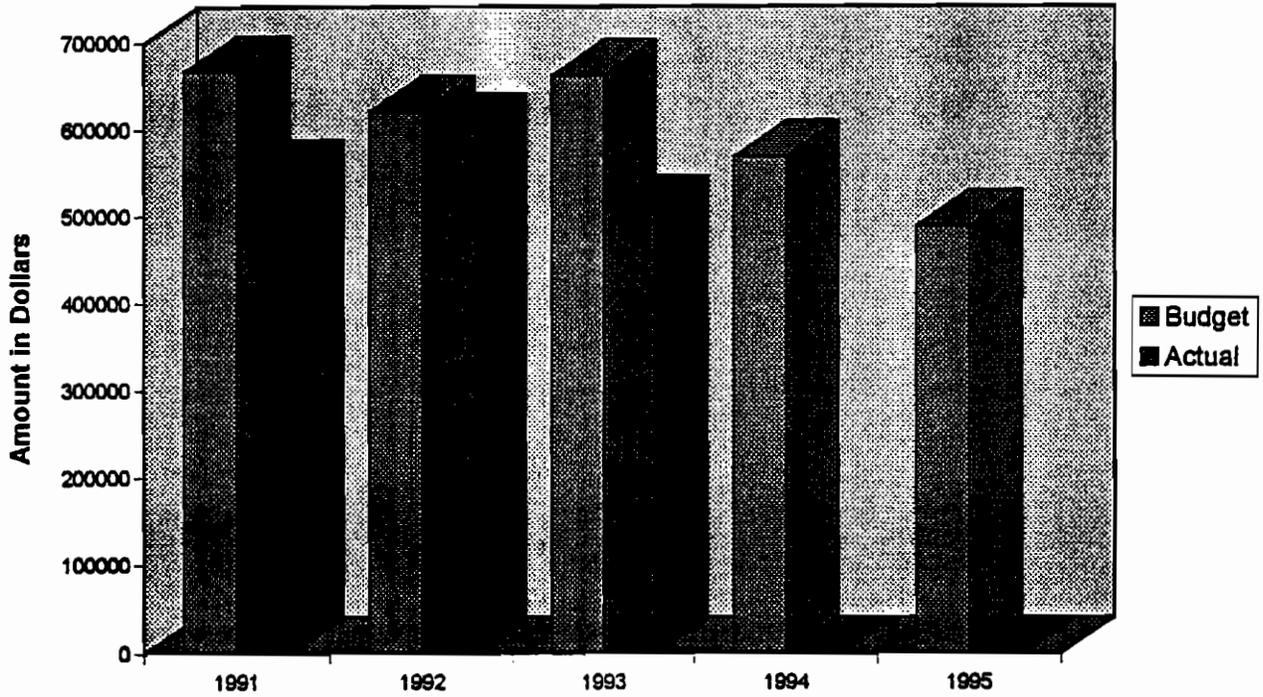
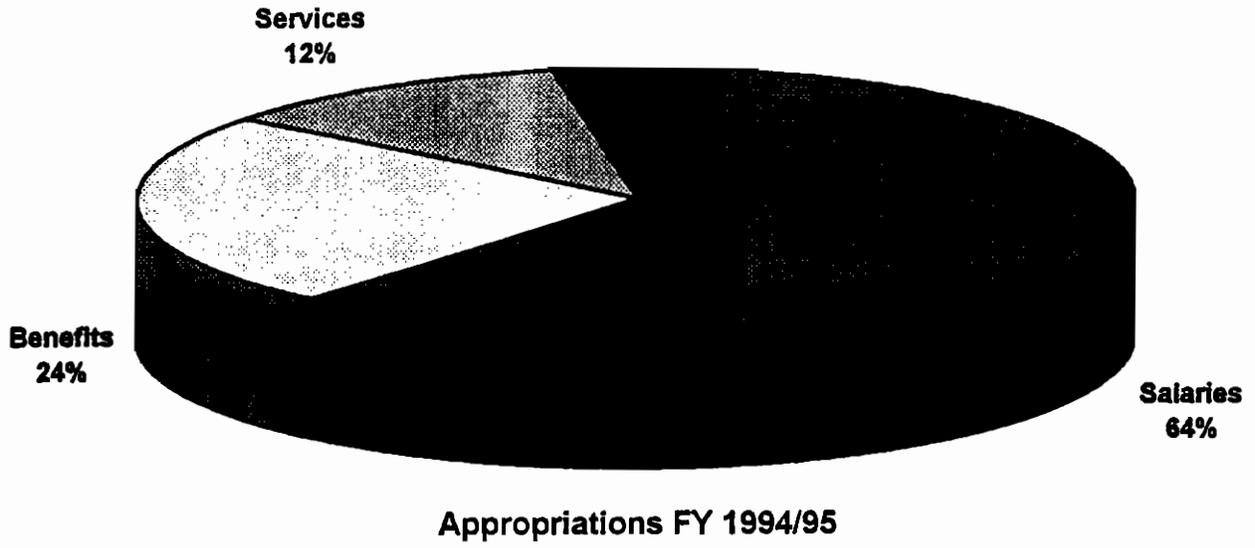
Fiscal Year 1994/95



Ketchikan Gateway Borough
FY 1994/95 BUDGET – APPROPRIATIONS
GENERAL FUND – PLANNING DEPARTMENT

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1994 BUDGET
01 30 00 5100	EMPLOYEE PAY	266,205	236,008	229,047	305,916	291,967	-4.56%
01 30 00 5110	OVERTIME PAY	1,852	6,988	6,829	14,768	8,670	-41.29%
01 30 00 5120	TEMPORARY PAY	6,176	26,604	16,488	15,000	3,600	-76.00%
01 30 00 5150	PLANNING COMMISSION FEES	7,325	7,125	7,525	9,000	9,000	0.00%
01 30 00 5200	TAXES/BENEFITS	100,062	95,349	100,133	128,098	117,555	-8.23%
01 30 00 5300	TRAVEL & TRAINING	12,237	25,374	9,479	14,217	3,478	-75.54%
01 30 00 5301	PLANNING COMMISSION TRAVEL	2,209	1,579	245	2,500	500	-80.00%
01 30 00 5500	REIMBURSABLE EXPENSES	3,985	2,969	4,358	3,920	3,600	-8.16%
01 30 00 6010	SUPPLIES	9,294	10,364	14,178	8,560	8,560	0.00%
01 30 00 6011	BOOKS AND SOFTWARE	135	0	372	0	0	0.00%
01 30 00 6020	DUES & PUBLICATIONS	3,887	1,007	1,460	1,913	1,129	-40.98%
01 30 00 6030	PUBLISHING EXPENSE	5,928	9,943	7,186	5,000	5,000	0.00%
01 30 00 6060	RENTALS	3,133	4,100	3,278	600	1,200	100.00%
01 30 00 6070	POSTAGE EXPENSE	2,828	3,980	4,087	4,000	4,000	0.00%
01 30 00 6080	PROFESSIONAL SERVICES	44,361	136,107	53,035	27,000	0	-100.00%
01 30 00 6090	CONTRACTUAL SERVICES	48,023	8,184	8,685	15,000	20,000	33.33%
01 30 00 6330	TELEPHONE	6,920	8,654	7,842	8,000	3,500	-56.25%
01 30 00 6331	TELEPHONE LONG DISTANCE	0	0	0	0	2,000	
01 30 00 6430	BUILDING MAINTENANCE	0	0	3,197	0	0	0.00%
01 30 00 6450	EQUIPMENT MAINTENANCE	465	2,708	8,790	4,562	4,000	-12.32%
01 30 00 6510	COMPUTER LEASE/PURCHASE	1,974	1,896	790	0	0	0.00%
01 30 00 6530	EQUIPMENT PURCHASE	19,481	10,528	18,297	0	0	0.00%
Total Expenditures		546,480	599,467	505,301	568,054	487,759	-14.14%

**Ketchikan Gateway Borough
Planning Department**



DEPARTMENT: Economic Development DIVISION: General Government

ADMINISTRATIVE COMMENT

Economic development activities are broken out into two distinct activities. The first is the operation of the Child Care Grants Program. The second activity is intended to promote economic development and enhancement of the Borough. This latter activity provides funding for such diverse functions as support of the Ketchikan Visitors Bureau and the Ketchikan Area Arts and Humanities.

The economic development activities funded by the Borough were carefully reviewed by the Assembly and new funding priorities were established. While economic development continues as an important activity, there is an identified need to insure the broadest and most concrete "bang for the buck". There will be an effort initiated to monitor and evaluate the benefit for currently approved expenditures as well as to identify economic issues or opportunities that merit new or enhanced funding.

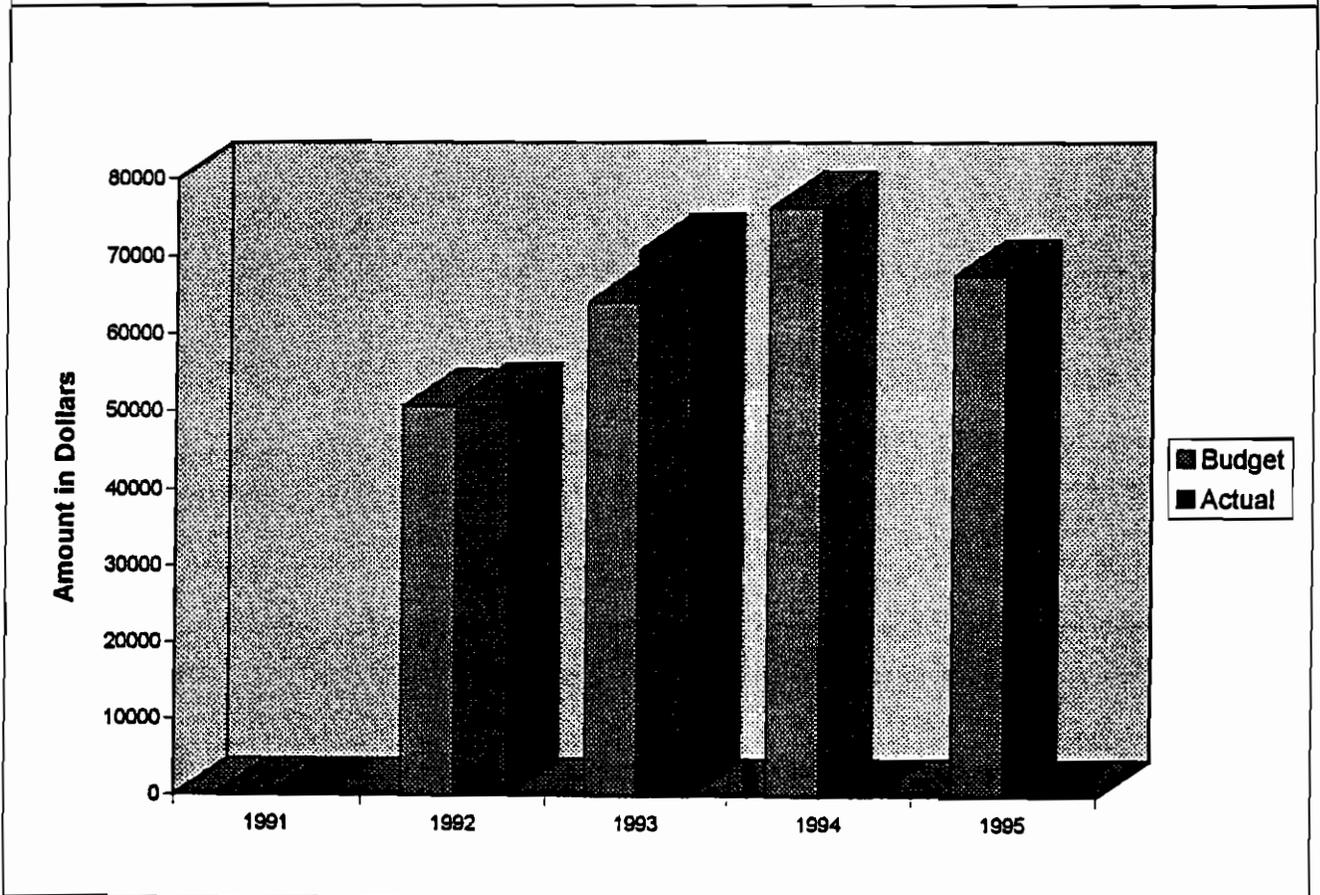
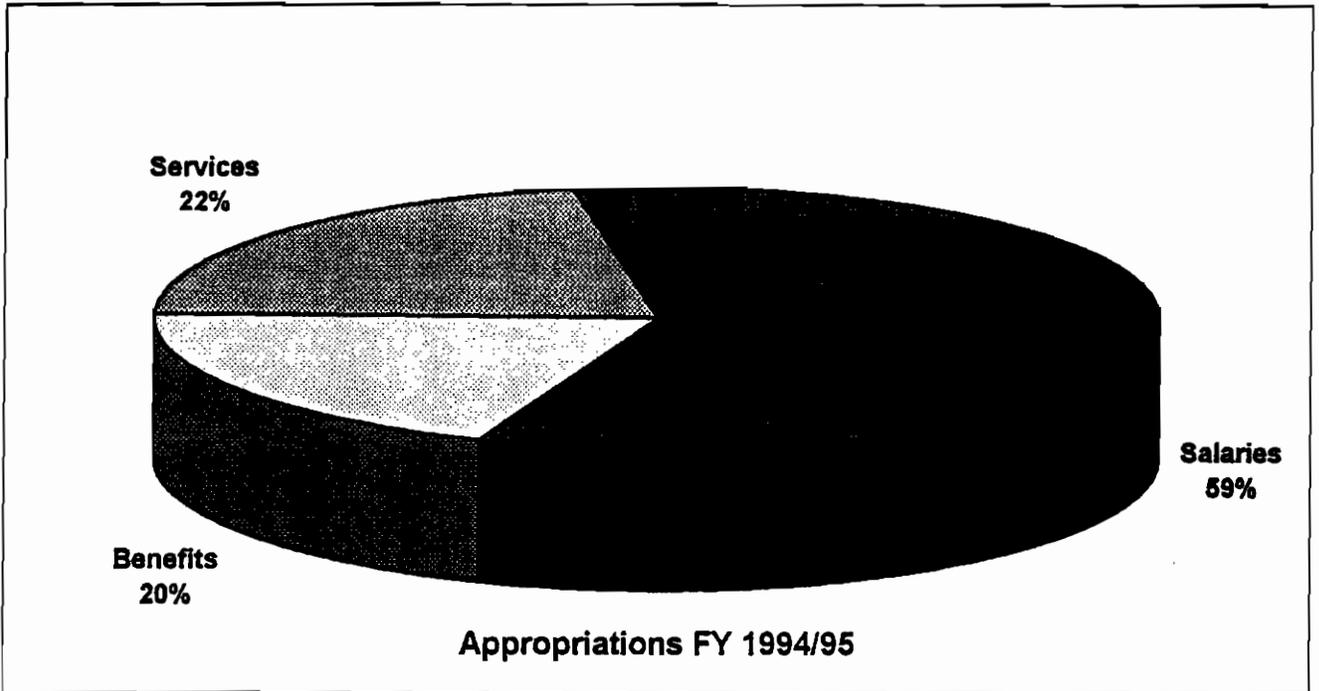
Child care administrative funds were reduced by nearly twelve percent, from \$76,250 to \$67,510. These funds provide for the administrative support of the state funded child care grant program. This program provides for a day care subsidy program which directly assists approximately sixty qualified families. Annual state funding amounts to over \$450,000.

Ketchikan Gateway Borough
FY 1994/95 BUDGET – APPROPRIATIONS

GENERAL FUND – ECONOMIC DEVELOPMENT/CHILD CARE GRANTS

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1994 BUDGET
01 35 01 5100	EMPLOYEE PAY	0	28,336	33,672	42,531	37,220	-12.49%
01 35 01 5110	OVERTIME PAY	0	0	1,390	2,016	550	-72.72%
01 35 01 5120	TEMPORARY PAY	0	930	1,173	1,850	1,800	-2.70%
01 35 01 5200	TAXES/BENEFITS	0	13,038	12,895	15,830	13,327	-15.81%
01 35 01 5300	TRAVEL & TRAINING	0	704	2,166	1,618	1,335	-17.49%
01 35 01 6010	SUPPLIES	0	1,304	849	2,070	2,088	0.87%
01 35 01 6015	COMPUTER SOFTWARE	0	0	37	0	0	0.00%
01 35 01 6020	DUES & PUBLICATIONS	0	44	351	0	0	0.00%
01 35 01 6060	RENTALS	0	4,712	4,649	7,128	6,455	-9.44%
01 35 01 6070	POSTAGE EXPENSE	0	198	518	500	500	0.00%
01 35 01 6090	CONTRACTUAL SERVICES	0	0	252	504	480	-4.76%
01 35 01 6310	ELECTRICITY	0	0	199	490	0	-100.00%
01 35 01 6320	WATER	0	0	57	130	0	-100.00%
01 35 01 6330	TELEPHONE	0	1,303	1,379	1,353	1,305	-3.55%
01 35 01 6331	LONG DISTANCE TELEPHONE	0	0	0	0	300	0.00%
01 35 01 6340	SEWER	0	0	64	130	0	-100.00%
01 35 01 6450	EQUIPMENT MAINTENANCE	0	275	460	100	850	750.00%
01 35 01 6530	EQUIPMENT PURCHASE	0	683	10,665	0	1,300	0.00%
Total Expenditures		0	51,527	70,776	76,250	67,510	-11.46%

Ketchikan Gateway Borough Child Care Assistance

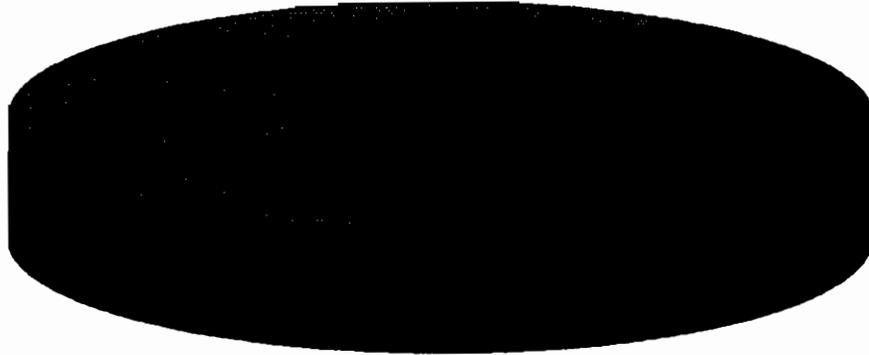


Ketchikan Gateway Borough
FY 1994/95 BUDGET – APPROPRIATIONS
GENERAL FUND – ECONOMIC DEVELOPMENT

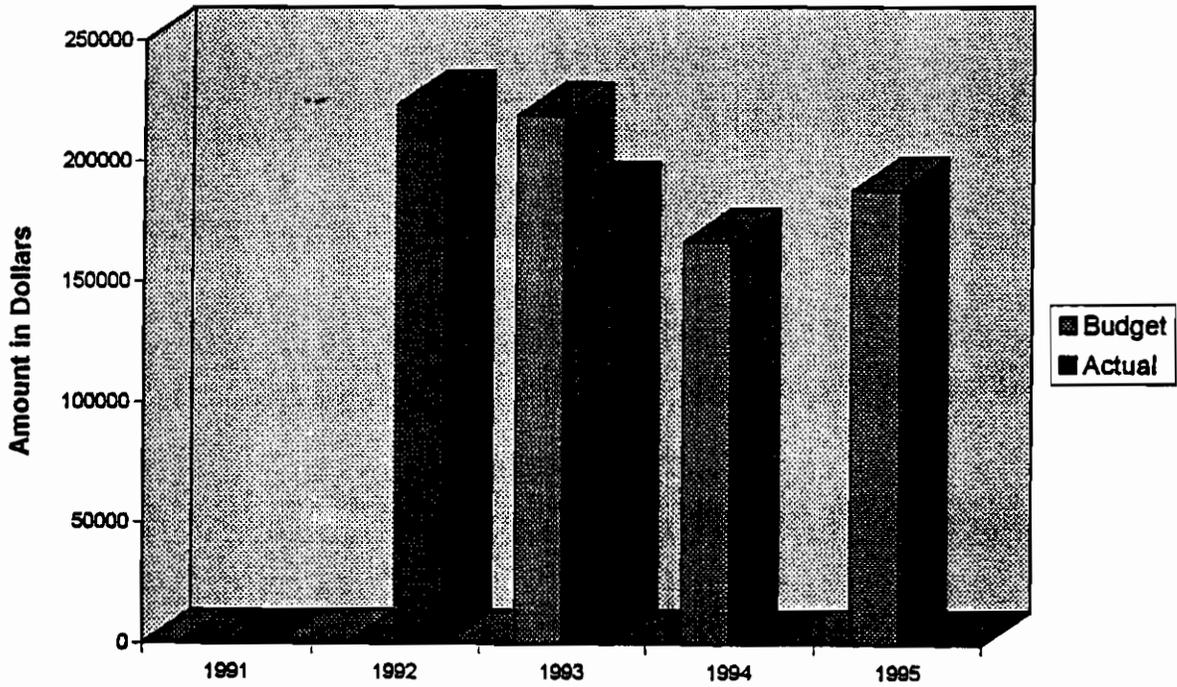
Account No	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 REQUEST	% Change 1994 Budget
<u>UNIVERSITY OF ALASKA SOUTHEAST, KETCHIKAN</u>							
0135 10 6090	CONTRACTUAL SERVICES	0	50,000	51,500	41,200	55,000	0.00%
<u>SOUTHEAST SYMPHONY</u>							
0135 11 6090	CONTRACTUAL SERVICES	0	0	3,500	0	0	0.00%
<u>KETCHIKAN AREA ARTS & HUMANITIES</u>							
0135 12 6090	CONTRACTUAL SERVICES	0	39,000	20,250	16,200	16,200	0.00%
<u>KETCHIKAN VISITORS BUREAU</u>							
0135 13 6090	CONTRACTUAL SERVICES	0	55,000	55,000	69,200	85,000	22.83%
<u>OVERALL ECONOMIC DEVELOPMENT PLAN</u>							
0135 14 6090	CONTRACTUAL SERVICES	0	50,780	24,348	40,000	20,000	-50.00%
<u>COMMUNITY PROMOTION</u>							
0135 15 6090	CONTRACTUAL SERVICES	0	1,070	0	0	0	0.00%
<u>SOUTHEAST MARKETING</u>							
0135 16 6090	CONTRACTUAL SERVICES	0	27,500	31,500	0	0	0.00%
<u>WHITMAN LAKE DAM</u>							
0135 17 6090	CONTRACTUAL SERVICES	0	0	0	0	11,814	0.00%
<u>CARLANA LAKE DAM</u>							
0135 18 6090	CONTRACTUAL SERVICES	0	0	0	0	0	0.00%
Total Economic Development		0	223,350	186,098	166,600	188,014	12.85%

Ketchikan Gateway Borough Economic Development

Grants
100%



Appropriations FY 1994/95



DEPARTMENT: Non-Departmental

DIVISION: General Government

ADMINISTRATIVE COMMENT

This budget activity covers excess liability insurance, supplies, contractual services and equipment purchases having benefits that overlap into several departments.

Ketchikan Gateway Borough							
FY94/95 BUDGET – APPROPRIATIONS							
GENERAL FUND – NON DEPARTMENTAL / BENEFITS							
Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1994 BUDGET
01 36 00 6205	INSURANCE – EXCESS LIABILITY	90,086	100,040	79,394	100,000	100,000	0.00%
01 36 00 6210	INSURANCE – HEALTH	343,757	409,990	447,249	452,421	377,765	-16.50%
01 36 00 6211	INSURANCE – HEALTH ALLOCATION	(343,757)	(409,404)	(447,249)	(452,421)	(377,765)	-16.50%
01 36 00 6220	INSURANCE – WORKERS' COMP	51,690	36,729	82,673	65,750	72,347	10.03%
01 36 00 6221	INSURANCE – W. C. ALLOCATION	(51,690)	(72,614)	(82,673)	(65,750)	(72,347)	10.03%
01 36 00 6230	INSURANCE – ESD (unemployment)	8,906	14,881	40,857	43,796	28,324	-35.33%
01 36 00 6231	INSURANCE – ESD ALLOCATION	(6,906)	(14,881)	(40,857)	(43,796)	(28,324)	-35.33%
01 36 00 6240	RETIREMENT	236,308	328,287	241,238	335,768	325,009	-3.20%
01 36 00 6241	RETIREMENT ALLOCATION	(236,308)	(328,287)	(241,238)	(335,768)	(325,009)	-3.20%
01 36 00 6250	SOCIAL SECURITY (FICA)	190,811	233,696	247,028	212,073	218,442	3.00%
01 36 00 6251	SOCIAL SECURITY ALLOCATION	(190,811)	(233,696)	(247,028)	(212,073)	(218,442)	3.00%
Total Expenditures		90,086	64,741	79,394	100,000	100,000	0.00%

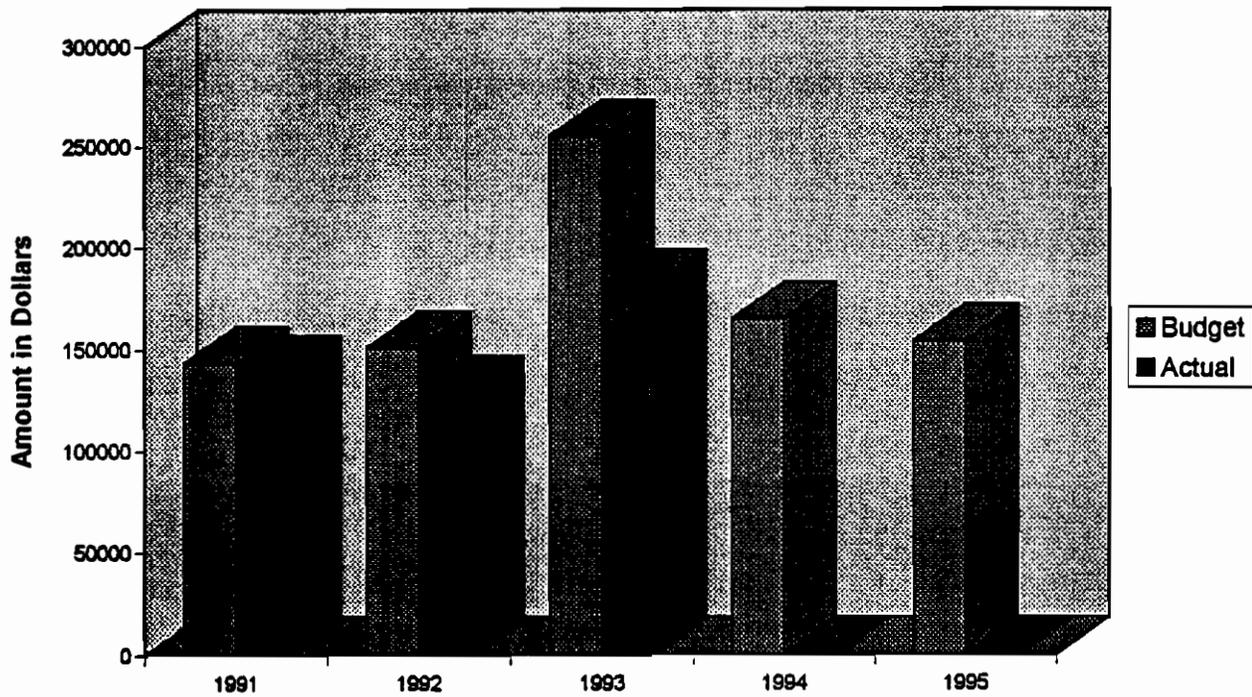
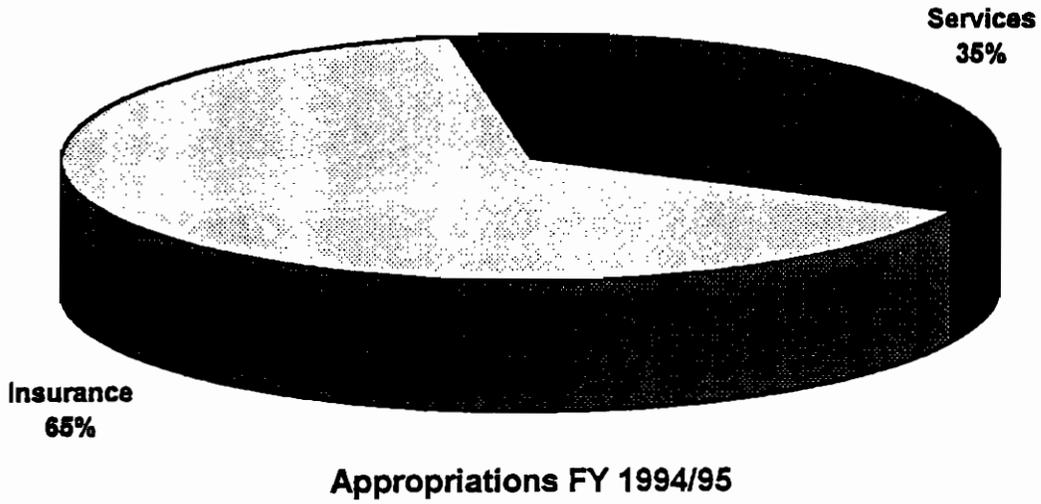
Ketchikan Gateway Borough

FY 1994/95 BUDGET – APPROPRIATIONS

GENERAL FUND – NON DEPARTMENTAL/REID BUILDING

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1994 BUDGET
01 37 00 5300	TRAVEL & TRAINING	0	0	0	0	4,000	0.00%
01 37 00 6010	SUPPLIES	7,051	3,478	4,956	28,645	9,919	-65.37%
01 37 00 6060	RENTALS	0	3,768	35,158	0	0	0.00%
01 37 00 6090	CONTRACTUAL SERVICES	27,967	8,526	4,479	14,400	14,080	-2.36%
01 37 00 6310	ELECTRICITY	7,954	8,498	9,354	8,000	9,000	12.50%
01 37 00 6320	WATER	196	213	776	300	300	0.00%
01 37 00 6330	TELEPHONE	1,639	904	776	0	350	0.00%
01 37 00 6340	SEWER	448	569	1,208	800	850	6.25%
01 37 00 6350	LANDFILL	794	1,118	1,294	1,250	1,320	5.60%
01 37 00 6430	BUILDING MAINTENANCE	1,049	15,666	20,217	0	0	0.00%
01 37 00 6431	HEATING FUEL	1,728	1,630	2,043	2,750	2,750	0.00%
01 37 00 6510	COMPUTER LEASE/PURCHASE	0	18,720	7,800	0	0	0.00%
01 37 00 6530	EQUIPMENT PURCHASE	0	869	13,065	8,375	11,090	32.42%
Total Expenditures		48,826	63,959	101,126	64,520	53,639	-16.86%

Ketchikan Gateway Borough Non Departmental



DEPARTMENT: **Interfund Transfer**

DIVISION: **General Government**

ADMINISTRATIVE COMMENT

This budget activity includes transfers from the general fund to specific funds, from service areas to the general fund for administrative services, and transfers from the land trust to the general fund. Fund transfers represent subsidies or the transfers of revenues from one fund to cover the operating expenses of another fund. Fund transfers from the general fund for fiscal year 1994/95 will be \$450,000, \$150,000 is designated for the Transit enterprise fund to assist with operations, and \$300,000 is designated for repayment of bond debt. Transfers to accounts are treated as application of funds.

Ketchikan Gateway Borough

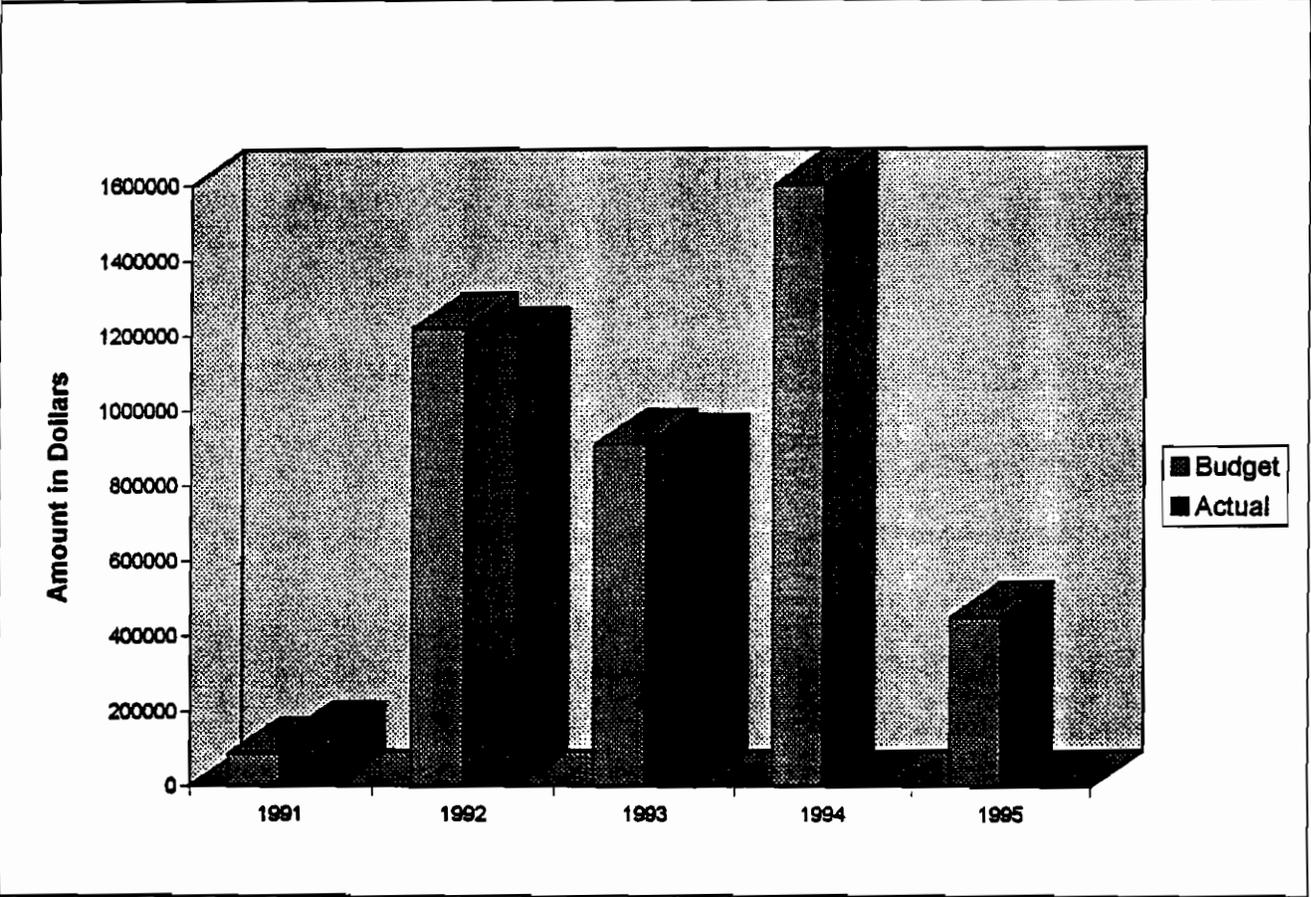
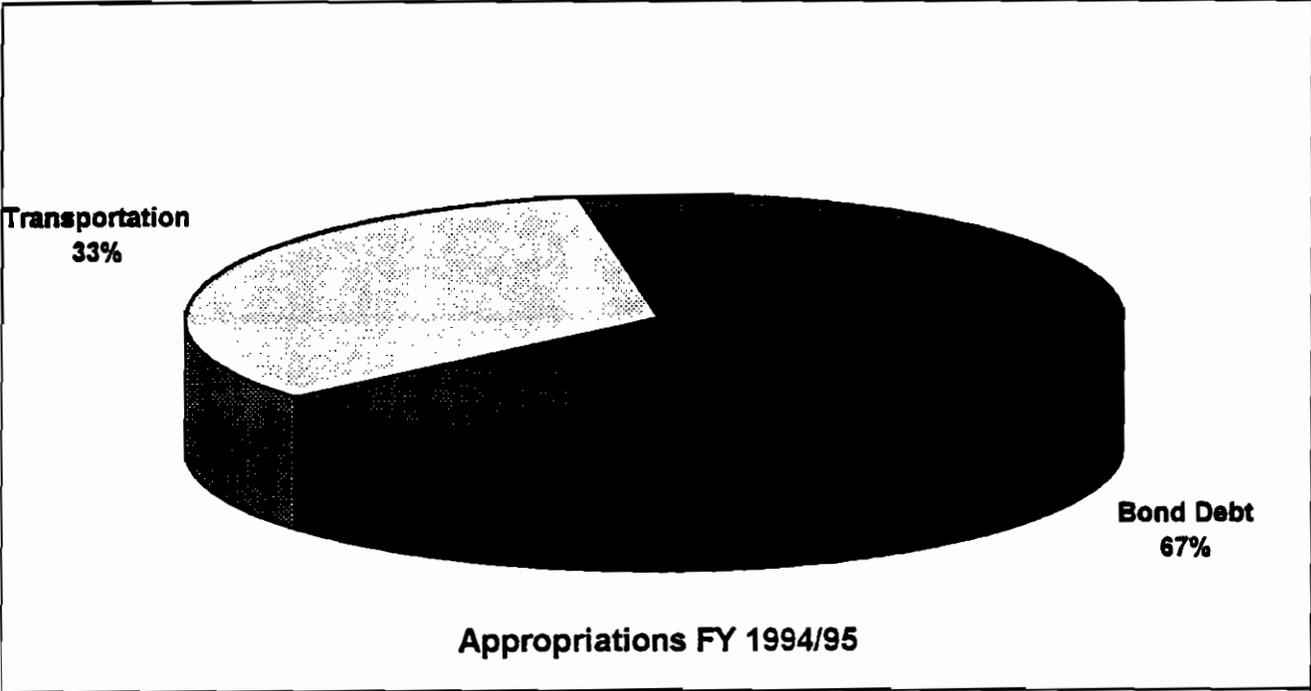
FY 1994/95 BUDGET – APPROPRIATIONS

GENERAL FUND – INTERFUND TRANSFERS

Account No	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET
01 38 00 6060	RENTALS	67,000	69,000	0	0	0
01 38 00 6601	AIRPORT INTERFUND TRANSFER	62,923	716,643	143,304	68,750	0
01 38 00 6602	TRANSIT INTERFUND TRANSIT	0	75,000	95,000	150,000	150,000
01 38 00 6603	RECREATION INTERFUND TRANS	0	320,000	485,000	0	0
01 38 00 6604	RECREATION CAPITAL PROJECTS	0	0	0	763,485	0
01 38 00 6605	BOND DEBT	0	0	0	617,469	300,000
01 38 00 6950	UNUSUAL SALES TAX REFUND	0	0	173,241	0	0
Total Expenditure		129,923	1,180,643	896,545	1,599,704	450,000

Ketchikan Gateway Borough

Interfund Transfers



DEPARTMENT: Automation

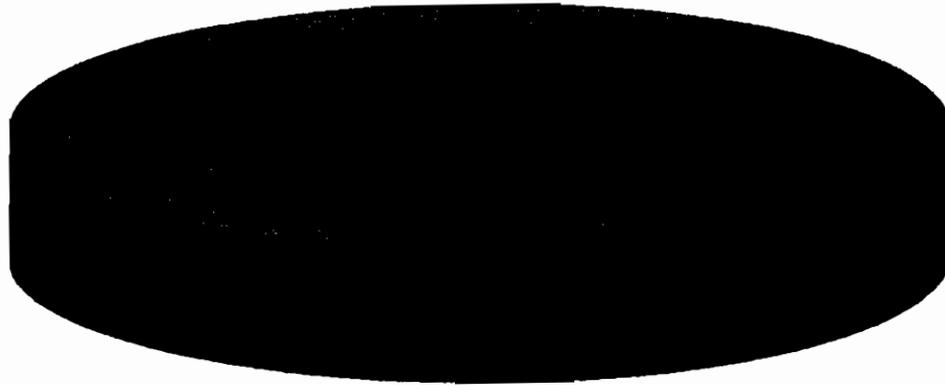
DIVISION: General Government

The thrust of funding from this source this year is to replace hardware components, memory upgrade and an allowance for replacement of two computers and six monitors. Training remains a priority and the fund has an allowance of \$12,700 for software and documentation. The major reconfiguration of the system last year is essentially complete.

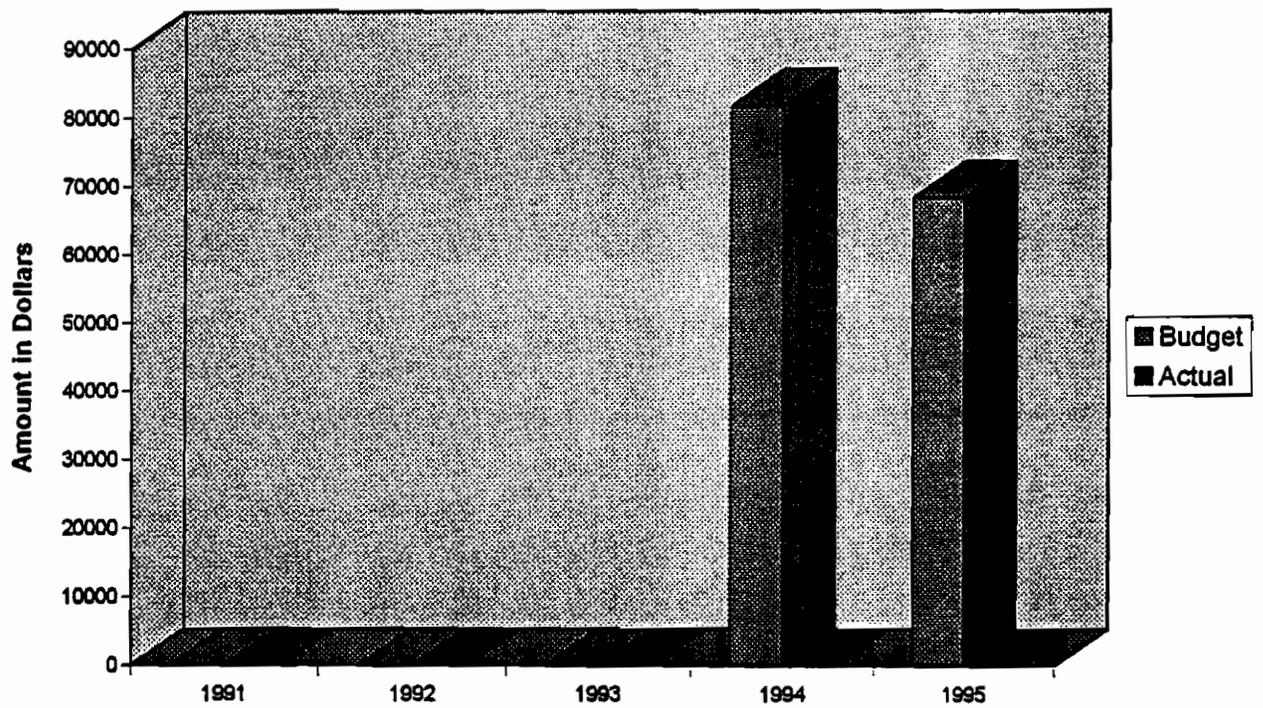
Ketchikan Gateway Borough							
FY 1994/95 BUDGET – APPROPRIATIONS							
GENERAL FUND – AUTOMATION							
Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	FY 94/95 1994 BUDGET
01 39 00 5300	TRAVEL AND TRAINING	0	0	0	7,000	6,800	-2.86%
01 39 00 8015	BOOKS AND SOFTWARE	0	0	0	37,400	12,700	-66.04%
01 39 00 8450	EQUIP MAINTENANCE—HARDWARE	0	0	0	18,200	7,500	-58.79%
01 39 00 8451	EQUIP MAINTENANCE—SOFTWARE	0	0	0	0	10,950	0.00%
01 39 00 8530	EQUIPMENT PURCHASE	0	0	0	19,150	30,300	58.22%
Total Expenditures		0	0	0	81,750	68,250	-16.51%

Ketchikan Gateway Borough Automation

Services
100%



Appropriations FY 1994/95



DEPARTMENT: Education

DIVISION: General Government

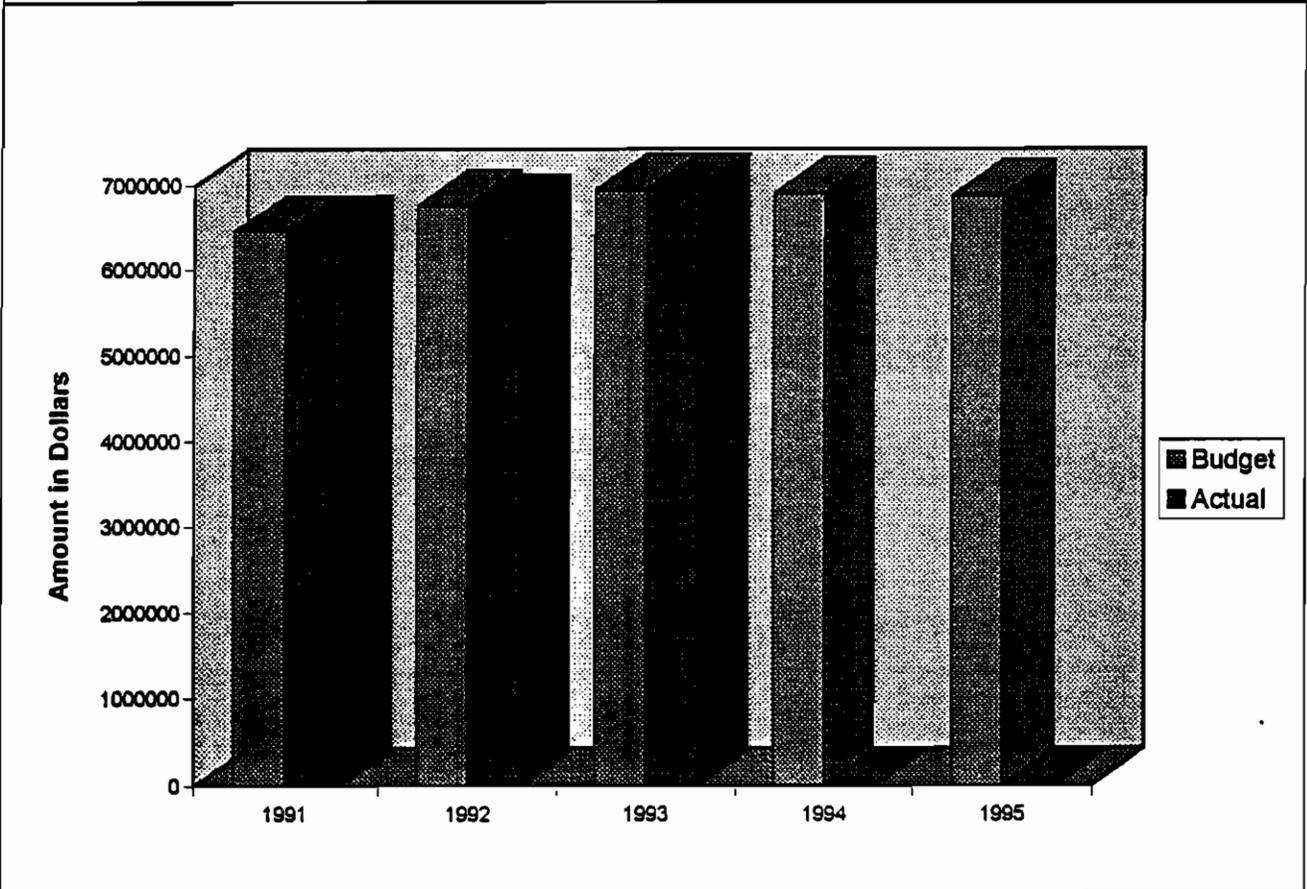
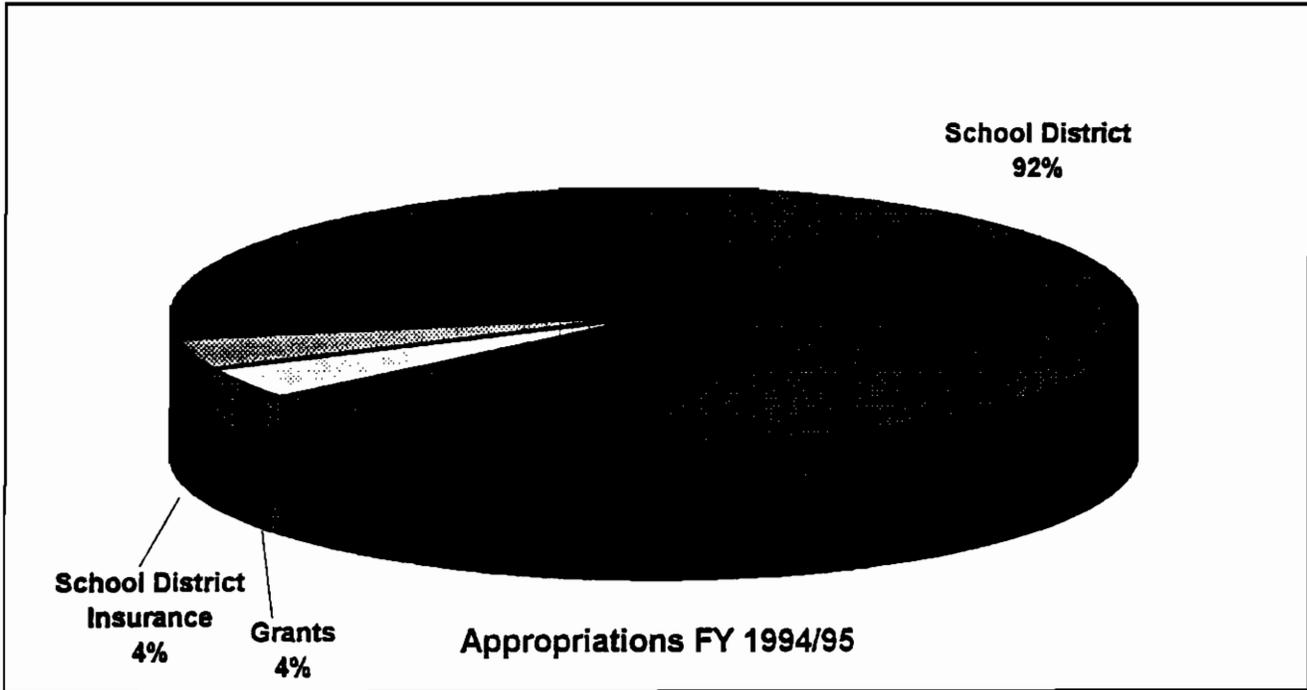
ADMINISTRATIVE COMMENT

In addition to the operational budget for the Borough School District, the Borough funds additional educational activities. The School District budget is in excess of six million dollars and is a separate budget. The Assembly only has the authority to establish the total available funding for the School District and has no discretion over budget line item. Additional funding for community based programs was reduced from previous years. This year's funding was reduced from \$277,488 to 245,195.

Ketchikan Gateway Borough
FY 1994/95 BUDGET – APPROPRIATIONS
GENERAL FUND – EDUCATION

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 REQUEST	% Change 1994 Budget
<u>SCHOOL DISTRICT</u>							
01 51 00 6100	INSURANCE	243,513	264,494	280,000	280,000	280,000	0.00%
01 51 00 6600	SCHOOL DISTRICT TRANSFERS	5,939,948	6,093,861	6,347,993	6,347,993	6,347,993	0.00%
01 51 00 6625	TIMBER STUMPAGE	0	0	0	0	0	
Total Expenditures		6,183,461	6,358,355	6,627,993	6,627,993	6,627,993	0.00%
<u>COMMUNITY COLLEGE</u>							
01 52 00 6090	CONTRACTUAL SERVICES	153,851	105,054	105,485	84,388	105,495	25.01%
<u>SOUTHEAST SYMPHONY</u>							
01 55 00 6090	CONTRACTUAL SERVICES	3,500	0	0	0	0	0.00%
<u>KETCHIKAN HEAD START</u>							
01 53 00 6090	CONTRACTUAL SERVICES	6,000	6,000	6,500	10,000	10,000	0.00%
<u>KANAYAMA EXCHANGE</u>							
01 54 00 6090	CONTRACTUAL SERVICES	0	0	20,500	17,500	18,500	5.71%
<u>KETCHIKAN YOUTH SERVICES</u>							
01 56 00 6090	CONTRACTUAL SERVICES	70,000	95,000	95,000	95,000	95,000	0.00%
<u>KETCHIKAN ARTS & HUMANITIES</u>							
01 57 00 6090	CONTRACTUAL SERVICES	7,000	25,000	20,250	16,200	16,200	0.00%
<u>ALASKANS FOR DRUG FREE YOUTH</u>							
01 58 00 6090	CONTRACTUAL SERVICES	40,000	69,000	68,000	54,400	0	-100.00%
<u>FACILITIES STUDY</u>							
01 59 00 6090	CONTRACTUAL SERVICES	0	44,000	0	0	0	0.00%
Total Expenditures		280,351	344,054	315,735	277,488	245,195	-11.64%

Ketchikan Gateway Borough Education



ENTERPRISE FUNDS

DEPARTMENT: Transportation Services DIVISION: Enterprise Fund

ADMINISTRATIVE COMMENTS

Transportation Services is a combination of enterprise funds that encompasses the airport operations, the ferry operation and the public transit system. With the exception of the transit fund, the intent is to have these funds self-sustaining and self-supporting. In terms of cash flow this intent is possible to attain. In terms of cash flow both the airport and ferry are positive. The field operations reduced costs over last year as did the airport terminal (-38.40%).

In addition the ferry fund was reduced by over twenty-four percent this next year and so was administration by nearly eight percent.

The department is acquiring two new buses which will provide more dependable service, reduce maintenance cost, and allow us to extend service to the Carlanna Lake area.

MISSION STATEMENT

The mission of the Department of Transportation Services is to provide safe and efficient transportation facilities for use by the general public. These facilities include Murphy's Seaplane Pullout, the Transit Bus System, the Airport Ferry System and the Airport Field and Terminal Buildings. This shall be accomplished in compliance with all pertinent rules, regulations and safe operating practices.

GOALS/OBJECTIVES

GOAL: PROVIDE FOR SAFE AIR TRANSPORTATION FACILITIES OPERATED IN ACCORDANCE WITH FEDERAL, STATE AND LOCAL REGULATIONS.

Objective: Review and update the Airport's Certification Manual, Security Manual and Airport Emergency Plan by the end of October, 1994.

Objective: Update Mutual Aid Agency's Letters of Agreement by the end of September, 1994.

Objective: Review training programs and update where necessary.

Objective: Prepare and finalize all standard operating procedures for the Airport, Ferry, Transit, Police Operations by the end of the third quarter of the fiscal year.

GOAL: PROVIDE A SAFE AND RELIABLE FERRY ACCESS SYSTEM TO THE AIRPORT.

Objective: Construct a new covered walkway system at the airport by the end or November. (State Project).

Objective: Establish a reserve fund for the purpose of purchasing another larger, upgraded ferry.

GOAL: PROVIDE FOR IMPROVEMENTS TO THE TRANSPORTATION SYSTEM THAT ENHANCE CONVENIENCE AND BASIC SERVICES TO THE GENERAL PUBLIC.

Objective: Develop attitude among transportation service employees that they are a service oriented group.

Objective: Initiate aggressive marketing of transit system.

GOAL: PROVIDE FOR A SAFE AND RELIABLE LOCAL TRANSIT SYSTEM.

Objective: Acquire two to three new ADA equipped buses by summer of 1995.

Objective: Expand the bus route to include upper Carlanna area by end of fiscal year resulting in a 10% increased service to the City of Ketchikan.

Objective: Determine the feasibility of expanding service south to Mountain Point and north to North Point Higgins.

Objective: Reevaluate paratransit service to determine appropriate operator.

GOALS/OBJECTIVES

GOAL: CONTINUE IMPROVEMENT TO FACILITIES AND SAFE OPERATION OF MURPHY'S SEAPLANE FACILITY.

Objective: Facilltate State's preparation of Environmental Assessment for the second seaplane dock facility.

Objective: Joint with the State to develop the scope of work for Phase II.

GOAL: CONTINUE DEVELOPMENT OF TRANSPORTATION REVENUE ENHANCEMENT ACTIVITIES AND GRANT FUNDS FOR CAPITAL PROJECTS.

Objective: Recoup portion of training costs by initiating second party fee structure.

Objective: Complete fair market value assessment of airport property to determine fair market value of land leases by the end of second quarter of the fiscal year.

Objective: Begin assessment of ferry parking lot on Ketchikan side as a revenue center.

Objective: Release RFP for establishing a fuel tank.

Objective: Release RFP for use of cooler facilities as a commercial activity.

GOAL: ENSURE TRANSPORTATION PERSONNEL RECEIVE APPROPRIATE TRAINING TO PROMOTE BEST POSSIBLE SERVICE TO THE GENERAL PUBLIC.

Objective: Explore the possibility of recouping training costs by offering our courses for a fee to outside agencies.

Objective: Develop in-house instructor for emergency medical training.

Objective: Create an environment that is conducive to excellence in service, management and personnel development.

PROGRESS

- ◆ FAA Certification Inspection indicated compliance with major safety issues. FAA Security Inspection noted no deficiencies. Under-ground storage tank fuel inventory system implemented.
- ◆ Terminal window replacement project is underway. RFP for two new buses is being advertised and bids should be in June 24, 1994. Terminal elevator ADA upgrade information has been received.
- ◆ All proposed training has been or will be accomplished before the beginning of fiscal year 1994/95.
- ◆ Timing runs and fixed route schedule for Carlanna area bus route expansion completed. Bob Ellis currently undergoing extensive repairs in dry dock. Purchase of portable air compressor and portable radios in progress. Murphy's Seaplane Facility electrical upgrade completed.
- ◆ Acquired computer hardware and software capable of handling a maintenance program and are in the process of implementing a scheduled maintenance program.
- ◆ Bus routes updated and new bus radios installed.
- ◆ On going effort to comply with regulations for local, State and Federal agencies was maintained.
- ◆ Increased meetings with personnel and other agencies.

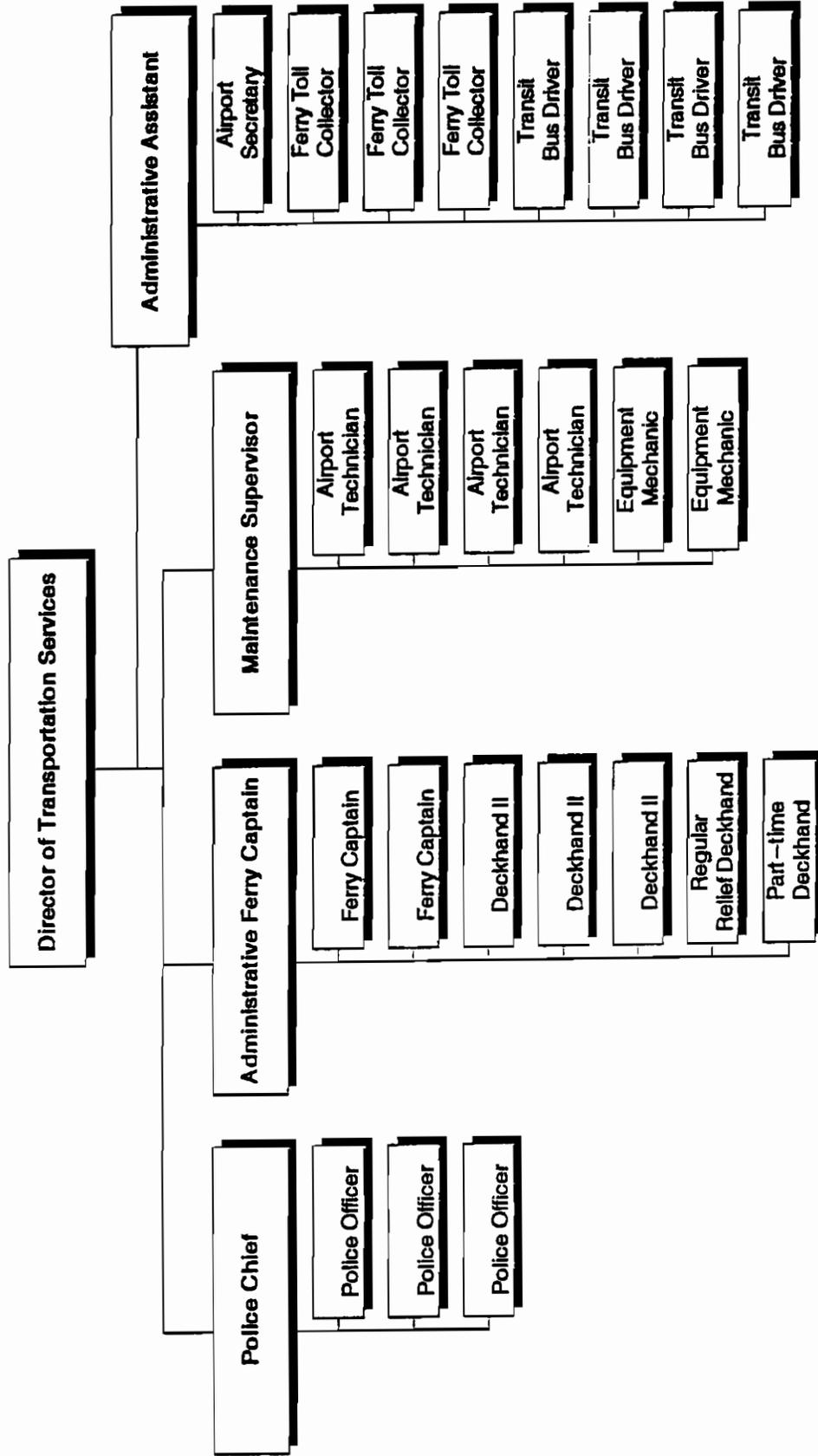
FULL TIME EMPLOYEES

<u>89/90</u>	<u>90/91</u>	<u>91/92</u>	<u>92/93</u>	<u>93/94</u>	<u>94/95</u>
22.00	22.00	23.00	23.00	29.00	27.00

KETCHIKAN GATEWAY BOROUGH

DEPARTMENT OF TRANSPORTATION SERVICES

Fiscal Year 1994/95



KETCHIKAN GATEWAY BOROUGH

FY 1994/95 BUDGET – SUMMARY OF REVENUES AND APPROPRIATIONS

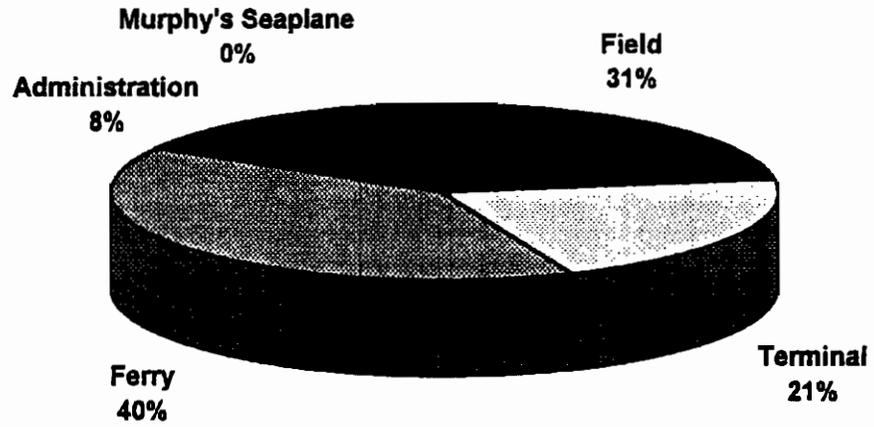
40 – TRANSPORTATION SERVICES – AIRPORT

ACCOUNT	DESCRIPTION	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET
	FUNDS AVAILABLE JULY 1	721,658	1,111,733	2,078,994	2,329,549	1,880,177
	REVENUES					
40-00	Revenue From Other Govts	472,247	1,116,960	300,164	383,750	97,000
40-00	Non-Operating	10,779	16,393	14,781	0	0
40-60	Field	720,687	889,341	756,857	750,850	747,825
40-61	Terminal	383,929	381,671	465,445	572,236	588,750
40-62	Ferry	811,824	888,508	845,030	848,500	856,000
40-64	Murphy's Seaplane	18,268	0	4,875	7,175	7,175
	TOTAL REVENUE	2,417,734	3,292,873	2,387,152	2,562,511	2,296,750
	LESS APPROPRIATIONS					
40-60	Field	672,478	628,264	521,100	631,774	628,882
40-61	Terminal	432,263	523,259	450,942	699,633	430,996
40-62	Ferry	773,357	991,358	801,552	1,067,947	809,390
40-63	Administration	0	0	142,734	183,560	169,751
40-64	Murphy's Seaplane	4,741	13,274	7,727	41,134	2,400
	TOTAL APPROPRIATIONS	1,882,839	2,156,155	1,924,055	2,624,048	2,041,419
	DEPRECIATION/OTHER					
40-00	Amortization of Contributed Capital	(110,412)	(114,551)	(114,551)	(114,551)	(114,551)
40-69	Depreciation	255,232	284,008	327,093	315,000	330,000
	TOTAL DEP/OTHER	144,820	169,457	212,542	200,449	215,449
	FUNDS AVAILABLE JUNE 30	1,111,733	2,078,994	2,329,549	2,067,563	1,920,059

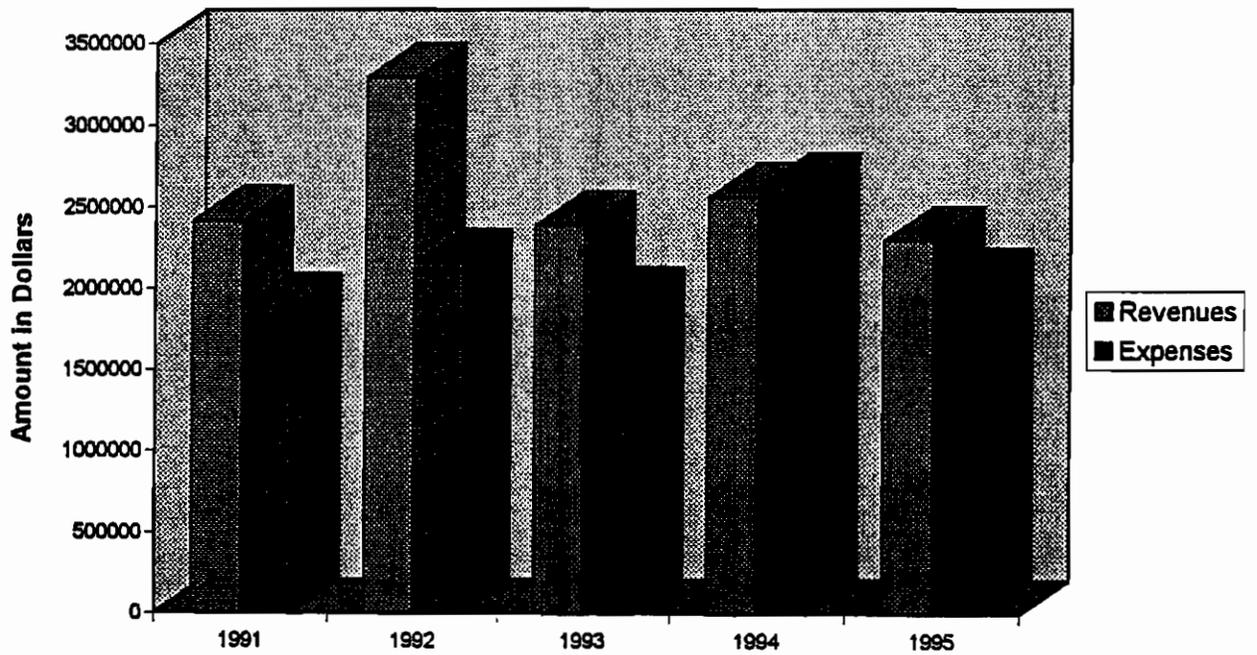
KETCHIKAN GATEWAY BOROUGH
FY 1994/95 BUDGET – SUMMARY OF REVENUES
40 – TRANSPORTATION SERVICES – AIRPORT

ACCOUNT	DESCRIPTION	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET
REVENUE FROM OTHER GOVTS						
4220	State Rev Sharing	63,127	65,240	0	0	0
4240	Revenue From State	200,000	200,000	125,000	283,500	75,000
4260	State Fuel Tax Refund	11,764	28,964	31,860	31,500	22,000
4265	UMTA Grant–Ferry	0	37,113	0	0	0
4450	Trans from Gen Fund	197,356	785,643	143,304	68,750	0
	Total Revenue From Other Govts	472,247	1,116,960	300,164	383,750	97,000
NON-OPERATING REVENUE						
4305	Interest Income	10,779	16,393	14,781	0	0
	Total Non Operating Revenue	10,779	16,393	14,781	0	0
FIELD REVENUE						
4510	Fuel Flowage	38,555	40,516	33,882	36,500	38,000
4520	Rental Income	14,882	25,194	27,745	28,000	28,800
4530	Landing Fees	661,366	785,949	663,383	663,000	650,000
4540	Tie Down Charges	3,627	1,442	5,009	1,750	3,400
4550	Dock Fees	380	349	582	550	450
4555	Seaplane Dock Fees	0	16,799	22,906	17,500	22,500
4560	Call Out Fees	0	0	0	0	0
4570	Permit Fees	200	381	257	225	75
4580	Aircraft Parking Fees	1,557	3,589	2,943	3,200	4,400
4590	Misc. Field Revenue	120	15,122	150	125	200
	Total Field Revenue	720,687	889,341	756,857	750,850	747,825
TERMINAL REVENUE						
4610	Vehicle Parking	13,802	22,241	11,155	17,500	18,000
4620	Building Rentals	303,421	287,194	347,294	440,361	443,200
4630	Security Svc Charges	29,256	31,781	68,666	74,400	80,850
4640	Enplanement Fees	37,316	0	0	0	0
4660	Bldg Permits	0	0	410	75	25
4670	Facility Use Fees	0	40,415	21,732	21,250	24,000
4680	Jetway Use Fees	0	0	16,020	18,500	22,500
4690	Misc Terminal Rev	134	40	168	150	175
	Total Terminal Revenue	383,929	381,671	465,445	572,236	588,750
FERRY REVENUE						
4710	Ferry Fares	805,324	876,508	840,005	842,500	850,000
4720	Rental Income	6,500	12,000	5,000	0	0
4730	Call Out Fees	0	0	0	0	0
4999	Transportation – Ferry	0	0	25	6,000	6,000
	Total Ferry Revenue	811,824	888,508	845,030	848,500	856,000
SEAPLANE REVENUE						
4810	Fees – Murphy's	3,575	0	4,875	7,175	7,175
4820	Fees – Seaplane Dock	15,053	0	0	0	0
	Total Seaplane Revenue	18,628	0	4,875	7,175	7,175
GRAND TOTAL REVENUE		2,418,094	3,292,873	2,387,152	2,562,511	2,296,750

Ketchikan Gateway Borough Transportation Services - Airport



Appropriations FY 1994/95



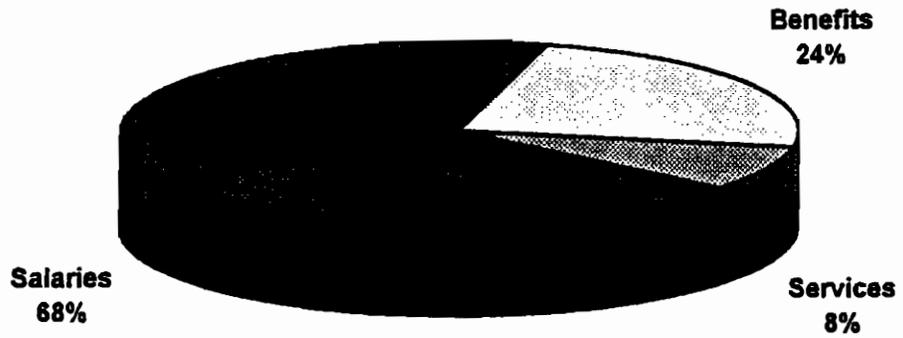
Ketchikan Gateway Borough

FY 1994/95 BUDGET – APPROPRIATIONS

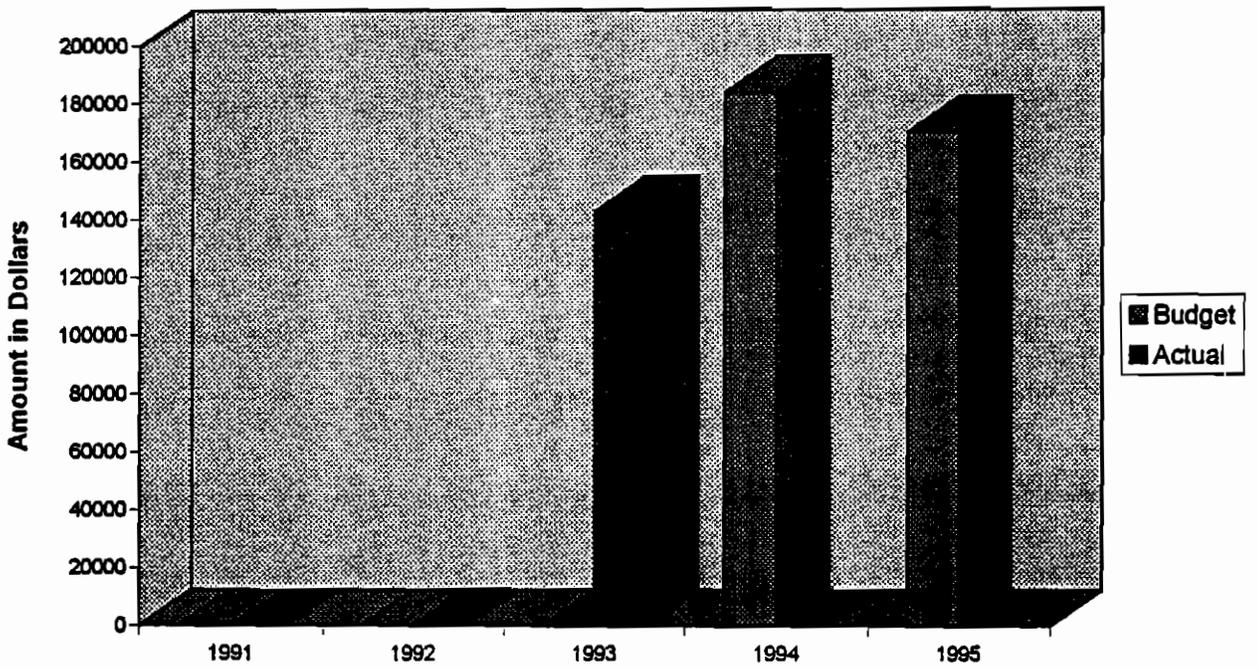
40 – TRANSPORTATION SERVICES – AIRPORT ADMINISTRATION

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1993 BUDGET
40 63 00 5100	EMPLOYEE PAY	0	0	85,985	118,643	113,539	-4.30%
40 63 00 5110	OVERTIME PAY	0	0	974	1,205	1,870	55.19%
40 63 00 5200	TAXES/BENEFITS	0	0	71,586	42,957	40,832	-4.95%
40 63 00 5300	TRAVEL & TRAINING	0	0	0	3,625	1,000	-72.41%
40 63 00 5500	REIMBURSABLE EXPENSES	0	0	338	1,130	965	-14.60%
40 63 00 6010	SUPPLIES	0	0	0	1,740	2,755	58.33%
40 63 00 6020	DUES AND PUBLICATIONS	0	0	112	500	0	-100.00%
40 63 00 6015	COMPUTER SOFTWARE	0	0	0	0	125	0.00%
40 63 00 6070	POSTAGE	0	0	0	1,300	850	-34.62%
40 63 00 6090	CONTRACTUAL SERVICES	0	0	0	3,090	1,110	-64.08%
40 63 00 6310	ELECTRICITY	0	0	0	600	600	0.00%
40 63 00 6330	TELEPHONE	0	0	44	4,750	3,660	-22.95%
40 63 00 6331	LONG DISTANCE TELEPHON	0	0	0	0	1,150	0.00%
40 63 00 6430	BUILDING MAINTENANCE	0	0	0	1,000	200	-80.00%
40 63 00 6431	HEATING OIL	0	0	0	720	720	0.00%
40 63 00 6450	EQUIPMENT MAINTENANCE	0	0	0	1,000	375	-62.50%
40 63 00 6530	EQUIPMENT PURCHASE	0	0	0	1,300	0	-100.00%
40 63 00 7300	INDIRECT COSTS-M. PLAN	0	0	(16,285)	0	0	0.00%
Total Expenses – Administration		0	0	142,734	183,560	169,751	-7.52%

**Ketchikan Gateway Borough
Airport Administration**



Appropriations FY 1994/95



Ketchikan Gateway Borough

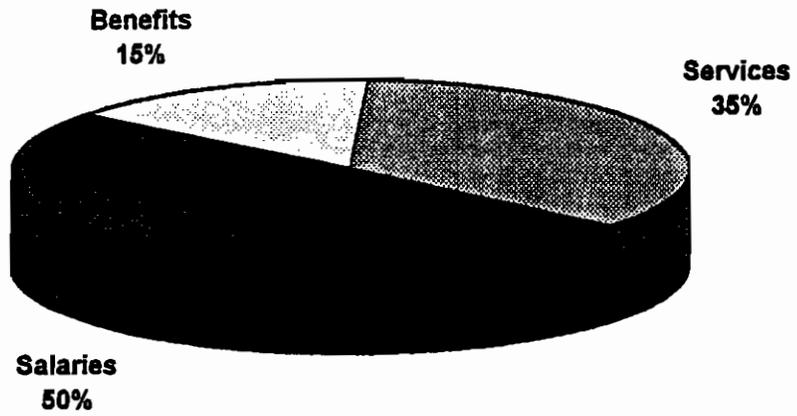
FY 1994/95 BUDGET – APPROPRIATIONS

40 – TRANSPORTATION SERVICES – AIRPORT FERRY

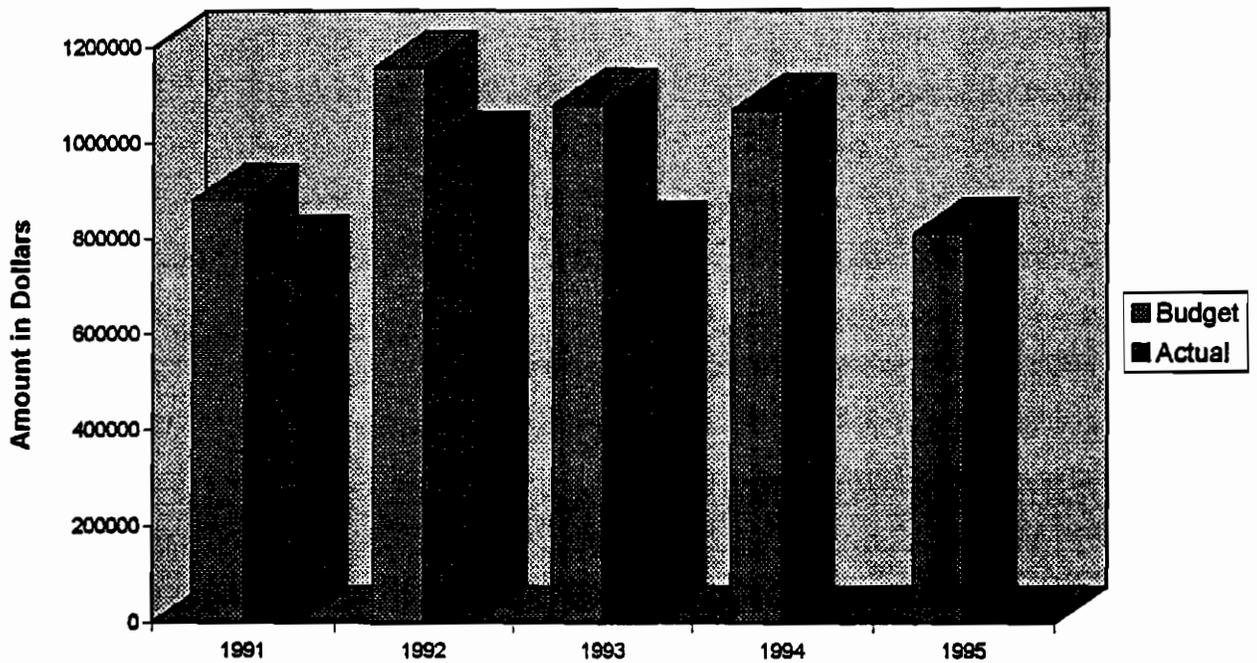
Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1994 BUDGET
40 62 00 5100	EMPLOYEE PAY	350,700	345,961	330,576	299,946	315,413	5.16%
40 62 00 5110	OVERTIME PAY	52,083	48,925	49,229	45,600	56,353	23.58%
40 62 00 5120	TEMPORARY WAGES	32,216	34,775	32,084	24,300	28,674	18.00%
40 62 00 5200	TAXES/BENEFITS	128,145	146,054	106,735	102,141	124,229	21.63%
40 62 00 5300	TRAVEL & TRAINING	2,722	1,542	87	1,050	875	-16.67%
40 62 00 6010	SUPPLIES	11,048	9,539	10,105	10,250	9,100	-11.22%
40 62 00 6020	DUES & PUBLICATIONS	649	1,406	144	450	36	-92.00%
40 62 00 6030	PUBLISHING	0	0	0	0	150	0.00%
40 62 00 6070	POSTAGE	618	650	879	0	0	0.00%
40 62 00 6090	CONTRACTUAL SERVICES	954	1,680	5,555	7,060	14,870	110.62%
40 62 00 6100	INSURANCE	52,943	46,297	50,638	50,000	50,000	0.00%
40 62 00 6140	DEBT EXPENSE	3,551	2,663	2,761	2,700	1,812	-32.89%
40 62 00 6150	OTHER EXPENSES	230	600	951	0	0	0.00%
40 62 00 6310	ELECTRICITY	3,900	3,900	3,900	3,900	4,200	7.69%
40 62 00 6330	TELEPHONE	854	1,219	1,337	0	0	0.00%
40 62 00 6410	DOCK MAINTENANCE	5,388	11,854	25,447	17,500	19,625	12.14%
40 62 00 6450	EQUIPMENT MAINTENANCE	872	586	1,653	1,650	735	-55.45%
40 62 00 6461	MOTOR FUEL & OIL	37,212	30,472	33,114	37,000	34,668	-6.30%
40 62 00 6470	FERRY MAINTENANCE	88,739	302,560	146,143	232,500	148,050	-36.32%
40 62 00 6510	COMPUTER LEASE--PURCHASE	533	513	214	0	0	0.00%
40 62 00 6530	EQUIPMENT PURCHASE	0	0	0	14,400	600	-95.83%
40 62 00 6540	CAPITAL IMPROVEMENT	0	162	0	211,500	0	-100.00%
40 62 00 6999	TICKET	0	0	0	6,000	0	-100.00%
Total Expenses – Ferry		773,357	991,358	801,552	1,067,947	809,390	-24.21%

Ketchikan Gateway Borough

Airport Ferry



Appropriations FY 1994/95



Ketchikan Gateway Borough

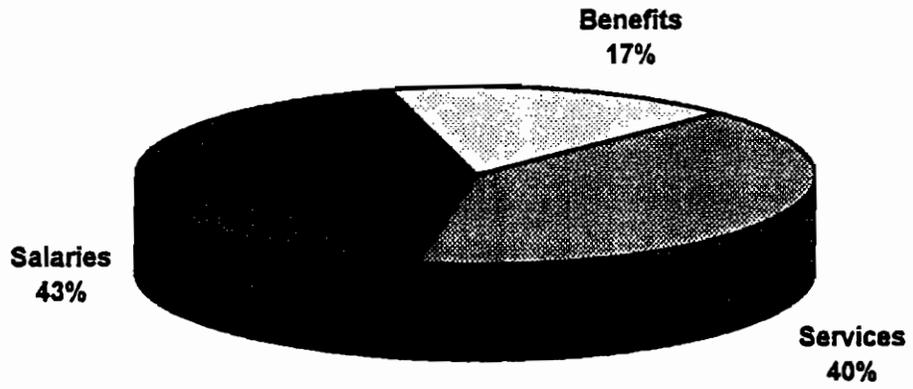
FY 1994/95 BUDGET - APPROPRIATIONS

40 - TRANSPORTATION SERVICES - AIRPORT FIELD

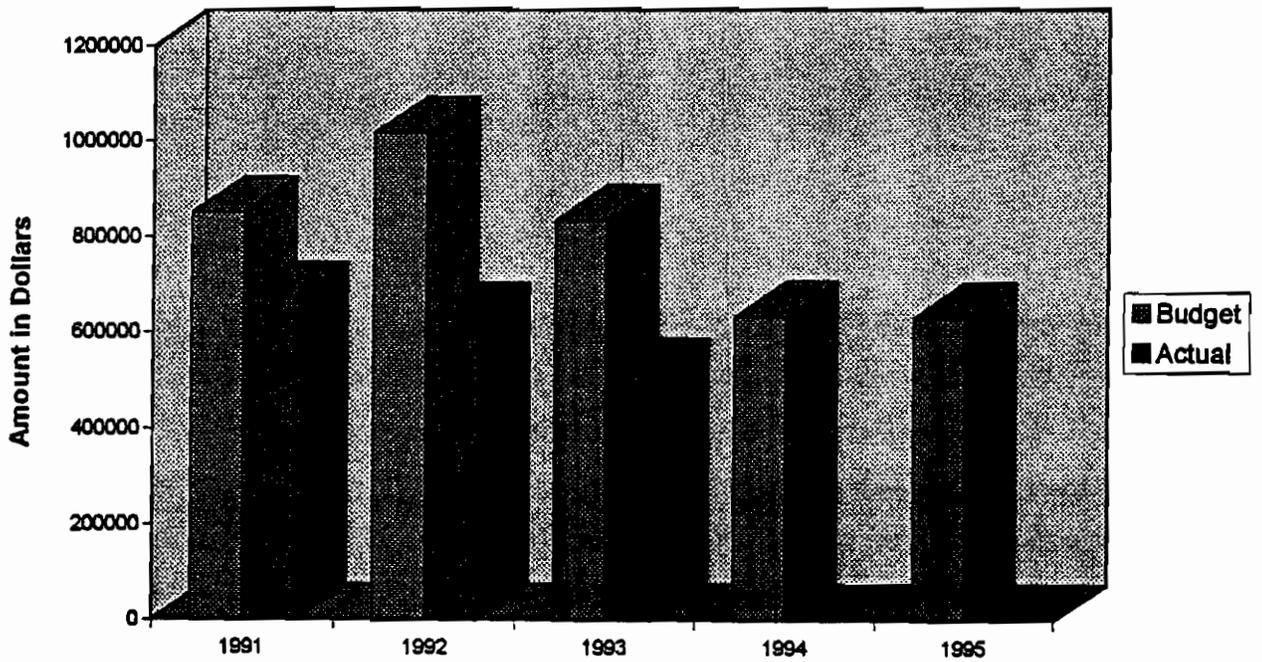
Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1994 BUDGET
40 60 00 5100	EMPLOYEE PAY	227,380	232,492	209,035	226,119	239,066	5.73%
40 60 00 5110	OVERTIME PAY	27,333	19,108	19,785	21,592	31,490	45.84%
40 60 00 5120	TEMPORARY PAY	0	0	0	0	0	0.00%
40 60 00 5200	TAXES/BENEFITS	114,669	101,718	51,733	86,027	104,453	21.42%
40 60 00 5300	TRAVEL & TRAINING	9,600	9,339	6,910	5,425	5,510	1.57%
40 60 00 6010	SUPPLIES	45,790	30,123	25,058	521	200	-61.61%
40 60 00 6011	OPERATING SUPPLIES	0	0	37	36,250	31,300	-13.66%
40 60 00 6015	COMPUTER SOFTWARE	0	0	37	0	295	0.00%
40 60 00 6020	DUES AND PUBLICATIONS	1,520	3,197	2,894	3,250	1,763	-45.75%
40 60 00 6030	PUBLISHING	0	0	0	0	340	0.00%
40 60 00 6070	POSTAGE	574	772	882	0	0	0.00%
40 60 00 6090	CONTRACTUAL SERVICES	7,580	31,230	636	350	360	2.86%
40 60 00 6100	INSURANCE	109,420	92,203	100,000	100,000	100,000	0.00%
40 60 00 6140	DEBT EXPENSE	28,413	21,303	22,084	18,000	16,000	-11.11%
40 60 00 6310	ELECTRICITY	10,554	10,542	10,557	12,000	13,100	9.17%
40 60 00 6320	WATER	3,941	4,773	4,862	5,000	5,000	0.00%
40 60 00 6330	TELEPHONE	895	1,219	1,337	1,440	540	-62.50%
40 60 00 6331	LONG DISTANCE TELEPHONE	0	0	0	0	396	0.00%
40 60 00 6410	DOCK MAINTENANCE	11,343	225	1,001	5,700	6,950	21.93%
40 60 00 6420	FIELD MAINTENANCE	9,649	16,093	14,586	22,850	12,800	-43.98%
40 60 00 6430	BUILDING MAINTENANCE	5,282	2,654	784	7,550	3,575	-52.65%
40 60 00 6450	EQUIPMENT MAINTENANCE	35,872	30,871	15,348	31,000	29,075	-6.21%
40 60 00 6461	MOTOR FUEL & OIL	21,515	19,889	24,320	24,000	24,000	0.00%
40 60 00 6510	COMPUTER LEASE--PURCHASE	533	513	214	0	0	0.00%
40 60 00 6530	EQUIPMENT PURCHASE	615	0	0	24,700	2,669	-89.19%
Total Expenses - Field		672,478	628,264	512,100	631,774	628,882	-0.46%

Ketchikan Gateway Borough

Airport Field



Appropriations FY 1994/95



Ketchikan Gateway Borough

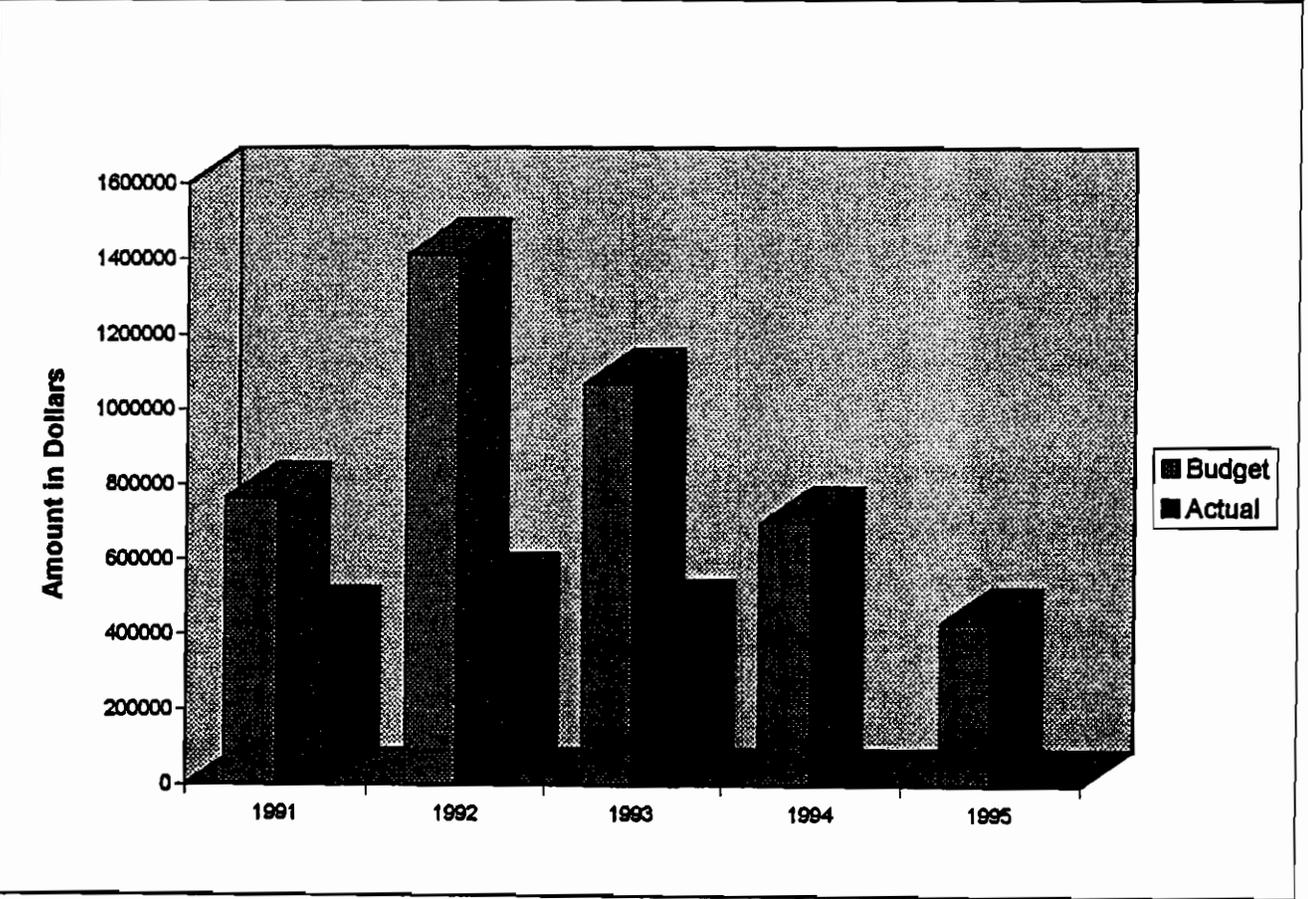
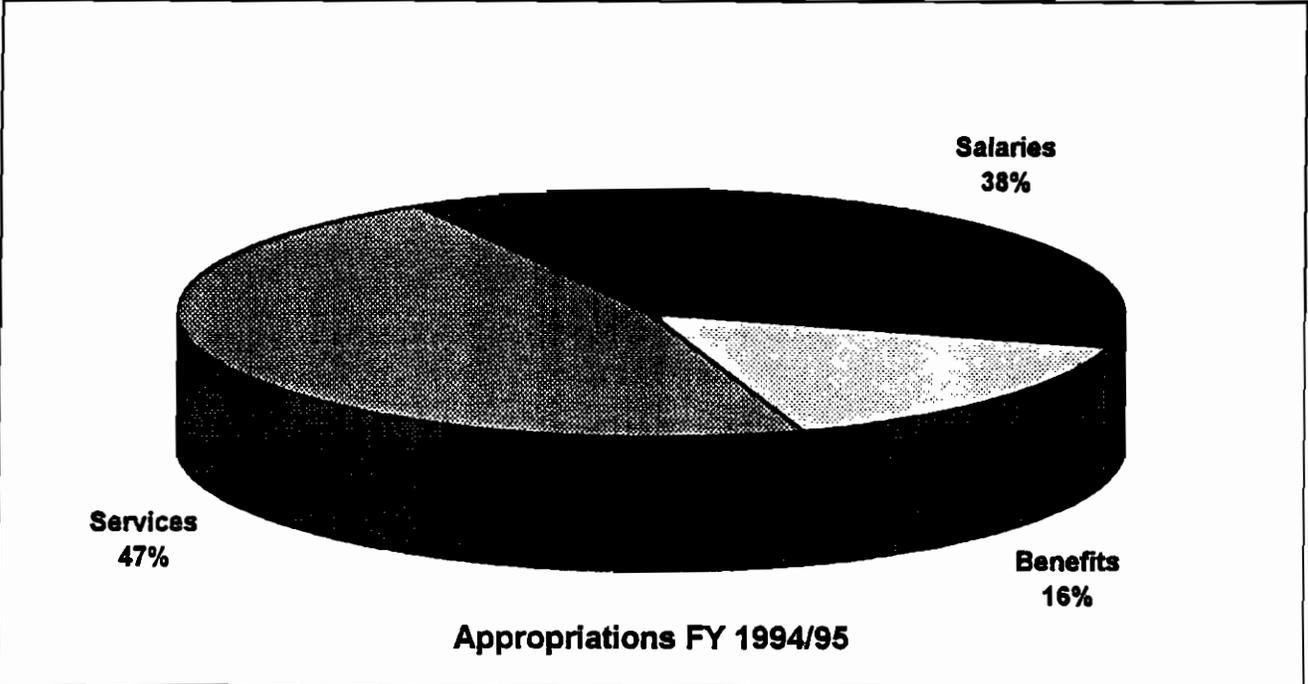
FY 1994/95 BUDGET – APPROPRIATIONS

40 – TRANSPORTATION SERVICES – AIRPORT TERMINAL

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1994 BUDGET
40 61 00 5100	EMPLOYEE PAY	134,070	165,138	154,715	148,298	151,984	2.49%
40 61 00 5110	OVERTIME PAY	17,665	11,638	11,078	9,770	10,030	2.66%
40 61 00 5120	TEMPORARY PAY	2,508	1,040	0	0	0	0.00%
40 61 00 5200	TAXES/BENEFITS	31,195	68,570	45,007	64,270	66,871	4.05%
40 61 00 5300	TRAVEL & TRAINING	2,976	4,111	1,661	4,380	3,555	-18.84%
40 61 00 5500	REIMBURSABLE EXPENSES	338	361	301	0	0	0.00%
40 61 00 6010	OFFICE SUPPLIES	10,306	14,364	11,817	4,845	160	-96.70%
40 61 00 6011	OPERATING SUPPLIES	0	0	74	0	3180	0.00%
40 61 00 6020	DUES & PUBLICATIONS	791	1,954	215	850	350	-58.82%
40 61 00 6030	PUBLISHING	88	875	0	0	0	0.00%
40 61 00 6070	POSTAGE EXPENSE	1,072	1,514	1,576	0	0	0.00%
40 61 00 6090	CONTRACTUAL SERVICES	55,403	57,908	69,159	68,600	56,064	-18.27%
40 61 00 6100	INSURANCE	0	4,253	5,000	5,000	5,000	0.00%
40 61 00 6140	DEBT EXPENSE	56,825	54,312	44,169	50,000	28,992	-42.02%
40 61 00 6310	ELECTRICITY	48,698	51,591	56,324	54,000	56,000	3.70%
40 61 00 6320	WATER	7,882	9,544	9,724	9,700	10,500	8.25%
40 61 00 6330	TELEPHONE	2,788	2,890	3,044	720	240	-66.67%
40 61 00 6331	LONG DISTANCE	0	0	0		300	0.00%
40 61 00 6430	BUILDING MAINTENANCE	28,236	32,239	9,858	65,450	3,750	-94.27%
40 61 00 6431	HEATING FUEL	24,590	22,502	18,834	25,000	21,000	-16.00%
40 61 00 6450	EQUIPMENT MAINTENANCE	11,452	11,744	7,958	7,000	9,700	38.57%
40 61 00 6510	COMPUTER LEASE/PURCHASE	1,065	1,026	428	0	0	0.00%
40 61 00 6530	EQUIPMENT PURCHASE	(5,685)	5,685	0	38,000	3,340	-91.21%
40 61 00 6540	CAPITAL IMPROVEMENTS	0	0	0	143,750	0	-100.00%
Total Expenses – Terminal		432,283	523,259	450,942	699,633	430,996	-38.40%

Ketchikan Gateway Borough

Airport Terminal



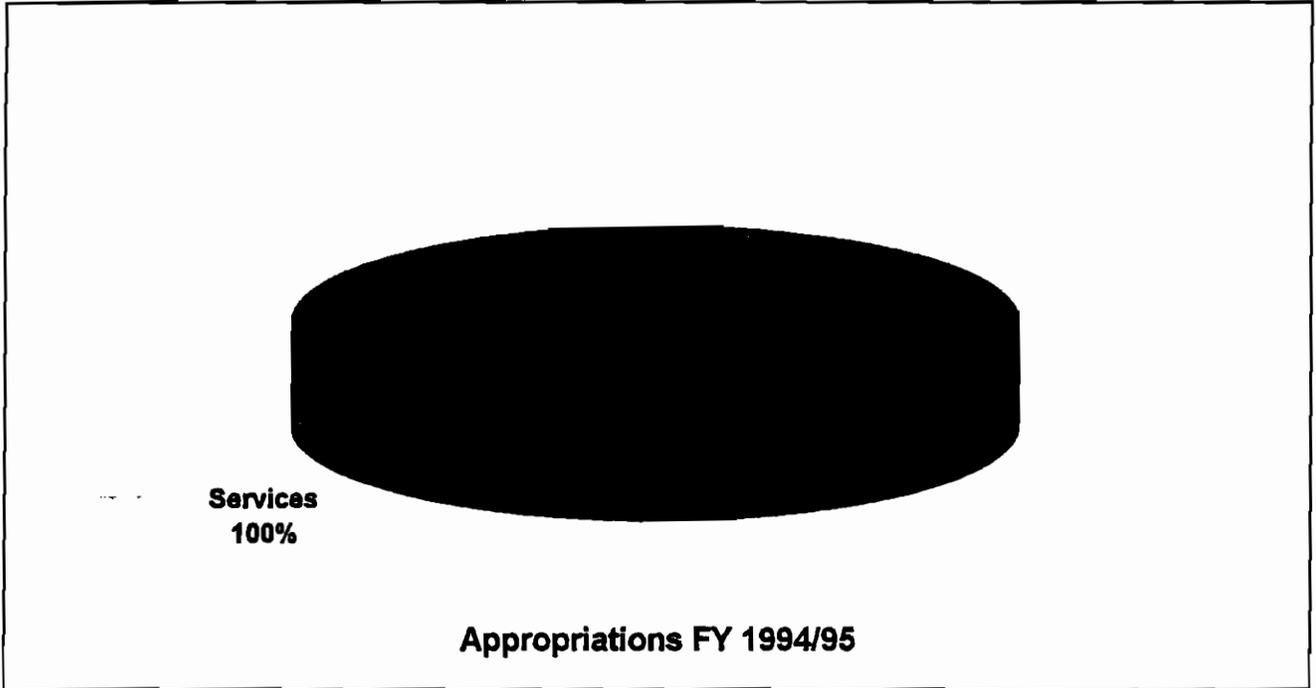
Ketchikan Gateway Borough

FY 1994/95 BUDGET – APPROPRIATIONS

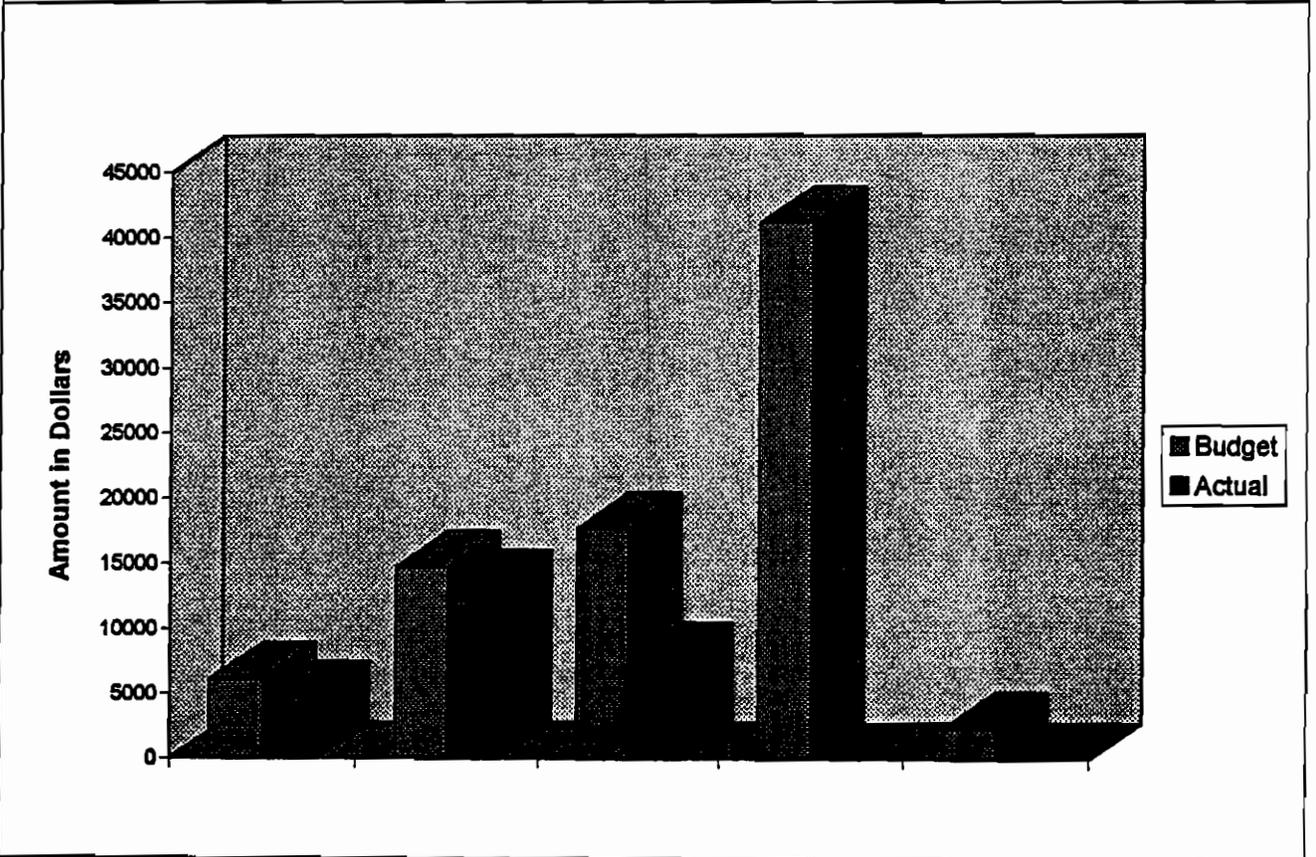
40 – TRANSPORTATION SERVICES – MURPHY'S PULLOUT

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1994 BUDGET
40 64 00 5100	EMPLOYEE PAY	3,323	7,495	5,018	0	0	0.00%
40 64 00 5110	OVERTIME PAY	0	638	421	0	0	0.00%
40 64 00 5200	TAXES/BENEFITS	1,267	5,141	(567)	0	0	0.00%
40 64 00 6010	SUPPLIES	0	0	33	300	650	116.67%
40 64 00 6100	INSURANCE	0	0	0	850	0	-100.00%
40 64 00 6310	ELECTRICITY	0	0	521	1,100	650	-40.91%
40 64 00 6330	PHONE	0	0	114	384	375	-2.34%
40 64 00 6410	DOCK MAINTENANCE	151	0	1,940	0	0	0.00%
40 64 00 6450	EQUIPMENT MAINTENANCE	0	0	49	1,500	725	-51.67%
40 64 00 6530	EQUIPMENT PURCHASE	0	0	198	16,000	0	-100.00%
40 64 00 6540	CAPITAL IMPROVEMENTS	0	0	0	21,000	0	-100.00%
Total Expenses – Murphy's		4,741	13,274	7,727	41,134	2,400	-94.17%

**Ketchikan Gateway Borough
Murphy's Pullout**



Appropriations FY 1994/95



KETCHIKAN GATEWAY BOROUGH

FY 1994/95 BUDGET – SUMMARY OF REVENUE AND APPROPRIATIONS

50 – TRANSPORTATION SERVICES – TRANSIT

ACCOUNT	DESCRIPTION	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET
	FUNDS AVAILABLE JULY 1	10,439	38,858	12,285	(18,293)	114,051
	REVENUE					
50 00 00 4240	REVENUE FROM STATE	2,376	2,154	2,106	289,355	0
50 00 00 4305	INTEREST INCOME	899	0	0	0	0
50 00 00 4390	OTHER INCOME	0	13	0	0	0
50 00 00 4392	ADVERTISING INCOME	0	0	0	0	0
50 00 00 4450	INTERFUND TRANSFERS	42,923	75,000	95,000	150,000	150,000
50 00 00 4910	BUS SYSTEM REVENUES	77,442	102,533	119,191	140,000	120,000
50 00 00 4963	CONTRIBUTED CAPITAL AMORT	5,390	5,381	5,300	0	5,300
	TOTAL REVENUE	129,030	185,081	221,597	579,355	275,300
	LESS APPROPRIATIONS	100,611	211,654	252,175	531,451	222,493
	FUNDS AVAILABLE JUNE 30	38,858	12,285	(18,293)	29,611	166,858

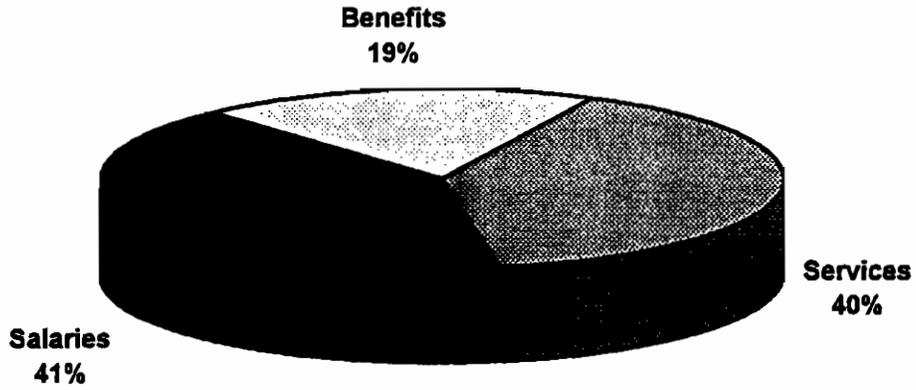
Ketchikan Gateway Borough

FY 1994/95 BUDGET – APPROPRIATIONS

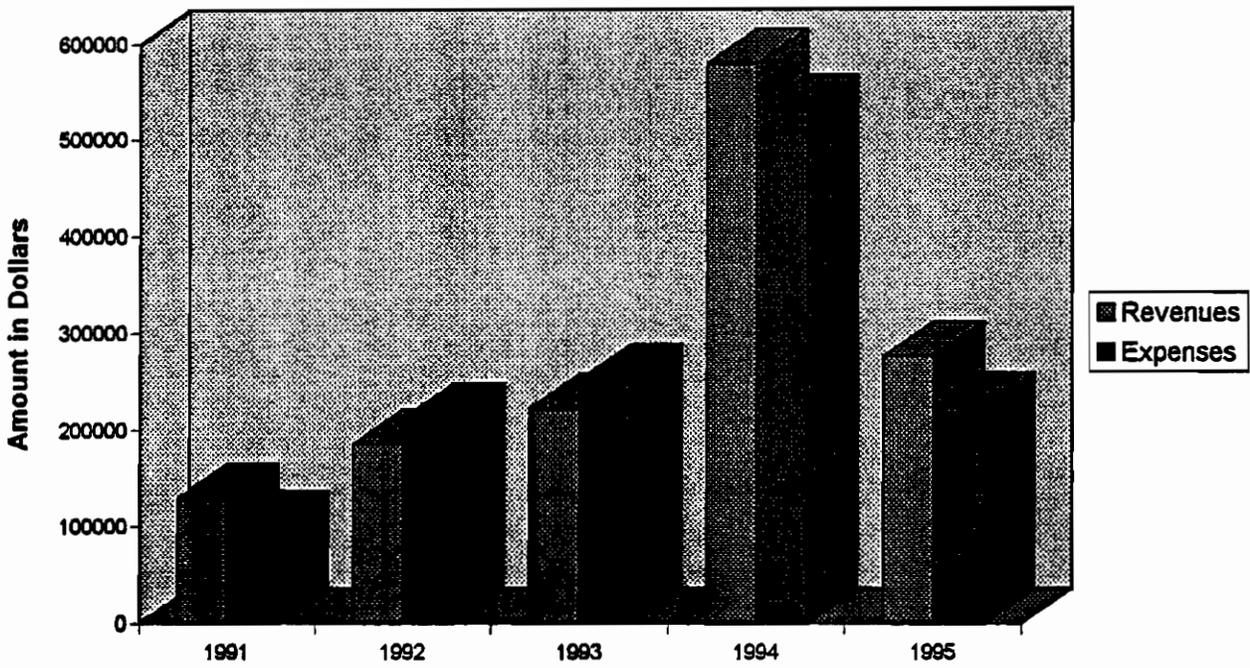
50 – TRANSPORTATION SERVICES – TRANSIT

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1994 BUDGET
50 7500 5100	EMPLOYEE PAY	29,924	52,011	66,516	94,734	79,764	-15.80%
50 7500 5110	OVERTIME PAY	983	2,220	2,804	2,901	3,170	9.27%
50 7500 5120	TEMPORARY PAY	5,406	3,458	6,615	15,000	8,600	-42.67%
50 7500 5160	CALL OUT FEES	0	0	5,665	0	0	0.00%
50 7500 5200	TAXES/BENEFITS	23,007	33,813	40,280	51,020	41,904	-17.87%
50 7500 5300	TRAVEL & TRAINING	0	1,740	(258)	1,630	430	-73.62%
50 7500 5400	UNIFORM ALLOWANCE	0	0	0	600	0	-100.00%
50 7500 6011	OPERATING SUPPLIES	573	1,200	2,121	1,500	1,600	6.67%
50 7500 6020	DUES & PUBLICATIONS	0	305	30	300	0	-100.00%
50 7500 6030	PUBLISHING EXPENSE	228	268	0	800	350	-56.25%
50 7500 6040	COMMUNITY PROMOTION	0	0	6,097	13,750	14,900	8.36%
50 7500 6090	CONTRACTUAL SERVICES	0	48,791	37,890	43,743	24,000	-45.13%
50 7500 6100	INSURANCE	7,771	7,771	8,500	0	8,500	0.00%
50 7500 6130	ADMINISTRATIVE SERVICES	5,200	15,000	15,000	0	0	0.00%
50 7500 6330	TELEPHONE	0	0	656	618	0	-100.00%
50 7500 6450	EQUIPMENT MAINTENANCE	5,956	22,517	19,486	25,000	30,000	20.00%
50 7500 6460	VEHICLE MAINTENANCE	0	0	4,409	0	0	0.00%
50 7500 6461	MOTOR FUEL & OIL	5,392	5,519	7,210	10,500	8,975	-14.52%
50 7500 6530	EQUIPMENT PURCHASE	0	0	0	269,355	300	-99.89%
50 7500 6540	CAPITAL IMPROVEMENT	0	0	12,113	0	0	0.00%
50 7500 6740	DEPRECIATION	16,171	17,041	17,041	0	0	0.00%
Total Expenditures		100,611	211,654	252,175	531,451	222,493	-58.13%

Ketchikan Gateway Borough Transportation Services - Transit



Appropriations FY 1994/95



CAPITAL IMPROVEMENTS

Indoor Recreation Center

Cost/Funding Source: \$ 171,000 State CIP
 \$7,500,000 G.O. Bonds

Project Description: Construction of a new 40,000 square foot facility which has two regulation basket ball courts, three racquet ball courts, fitness area and multi-use facility room, etc.

Timetable: Design to be completed by the third quarter of fiscal year and construction to begin fourth quarter of fiscal year.

Benefit: Provision of a much needed facility. Operational expense to be funded by interest on revenues from Whipple Creek timber sale (approximately \$6,000,000).

Walker Field Drainage

Cost/Funding Source: \$11,100 General Fund

Project Description: Install a drainage system along the north side of Walker Field (first base fence of the senior league field) from a recently installed catch basin near Schoenbar Road to the senior league grandstand.

Timetable: Second quarter of fiscal year.

Benefit: The drainage system will allow the catchment of water running off the hillside along the first base side of the senior league field, providing better drainage to the field. The system will also provide drainage to the ponded water under the grandstand which is deteriorating the grandstand wooden supports.

Ball Field Fencing

Cost/Funding Source: \$9,260 General Fund

Project Description: Replace old sections of ball field fencing at Walker and Dudley Fields.

Timetable: To be determined.

Benefit: Sections of fences at Walker and Dudley fields are a potential injury risk due to curling at the tops and bottoms, and in general need to be replaced. This work will accomplish this need.

Mountain Point Sewer and Water - Phase V

Cost/Funding Source: \$1,460,000 State CIP

Project Description: Work involves the installation of the sewer collector system and water distribution system in the Mountain Point Service Area.

Timetable: On-going program.

Benefit: The upgrades will eliminate the problems associated with on-site septic systems and will provide a more stable water supply for the Mountain Point Service Area.

Dock Boxes

Cost/Funding Source: \$8,000 General Fund

Project Description: Repair the wooden dock boxes which contain the trees and plants maintained by the Borough gardeners.

Timetables: Second quarter of fiscal year.

Benefit: The existing boxes are deteriorating to the point where they will fall apart unless repaired.

Alder Park Upgrades

Cost/Funding Source: \$4,000 General Fund

Project Description: Replace the existing fence along the Northwest side of the park and construct a pedestrian barrier fence between the sidewalk and the existing plant garden areas.

Timetable: First quarter of fiscal year.

Benefit: The existing fence is a not very sturdy and is a potential safety hazard. The pedestrian barrier will reduce damage done to the plants from people walking through the gardens.

Triangle Park Upgrades (Heritage Park)

Cost/Funding Source: \$23,000 General Fund

Project Description: Replace the existing playground equipment with current safety approved play equipment.

Timetable: On-going activity.

Benefit: The existing play equipment does not meet current safety requirement for play equipment. New equipment will result in a safer playing environment.

Community Pool - Phase II

Cost/Funding Source: \$80,000 State CIP
 \$1,200,000 Sales Tax

Project Description: Provide upgrades to the Community Pool including ADA, roof, structural, and amenities such as locker room improvements.

Timetable: To be determined.

Benefit: The Borough currently owns and operates the pool facility which does not meet ADA requirements, is in need of a new roof and structural repair and is not efficient as a recreational use facility. This work will address several of these concerns.

Maintenance Building Roll-up Door

Cost/Funding Source: \$12,500 General Fund

Project Description: Replace the existing sliding door on the Maintenance Building with a roll-up door.

Timetable: Undetermined.

Benefit: The existing sliding door support and door is rotten and will possibly break in the near future. Because of the age, the entire door assembly will need to be replaced. By replacing the door, the maintenance department will be able to continue to use the building as a storage area for large items and equipment.

Reid Building Upgrade

Cost/Funding Source: \$20,000 State CIP

Project Description: Upgrade the Reid Building to meet ADA requirements. Work will concentrate rest room renovations.

Timetable: Third quarter of fiscal year.

Benefit: The work will make the existing rest rooms in the Reid Building in compliance with ADA requirements.

Page No.	Project Title	Funding Source	Fiscal Year			
			General Fund	Other	1995/96	1996/97
			1994/95	1994/95	1995/96	1996/97
	Airport					
II- 3	Walkway Cover (Airport Side)	State CIP		193,000		
II- 3	Walkway Cover (Airport Side)	Airport		82,714		
II- 4	Carpet and Chairs	State CIP		34,200		
II- 4	Carpet and Chairs	Airport		14,657		
II- 5	Compressor	Airport			13,500	
II- 6	Elevator Upgrade	State CIP		16,100		
II- 6	Elevator Upgrade	Airport		6,900		
II- 7	Sand/Ureau Spreader	State CIP		3,920		
II- 7	Sand/Ureau Spreader	Airport		1,680		
II- 8	Vehicle Hoist (Safety)	State CIP		5,950		
II- 8	Vehicle Hoist (Safety)	Airport		2,550		
II- 9	Entry Door Replacement (Safety)	State CIP		6,580		
II- 9	Entry Door Replacement (Safety)	Airport		2,820		
II- 10	Auto Dialer (Fire Protection)	State CIP		3,150		
II- 10	Auto Dialer (Fire Protection)	Airport		1,350		
II- 11	EIS (Murphy's Landing)	Airport			21,000	
II- 12	Parking Lot Development	Airport			20,000	
II- 13	Curtain Wall System	State CIP		144,600		
II- 13	Curtain Wall System	Airport			61,971	
II- 14	Forklift	Airport			35,000	
II- 15	Seaplane Dock	Grant			1,000,000	
II- 16	Snow Blower	Grant				480,000
II- 17	Transfer Bridge Improvements	State CIP		1,000,000		
	Transit					
II- 18	Bus Barn	Other			145,000	
II- 19	(2) Buses	Federal		123,345		
II- 19	(2) Buses	State CIP		243,000		
	Equipment					
II- 21	Chipper (M&O)	General Fund	7,000			
II- 22	M&O Vehicle	General Fund			18,000	
II- 23	Forklift	General Fund			10,000	
II- 24	3 cy Dump Box	General Fund			30,000	
II- 25	Vehicle (Gardners)	General Fund				18,000
II- 26	Animal Control (Vehicle)	General Fund				18,000
	Facilities:					
II- 27	Dudley Tennis Courts	General Fund			34,638	
II- 28	Warehouse Replacement	General Fund			360,000	
II- 29	Greenhouse Replacement	General Fund				70,000
	Fields:					
II- 30	Restrooms	Special Revenues		42,000		
II- 31	Concession Stand	General Fund			45,000	
II- 32	Lighting	State CIP		55,000		
II- 33	Senior League Restrooms (ADA)	General Fund	10,000			
II- 34	Dudley Field Parking	General Fund			15,000	
II- 35	Walker Field Drainage	General Fund	11,100			
II- 36	Ballfield Fencing	General Fund	9,260			
II- 37	Lights (Pat Wise Field)				42,000	

KETCHIKAN GATEWAY BOROUGH		Date: May 25, 1994	1993-94		Page of	
Department: CIP (01-40)		Division:	Prepared by: A. E. Hall			
		Fiscal Year				
Page No.	Project Title	Funding Source	General Fund		Other	
			1994/95	1994/95	1995/96	1996/97
	<u>Playground/Parks:</u>					
II- 38	Playground Equipment Replacement	General Fund			25,000	25,000
II- 39	Dock Boxes	General Funds	8,000			
II- 40	Alder Park Upgrades	General Funds	4,000			
II- 41	City Park Lights	General Funds				40,000
II- 42	Rotary Beach Parking	General Funds			36,000	
II- 43	Triangle Park Upgrade	General Funds	23,000			
II- 44	City Park (Install Lights)	General Fund			30,580	
II- 45	Replace nature trail lights (Alder Park)	General Fund			11,300	
	<u>Indoor Recreation Center:</u>					
II- 46	Design	Sales Tax		122,200		
II- 47	Construction	Sales Tax			8,000,000	
II- 48	Design	State CIP		171,000		
	<u>Leisure Pool</u>					
II- 48	Design	Sales Tax			240,000	
II- 49	Construction - Phase I	Sales Tax				2,400,000
	<u>K-High Pool - Phase 2</u>					
II- 50	Construction	Sales Tax		1,200,000		
II- 51	ADA Improvements	State CIP		80,000		
	<u>Carlianna Lake:</u>					
II- 52	Trail and Grounds	F&G Grant		125,000		
II- 53	Road Access	State CIP		42,300		
II- 54	Bridge	F&G Grant			75,000	
II- 55	Road and Parking	F&G Grant				101,850
	<u>Buildings/ADA Upgrade:</u>					
II- 56	Reid Building	State CIP		20,000	25,000	
II- 57	Maintenance Repair (Roll-up Door)	General Fund	12,500			
	<u>Mt. Point Sewer & Water</u>					
II- 58	Phase 5	State CIP		1,460,000		
II- 59	Phase 6	State CIP			2,000,000	
	Totals		84,860	5,204,016	12,293,989	3,152,850

Fiscal Year 94/95 Total	5,288,876
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OTHER FUND SUMMARIES

DEPARTMENT: Land Trust Fund

DIVISION: Special Revenue Funds

ADMINISTRATIVE COMMENTS

The Land Trust Fund was established to support the management and use of Borough owned land and is intended to provide the means to fund the operation of the Borough Land Program. It can also be used for the acquisition of land and construction of needed public facilities as well as to assist in offsetting the tax burden. The funds set aside for this year's budget is to allow for the planning and surveying of the soon to be acquired Leask Lakes area.

Ketchikan Gateway Borough

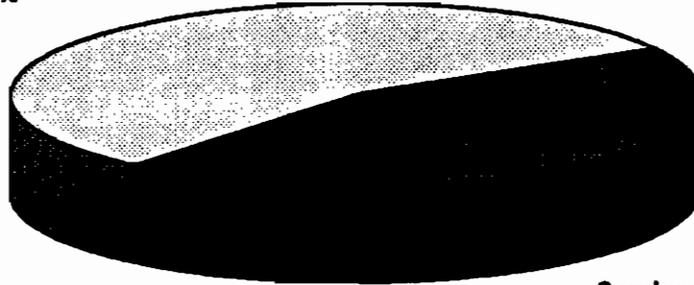
FY 1994/95 BUDGET – SUMMARY OF REVENUES AND APPROPRIATIONS

10 – LAND TRUST FUND

ACCOUNT	DESCRIPTION	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET
FUNDS AVAILABLE JULY 1		4,610,856	5,348,649	5,049,492	4,855,225	4,955,257
REVENUE						
10 00 00 4095	FORECLOSED PROPERTY SALES	(135)	0	26,460	0	0
10 00 00 4150	SENIOR CITIZEN LOCAL CONTRIBUTION	0	0	0	0	0
10 00 00 4240	REVENUE FROM STATE	382,235	0	0	0	0
10 00 00 4305	INTEREST INCOME	383,810	297,179	264,646	246,125	262,500
10 00 00 4315	PRINCIPAL – DEFERRED PAYMENTS	136,124	131,747	93,382	100,000	100,000
10 00 00 4305	OTHER REVENUE	696	1,133	2,087	0	0
Total Revenue		902,730	430,059	386,575	346,125	362,500
APPROPRIATIONS						
10 10 00 6010	OFFICE SUPPLIES	0	0	8	0	0
10 10 00 6030	PUBLISHING EXPENSE	0	131	2,019	0	0
10 10 00 6080	PROFESSIONAL SERVICES	97,802	140,442	86,684	43,000	100,000
10 10 00 6090	CONTRACTUAL SERVICES	(11,089)	0	2131	0	0
10 10 00 6130	ADMINISTRATIVE SERVICES	0	0	80000	0	0
10 10 00 6150	BANK SERVICE CHARGE	74	0	80000	0	0
10 10 00 6600	INTERFUND TRANSFERS	78,150	588,643	330,000	380,000	125,000
Total Appropriations		164,937	729,216	580,842	423,000	225,000
FUNDS AVAILABLE JUNE 30		5,348,649	5,049,492	4,855,225	4,778,350	5,092,757

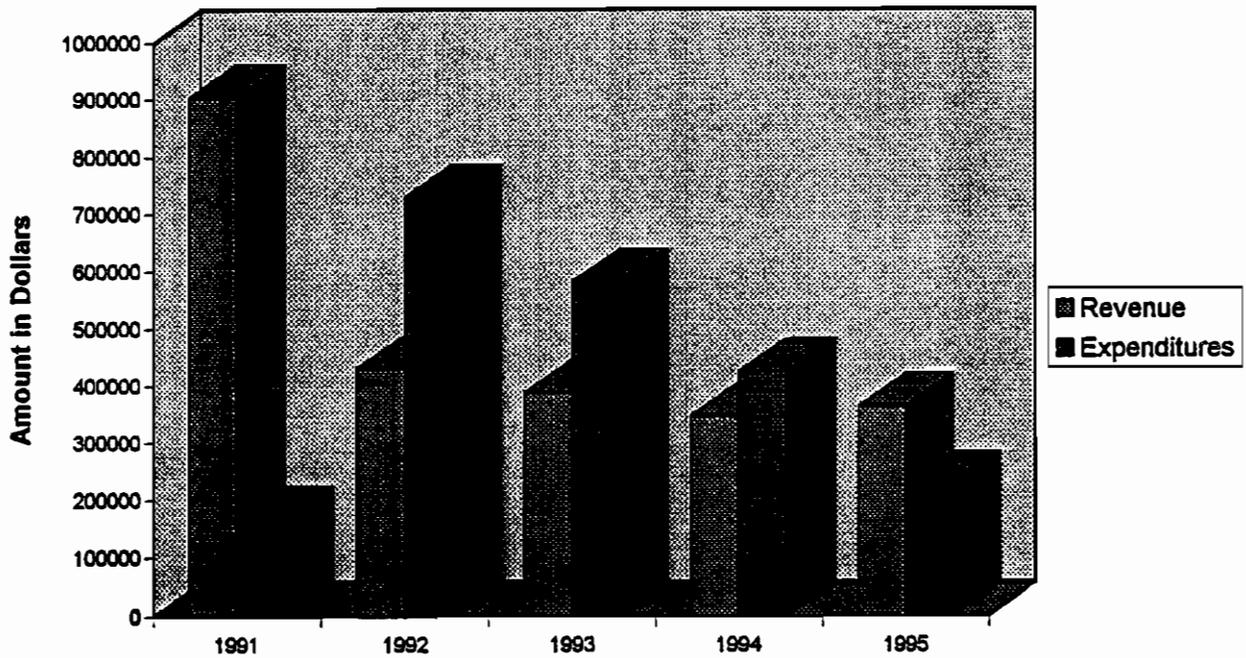
Ketchikan Gateway Borough Land Trust Fund

Interfund Transfers
56%



Services
44%

Appropriations FY 1994/95



DEPARTMENT: Non Area Wide Fund DIVISION: Special Revenue Fund

ADMINISTRATIVE COMMENTS

State Law (Section 29.35.110) requires that Borough revenues received through taxes collected on an area wide basis cannot be expended on non-area wide activities. The library is partially funded and wholly operated by the City of Ketchikan. The Borough only makes a financial contribution for the operation of the library. Because of Section 29.35.110 a separate mill rate was established to fund this activity.

While in the past the Borough had been able to build up a surplus in this account which would allow for full funding of the City's request. However, this year the surplus will all but disappear.

With an anticipated request in excess of \$310,000 in the 1995/1996 fiscal year and with anticipated revenues in the range of \$270,000 the Borough will either have to reduce funding or increase the mill rate next fiscal year.

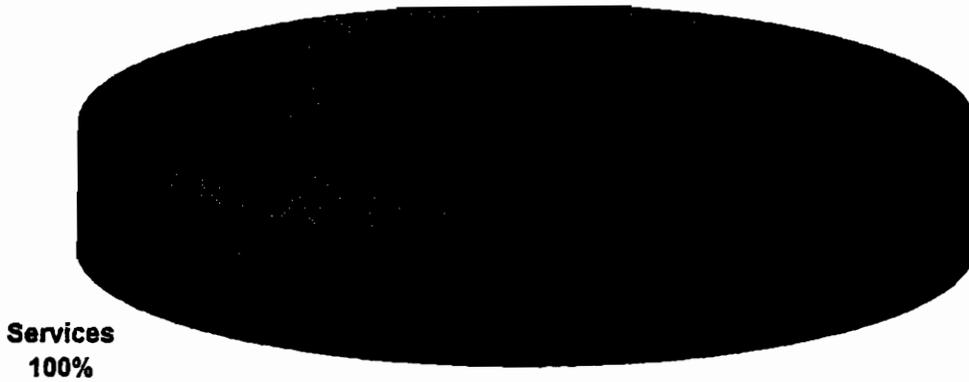
Ketchikan Gateway Borough

FY 1994/95 BUDGET – SUMMARY OF REVENUES AND APPROPRIATIONS

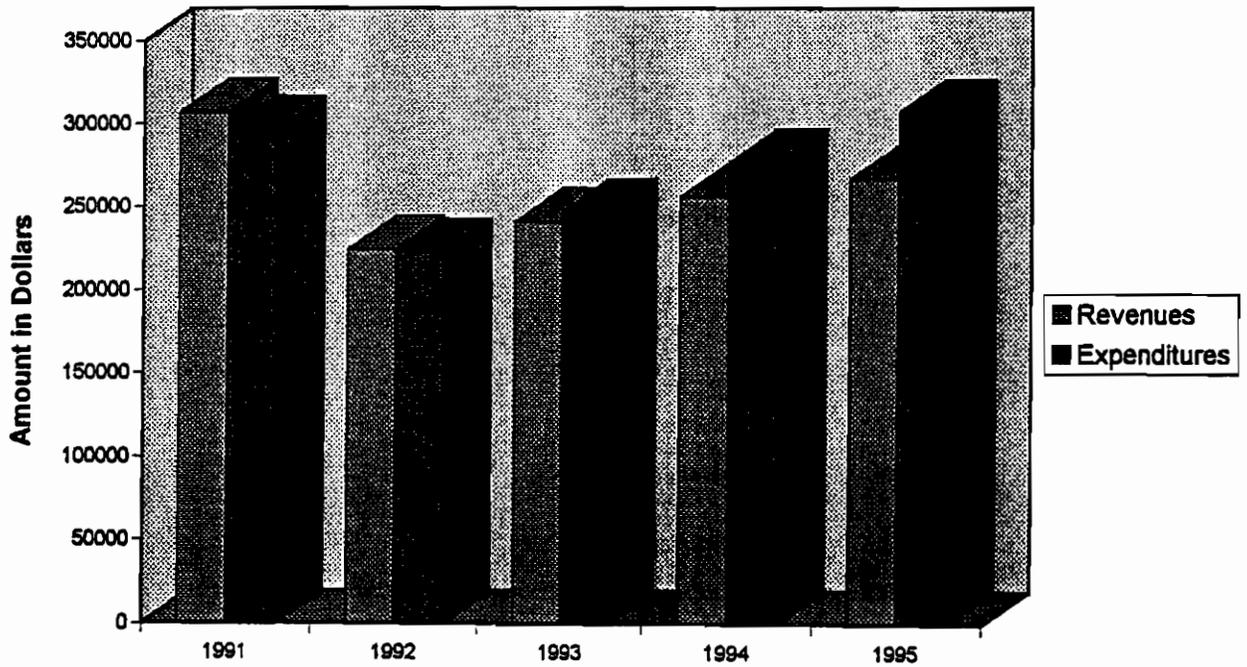
11 – NON AREA WIDE FUND

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET
	FUNDS AVAILABLE JULY 1	57,939	68,447	69,972	64,198	43,742
	REVENUE					
11 00 00 4010	REAL PROPERTY TAXES	268,624	200,151	211,349	256,583	267,136
11 00 00 4020	BUSINESS–PERSONAL TAXES	23,038	16,827	15,264	0	0
11 00 00 4150	SR. CITIZEN LOCAL CONTRIBUTION	(7,795)	(5,501)	(6,744)	(8,450)	(8,450)
11 00 00 4240	REVENUE FROM STATE	12,469	8,148	6,709	6,038	6,038
11 00 00 4305	INTEREST INCOME	10,438	4,832	14,488	2,350	2,350
	Total Revenues	306,774	224,455	241,066	256,521	267,074
	<u>LIBRARY SERVICES</u>					
11 83 00 6090	CONTRACTUAL SERVICES	296,266	222,930	246,840	276,977	307,177
	Total Expenditures	296,266	222,930	246,840	276,977	307,177
	FUNDS AVAILABLE JUNE 30	68,447	69,972	64,198	43,742	3,639

**Ketchikan Gateway Borough
NonAreawide Fund**



Appropriations FY 1994/95



DEPARTMENT: Permanent Fund

DIVISION: Special Revenue Fund

ADMINISTRATIVE COMMENTS

The purpose of the Permanent Fund is to insure the stability of income for the continuing operation of the general government of the Borough. Interfund transfers are made to supplement traditional sources of funds, e.g., property and sales taxes, so that tax rates will not have to be increased.

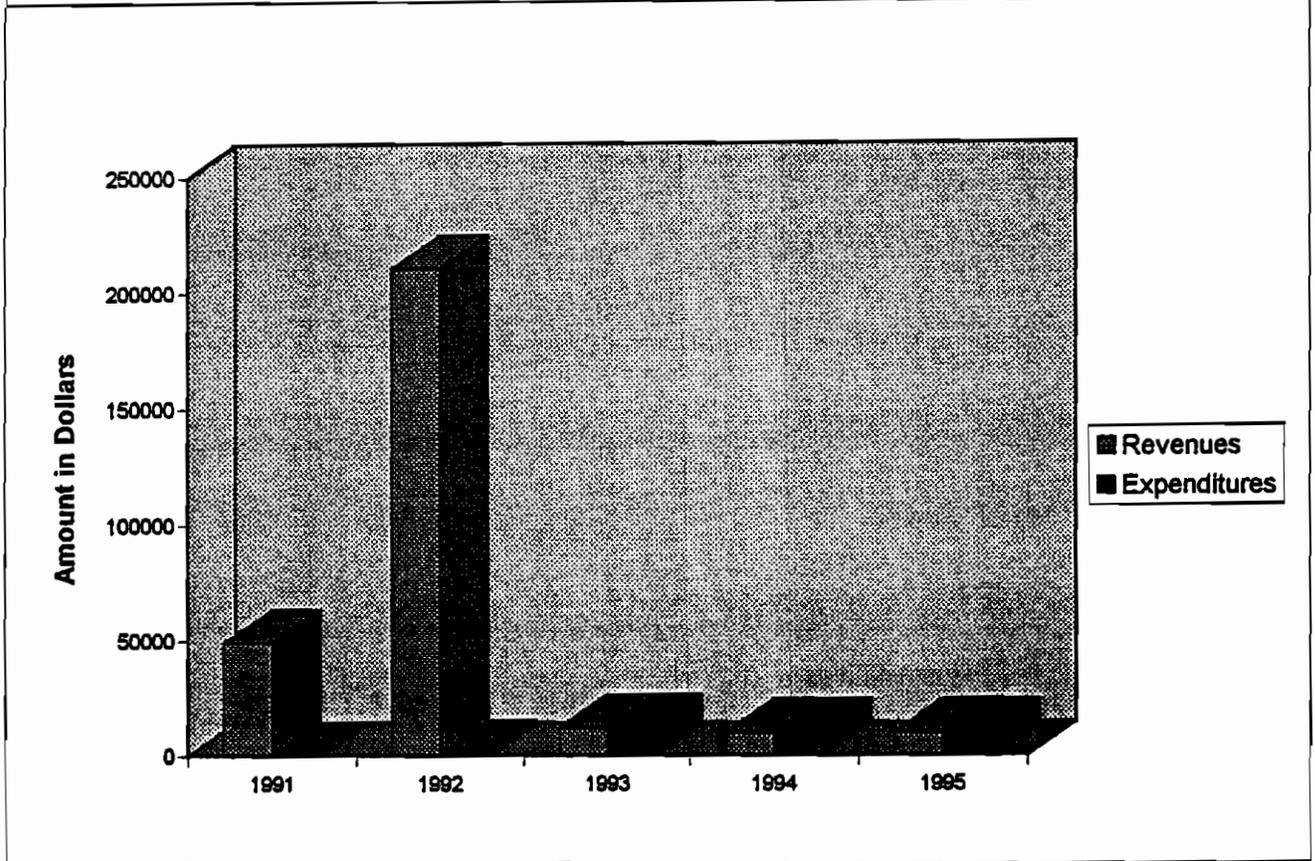
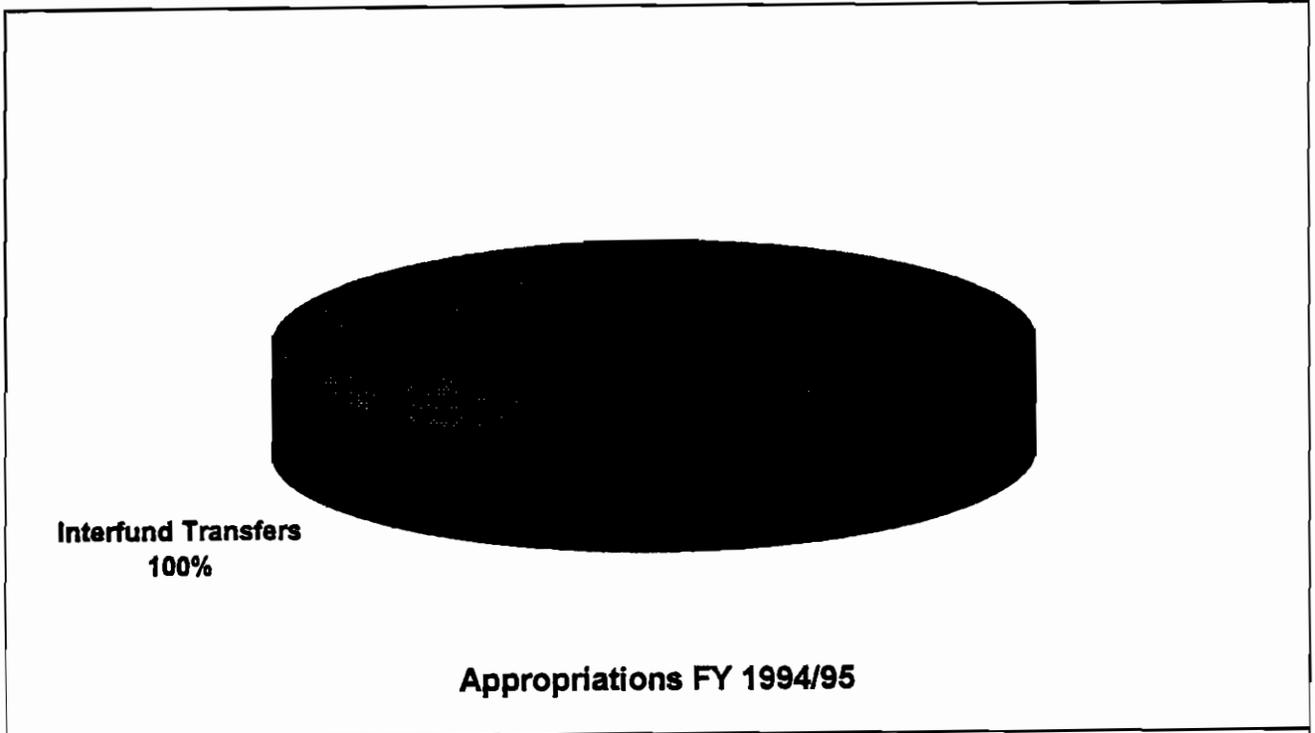
KETCHIKAN GATEWAY BOROUGH

FY 1994/95 – SUMMARY OF REVENUE AND APPROPRIATIONS

12 – PERMANENT FUND

Account	Description	FY 90/91 Actual	FY 91/92 Actual	FY 92/93 Actual	FY 93/94 Budget	FY 94/95 Budget
	FUNDS AVAILABLE JULY 1	0	49,048	258836	259,046	262,046
12 00 00 4225	TIMBER SALES	48,000	198,415	0	0	0
12 00 00 4305	INTEREST INCOME	1,048	12,173	12164	10,000	13,100
	Total Revenue	49,048	210,588	12,164	10,000	13,100
12 10 00 6600	INTERFUND TRANSFERS	0	800	11,954	10,000	10,000
	Total Appropriations	0	800	11,954	10,000	10,000
	FUNDS AVAILABLE JUNE 30	49,048	258,836	259,046	259,046	265,146

**Ketchikan Gateway Borough
Permanent Fund**



**DEPARTMENT: School Bond Fund DIVISION: General Government
Capital Improvement Fund**

General long-term liabilities of the Borough are of the nature of general obligation and revenue bonds. The proceeds from the bonds are used to build infrastructure, e.g., school buildings and other related facilities. General obligation bonds are secured by the general credit and revenue raising power of the Borough rather than specific assets or specific fund resources. Revenue bonds are secured by revenues from various sources and specific assets with revenue generating capabilities.

The school bond/capital improvement fund accounts for the revenue and expenditures related to retiring Borough debt. The interfund transfers to the 1989, 1983 and 1974 school refunding bonds is the debt expense identified in this fund.

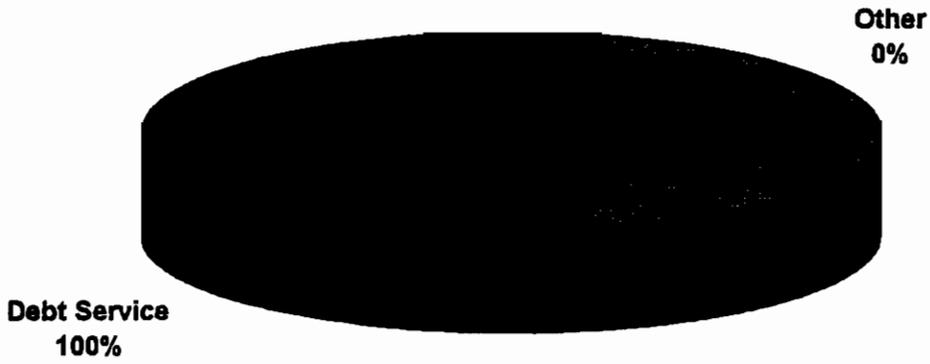
Ketchikan Gateway Borough

FY 1994/95 – SUMMARY OF REVENUE AND APPROPRIATIONS

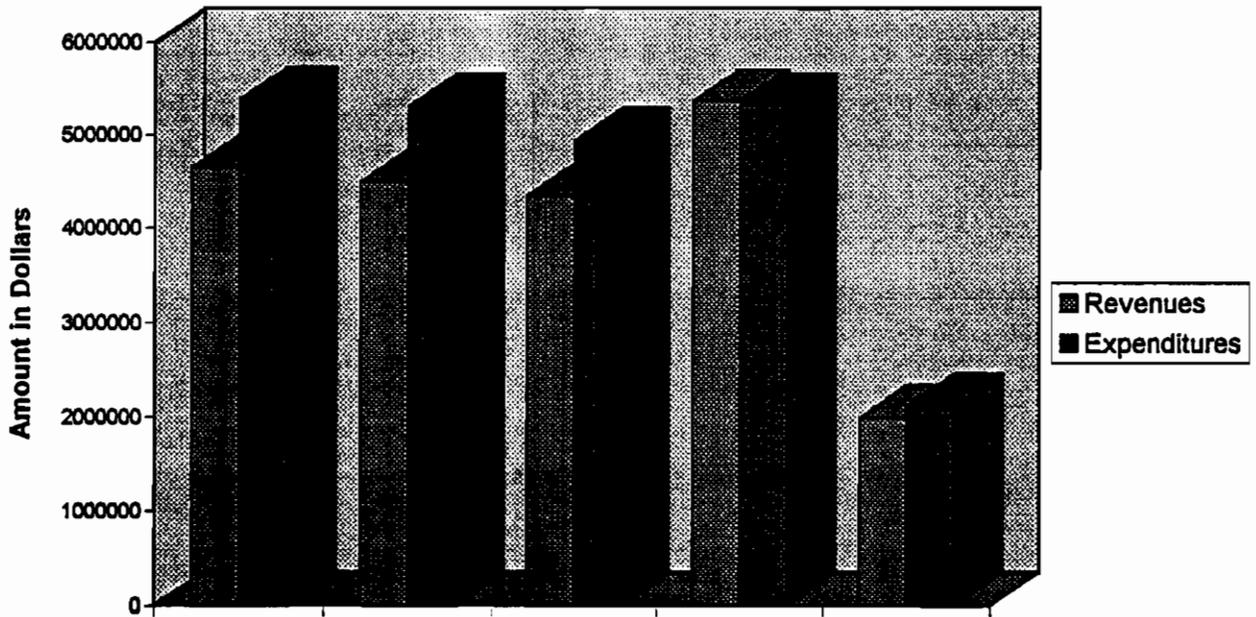
20 SCHOOL BOND/CAPITAL IMPROVEMENT FUND

Account	Description	FY 90/91 Actual	FY 91/92 Actual	FY 92/93 Actual	FY 93/94 Budget	FY 94/95 Budget
FUNDS AVAILABLE JULY 1		2,202,723	1,477,495	667,801	76,343	127,398
REVENUE						
20 00 00 4250	REIMBURSEMENT	4,323,928	4,265,188	4,216,179	4,242,065	1,597,206
20 00 00 4255	TOBACCO TAX	74,675	70,851	72,321	72,250	72,250
20 00 00 4305	INTEREST INCOME	224,158	136,273	33,247	0	0
20 00 00 4370	RENTAL INCOME	24,274	12,971	12,810	13,480	13,480
20 00 00 4450	INTERFUND TRANSFERS	0	0	0	1,017,508	300,000
Total Revenue		4,647,035	4,485,283	4,334,557	5,345,303	1,982,936
EXPENDITURES						
20 10 00 6030	PUBLISHING EXPENSE	0	30	0	0	0
20 10 00 6090	CONTRACTUAL SERVICES	21,474	14,609	1,061	0	0
20 10 00 6140	DEBT EXPENSE	5,327,891	4,988,483	4,923,178	4,859,534	2,101,588
20 10 00 6150	OTHER EXPENSES	0	250	250	0	0
20 10 00 6310	ELECTRICITY	0	612	428	0	0
20 10 00 6430	BUILDING MAINTENANCE	0	774	1,023	1,500	1,500
20 10 00 6431	HEATING FUEL	0	508	75	0	0
20 10 00 6540	CAPITAL IMPROVEMENTS	22,898	289,711	0	0	0
20 10 00 6551	BALL FIELD DEVELOPMENT	0	0	0	433,214	0
Total Expenditure		5,372,263	5,294,977	4,926,015	5,294,248	2,103,088
FUNDS AVAILABLE JUNE 30		1,477,495	667,801	76,343	127,398	7,246

**Ketchikan Gateway Borough
School Bond/Capital Improvement Fund**



Appropriations FY 1994/95



Ketchikan Gateway Borough

FY94/95 – APPROPRIATIONS

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET
1974 SCHOOL REFUNDING BOND						
21 00 00 4450	TRANSFER FROM GENERAL FUND	430,689	436,493	431,115	429,644	431,788
	Total Revenue	430,689	436,493	431,115	429,644	431,788
21 10 00 6840	BOND PRINCIPAL PYMTS – 74	325,000	350,000	365,000	385,000	410,000
21 10 00 6845	BOND INTEREST – 74 GO	105,689	86,493	66,115	44,644	21,788
	Total Expenditure	430,689	436,493	431,115	429,644	431,788
1983 SCHOOL REFUNDING BOND						
22 00 00 4450	INTERFUND TRANSFERS	2,644,150	2,659,590	2,672,140	2,685,090	0
	Total Revenues	2,644,150	2,659,590	2,672,140	2,685,090	0
22 10 00 6840	BOND PRINCIPAL PAYMENTS	1,870,000	2,050,000	2,245,000	2,460,000	0
22 10 00 6846	BOND INTEREST PYMT-83 GO	774,150	609,590	427,140	225,090	0
	Total Expenditures	2,644,150	2,659,590	2,672,140	2,685,090	0
1989 SCHOOL REFUNDING BOND						
23 00 00 4450	INTERFUND TRANSFER	2,253,048	1,892,400	1,819,923	1,744,800	1,669,800
	Total Revenue	2,253,048	1,892,400	1,819,923	1,744,800	1,669,800
23 10 00 6090	CONTRACTUAL SERVICES	(125)	1,200,000	1,200,000	1,200,000	1,200,000
23 10 00 6840	BOND PRINCIPAL PAYMENT	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
23 10 00 6845	BOND INTEREST	853,120	619,200	619,923	544,800	469,800
23 10 00 6846	BOND INTEREST	200,053	73,200	0	0	0
	Total Expenditures	2,253,048	1,892,400	1,819,923	1,744,800	1,669,800

ADMINISTRATIVE COMMENTS

Provisions of the Borough Code allow for the establishment of discrete areas within the Borough to perform one or more governmental services that are not performed by the Borough Government itself. There are currently eight established service areas whose services range from fire protection and road maintenance to maintenance and operations of water and sewer systems.

Each of the areas have a policy board who make recommendations to the Borough Assembly for action. The areas develop their own budgets which are submitted to the Assembly for adoption.

The Service Areas include the following:

1. South End Fire District
2. Shoreline
3. Mountain Point
4. Waterfall Creek
5. Mud Bight
6. South Tongass
7. Forest Park
8. Gold Nugget

KETCHIKAN GATEWAY BOROUGH

FY 1994/95 BUDGET – SUMMARY OF REVENUE AND APPROPRIATIONS

80 – SOUTH END FIRE DISTRICT

ACCOUNT	DESCRIPTION	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET
FUNDS AVAILABLE JULY 1		82,946	93,437	85,273	97,050	155,088
REVENUE						
80 00 00 4010	TAXES	61,016	66,065	80,751	68,144	80,325
80 00 00 4060	AUTO TAX	1,672	2,288	1,504	2,360	1,600
80 00 00 4150	SR CITIZEN/LOCAL CONTR	(4,159)	(4,408)	(4,289)	(4,630)	(4,630)
80 00 00 4220	STATE REVENUE SHARING	2,915	722	727	1,847	373
80 00 00 4305	INTEREST INCOME	6,943	5,569	4,948	3,500	7,500
80 00 00 4370	RENTAL INCOME	2,750	3,000	3,000	3,000	3,000
80 00 00 4390	MISC REVENUE	0	5,600	0	0	0
TOTAL REVENUE		71,137	78,836	86,641	74,221	88,168
LESS APPROPRIATIONS		60,646	87,000	74,864	92,311	95,533
FUNDS AVAILABLE JUNE 30		93,437	85,273	97,050	78,960	147,723

Ketchikan Gateway Borough

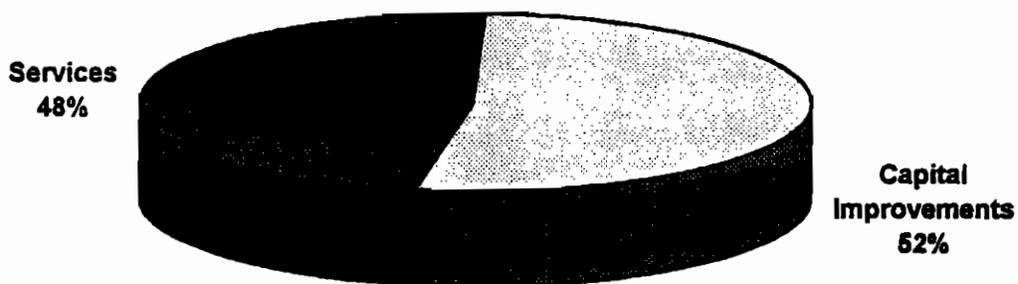
FY 1994/95 BUDGET – APPROPRIATIONS

80 – SOUTH END FIRE DISTRICT

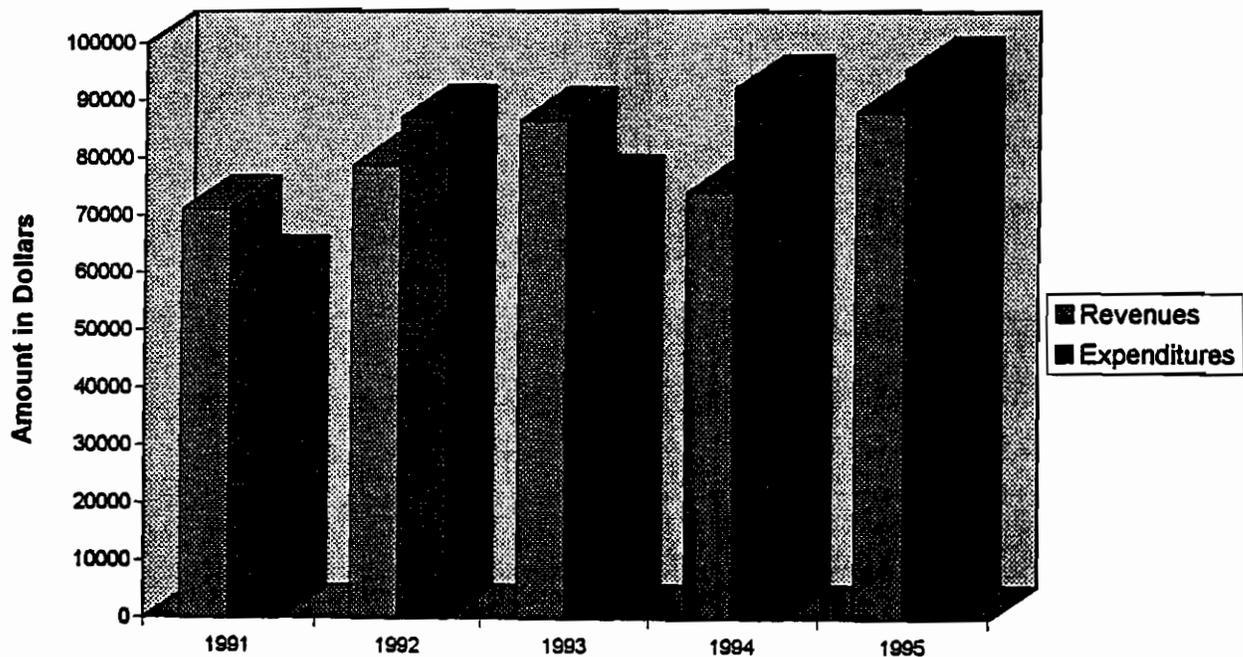
Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1994 BUDGET
80 9000 5300	TRAVEL & TRAINING	1,331	1,696	1,959	5,000	5,000	0.00%
80 9000 5500	REIMBURSABLE EXPENSES	3,010	4,880	3,580	6,000	6,000	0.00%
80 9000 6010	SUPPLIES	405	795	969	500	500	0.00%
80 9000 6020	DUES & PUBLICATIONS	79	88	24	91	91	0.00%
80 9000 6030	PUBLISHING EXPENSE	29	0	0	0	200	0.00%
80 9000 6060	RENTALS	592	532	160	400	400	0.00%
80 9000 6090	CONTRACTUAL SERVICES	984	265	405	600	600	0.00%
80 9000 6100	INSURANCE	3,000	4,000	4,000	4,000	4,000	0.00%
80 9000 6130	ADMINISTRATIVE SERVICES	3,000	3,000	3,000	5,220	5,242	0.42%
80 9000 6150	OTHER EXPENSES	0	2,722	0	0	0	0.00%
80 9000 6310	ELECTRICITY	3,109	4,144	3,100	3,500	3,500	0.00%
80 9000 6330	TELEPHONE	342	451	394	500	500	0.00%
80 9000 6430	BUILDING MAINTENANCE	1,777	7,465	642	1,000	4,000	300.00%
80 9000 6431	HEATING FUEL	624	166	596	1,000	1,000	0.00%
80 9000 6450	EQUIPMENT MAINTENANCE	1,818	4,362	5,027	4,000	0	-100.00%
80 9000 6460	VEHICLE MAINTENANCE	447	766	15	0	4,000	0.00%
80 9000 6461	MOTOR FUEL & OIL	340	352	296	500	500	0.00%
80 9000 6530	EQUIPMENT PURCHASE	4,458	12,079	2,125	10,000	10,000	0.00%
80 9000 6540	CAPITAL IMPROVEMENTS	35,301	35,488	48,571	50,000	50,000	0.00%
Total Expenditures		60,646	83,251	74,863	92,311	95,533	3.49%

Ketchikan Gateway Borough

South End Fire District



Appropriations FY 1994/95



KETCHIKAN GATEWAY BOROUGH

FY 1994/95 BUDGET – SUMMARY OF REVENUE AND APPROPRIATIONS

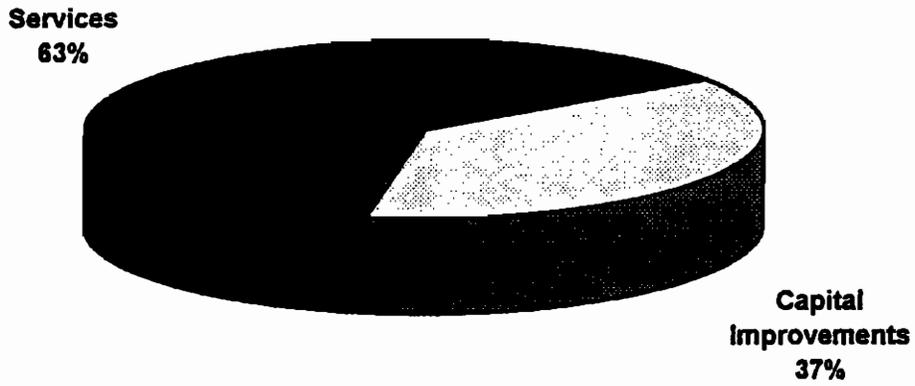
81 – SHORELINE SERVICE AREA FUND

ACCOUNT	DESCRIPTION	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET
	FUNDS AVAILABLE JULY 1	39,512	29,483	41,571	44,346	51,870
	REVENUE					
81 00 00 4010	TAXES	23,503	46,441	44,843	45,021	46,669
81 00 00 4060	AUTO TAX	438	773	511	730	550
81 00 00 4150	SR CITIZEN/LOCAL CONTR	(565)	(1,091)	(1,471)	(1,461)	(1,461)
81 00 00 4240	REV FROM OTHER GOVTS	410	302	424	550	35
81 00 00 4305	INTEREST INCOME	2,599	4,267	2,557	2,500	2,940
81 00 00 4390	MISC REVENUE	10,950	0	0	0	0
	TOTAL REVENUE	37,335	50,692	46,864	47,340	48,733
	LESS APPROPRIATIONS	47,364	38,605	44,089	39,150	38,825
	FUNDS AVAILABLE JUNE 30	29,483	41,570	44,346	52,536	61,778

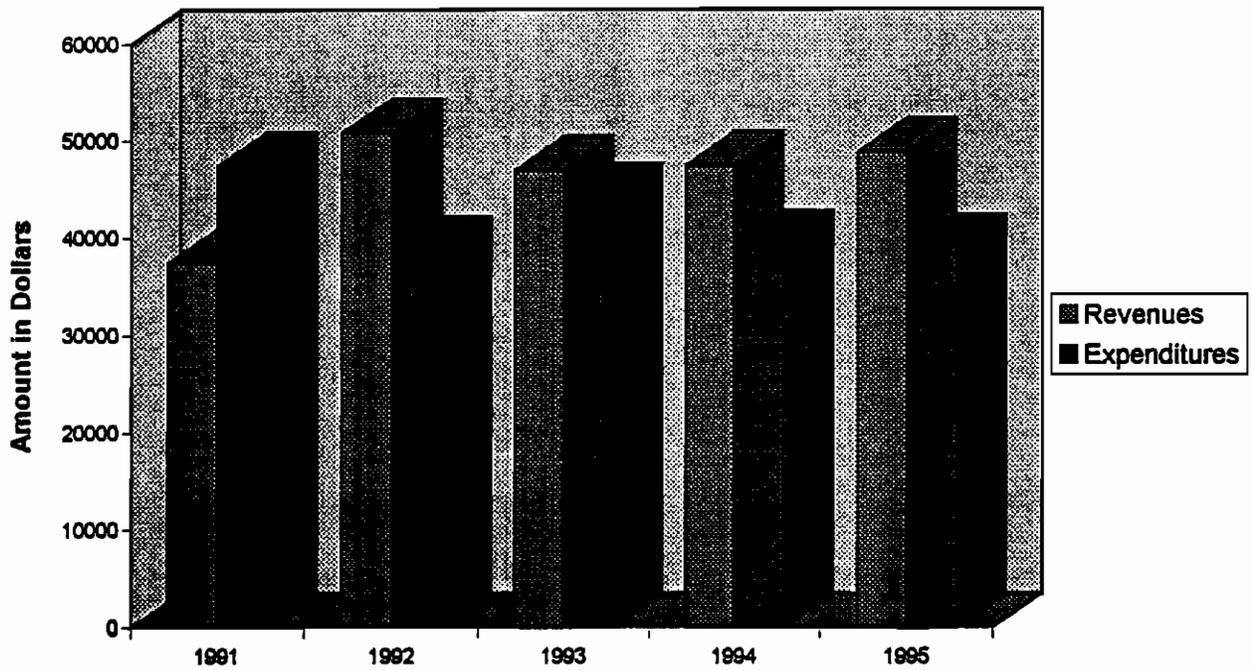
Ketchikan Gateway Borough
FY 1994/95 BUDGET – APPROPRIATIONS
81 – SHORELINE FIRE DEPARTMENT

Account No.	Description	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET	% CHANGE 1993 BUDGET
81 9000 5300	TRAVEL & TRAINING	3,254	2,742	1,745	2,000	2,000	0.00%
81 9000 5500	REIMBURSABLE EXPENSES	0	980	4,838	4,500	4,500	0.00%
81 9000 6010	SUPPLIES	2,812	3,224	1,350	2,250	1,000	55.56%
81 9000 6020	DUES & PUBLICATIONS	0	0	927	1,000	105	89.50%
81 9000 6030	PUBLISHING EXPENSE	29	0	391	100	100	0.00%
81 9000 6070	POSTAGE	0	140	40	100	100	0.00%
81 9000 6080	PROFESSIONAL SERVICES	2,324	1,200	2,805	2,000	2,000	0.00%
81 9000 6100	INSURANCE	5,000	5,100	5,100	5,500	5,500	0.00%
81 9000 6130	ADMINISTRATIVE SERVICES	1,174	4,283	5,610	4,500	4,500	0.00%
81 9000 6,140	DEBT EXPENSE	6,551	6,552	0	0	0	0.00%
81 9000 6150	OTHER EXPENSES	4,890	3,320	700	0	0	0.00%
81 9000 6310	ELECTRICITY	1,086	1,192	1,226	750	1,000	-33.33%
81 9000 6330	TELEPHONE	206	292	293	350	500	-42.86%
81 9000 6430	BUILDING MAINTENANCE	354	532	801	2,000	500	75.00%
81 9000 6431	HEATING FUEL	1,803	1,354	1,699	2,000	1,000	50.00%
81 9000 6450	EQUIPMENT MAINTENANCE	684	444	1,489	1,000	200	80.00%
81 9000 6460	VEHICLE MAINTENANCE	1,276	4,537	1,020	1,000	1,000	0.00%
81 9000 6461	MOTOR FUEL	0	114	311	600	300	50.00%
81 9000 6462	VEHICLE OPERATIONS	430	0	0	1,000	20	98.00%
81 9000 6530	EQUIPMENT	8,466	2,234	12,262	6,000	0	100.00%
81 9000 6540	CAPITAL IMPROVEMENT	7,025	365	1,482	2,500	14,500	-480.00%
Total Expenditures		47,364	38,605	44,089	39,150	38,825	0.83%

**Ketchikan Gateway Borough
Shoreline Service Area Fund**



Appropriations FY 1994/95



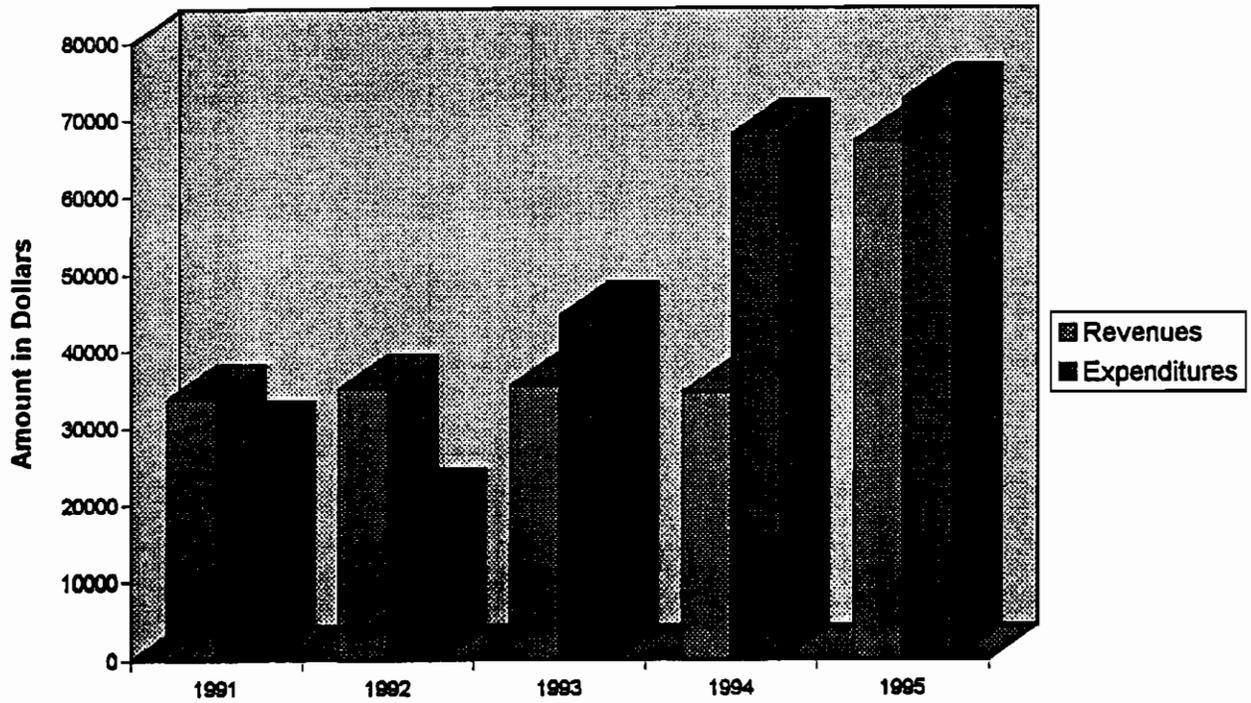
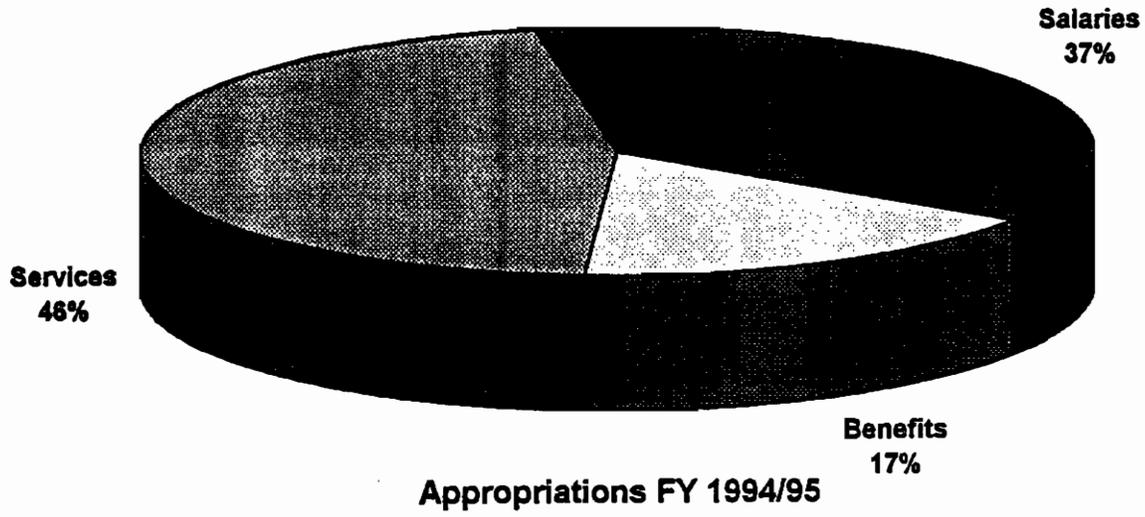
KETCHIKAN GATEWAY BOROUGH

FY 1994/95 BUDGET – SUMMARY OF REVENUE AND APPROPRIATIONS

82 – MOUNTAIN POINT SERVICE AREA

ACCOUNT	DESCRIPTION	FY 91/92 ACTUAL	FY 90/91 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET
	FUNDS AVAILABLE JULY 1	82,157	86,934	101,835	92,651	90,171
	REVENUE					
82 00 00 4305	INTEREST INCOME	5,229	4,686	4,471	3,500	5,000
82 00 00 4360	CHARGES FOR SERVICES	28,577	30,412	30,960	31,000	62,040
	TOTAL REVENUE	33,806	35,098	35,431	34,500	67,040
	APPROPRIATIONS					
82 90 00 5120	TEMPORARY PAY	6,015	5,672	10,297	28,500	25,000
82 90 00 5110	OVERTIME	0	0	454	2,000	2,000
82 90 00 5200	EMPLOYEE BENEFITS	716	2,096	4,600	12,250	12,000
82 90 00 5300	TRAVEL & TRAINING	0	454	0	1,500	0
82 90 00 6010	SUPPLIES	670	63	31	1,000	5,200
82 90 00 6020	DUES & PUBLICATIONS	850	0	60	500	0
82 90 00 6030	PUBLISHING EXPENSE	(106)	0	846	1,000	250
82 90 00 6060	RENTALS	0	0	46	1,500	1,500
82 90 00 6070	POSTAGE	0	52	0	300	100
82 90 00 6090	CONTRACTUAL SERVICES	10,478	0	6,810	2,500	6,000
82 90 00 6100	INSURANCE	1,000	2,000	2,000	2,000	2,000
82 90 00 6130	ADMINISTRATIVE SERVICES	4,600	4,600	4,600	2,394	4,107
82 90 00 6310	ELECTRICITY	3,732	3,843	6,437	5,000	7,000
82 90 00 6330	TELEPHONE	0	0	0	600	600
82 90 00 6440	SYSTEM MAINTENANCE	1,074	1,416	8,432	7,000	6,800
	Total Expenditures	29,029	20,196	44,613	68,044	72,557
	FUNDS AVAILABLE JUNE 30	86,934	101,836	92,653	59,107	84,654

**Ketchikan Gateway Borough
Mountain Point Service Area**



KETCHIKAN GATEWAY BOROUGH

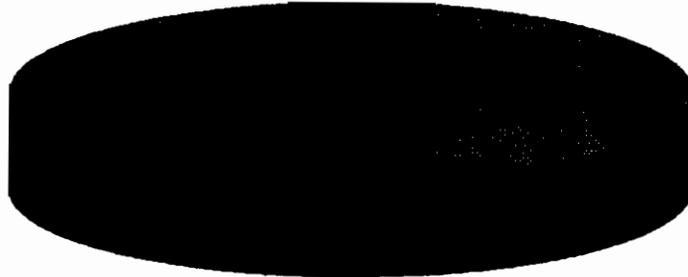
FY 1994/95 BUDGET – SUMMARY OF REVENUE AND APPROPRIATIONS

83 – WATERFALL CREEK SERVICE AREA

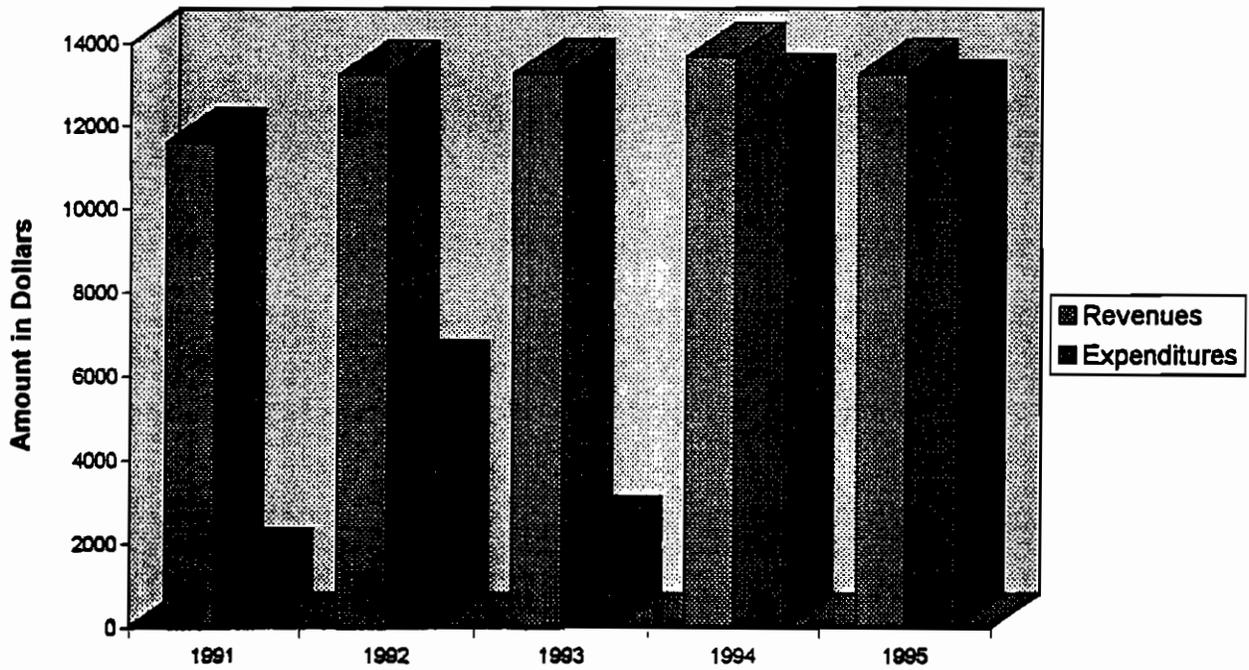
ACCOUNT	DESCRIPTION	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET
FUNDS AVAILABLE JULY 1		30,802	40,837	48,055	59,013	70,622
REVENUE						
83 00 00 4220	STATE REVENUE SHARING	0	0	920	0	542
83 00 00 4305	INTEREST INCOME	2,431	2,311	2,769	1,680	3,365
83 00 00 4360	CHARGES FOR SERVICES	9,164	10,933	9,588	12,000	9,360
TOTAL REVENUE		11,595	13,244	13,277	13,680	13,267
APPROPRIATIONS						
83 90 00 6030	PUBLISHING EXPENSE	29	0	0	50	50
83 90 00 6090	CONTRACTUAL SERVICES	566	0	0	0	0
83 90 00 6130	ADMINISTRATIVE SERVICES	965	965	965	865	723
83 90 00 6441	ROAD MAINTENANCE	0	5,061	1,225	10,000	10,000
83 90 00 6442	SEWER MAINTENANCE	0	0	129	2,000	2,000
TOTAL EXPENDITURES		1,560	6,026	2,319	12,915	12,773
FUNDS AVAILABLE JUNE 30		40,837	48,055	59,013	59,778	71,116

**Ketchikan Gateway Borough
Waterfall Creek Service Area**

**Services
100%**



Appropriations FY 1994/95



KETCHIKAN GATEWAY BOROUGH

FY 1994/95 BUDGET - SUMMARY OF REVENUE AND APPROPRIATIONS

84 - MUD BIGHT SERVICE AREA

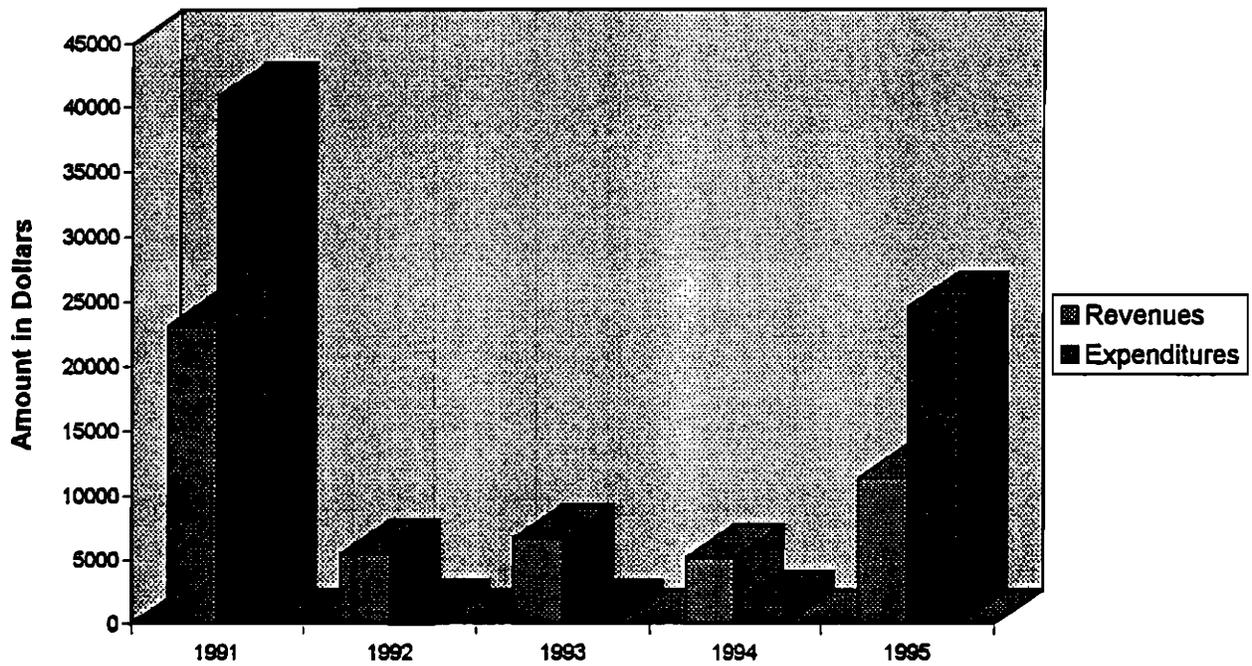
ACCOUNT	DESCRIPTION	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET
FUNDS AVAILABLE JULY 1		34,598	16,851	21,531	27,422	31,056
REVENUE						
84 00 00 4010	REAL PROPERTY TAXES	0	4,409	5,178	0	0
84 00 00 4240	REV FROM OTHER GOVTS	22,528	59	222	189	50
84 00 00 4305	INTEREST INCOME	1,305	997	1,276	229	2,300
84 00 00 4360	SERVICE AREA FEES	(694)	0	0	4,725	9,000
TOTAL REVENUE		23139	5,465	6,676	5,143	11,350
APPROPRIATIONS						
84 90 00 6030	PUBLISHING EXPENSE	0	0	0	129	200
84 90 00 6130	ADMINISTRATIVE SERVICES	786	785	785	1,380	1,392
84 90 00 6540	CAPITAL IMPROVEMENTS	40100	0	0	0	23000
TOTAL EXPENDITURES		40,886	785	785	1,509	24,592
FUNDS AVAILABLE JUNE 30		16851	21531	27422	31056	17814

Ketchikan Gateway Borough Mud Bight Service Area

Services
100%



Appropriations FY 1994/95



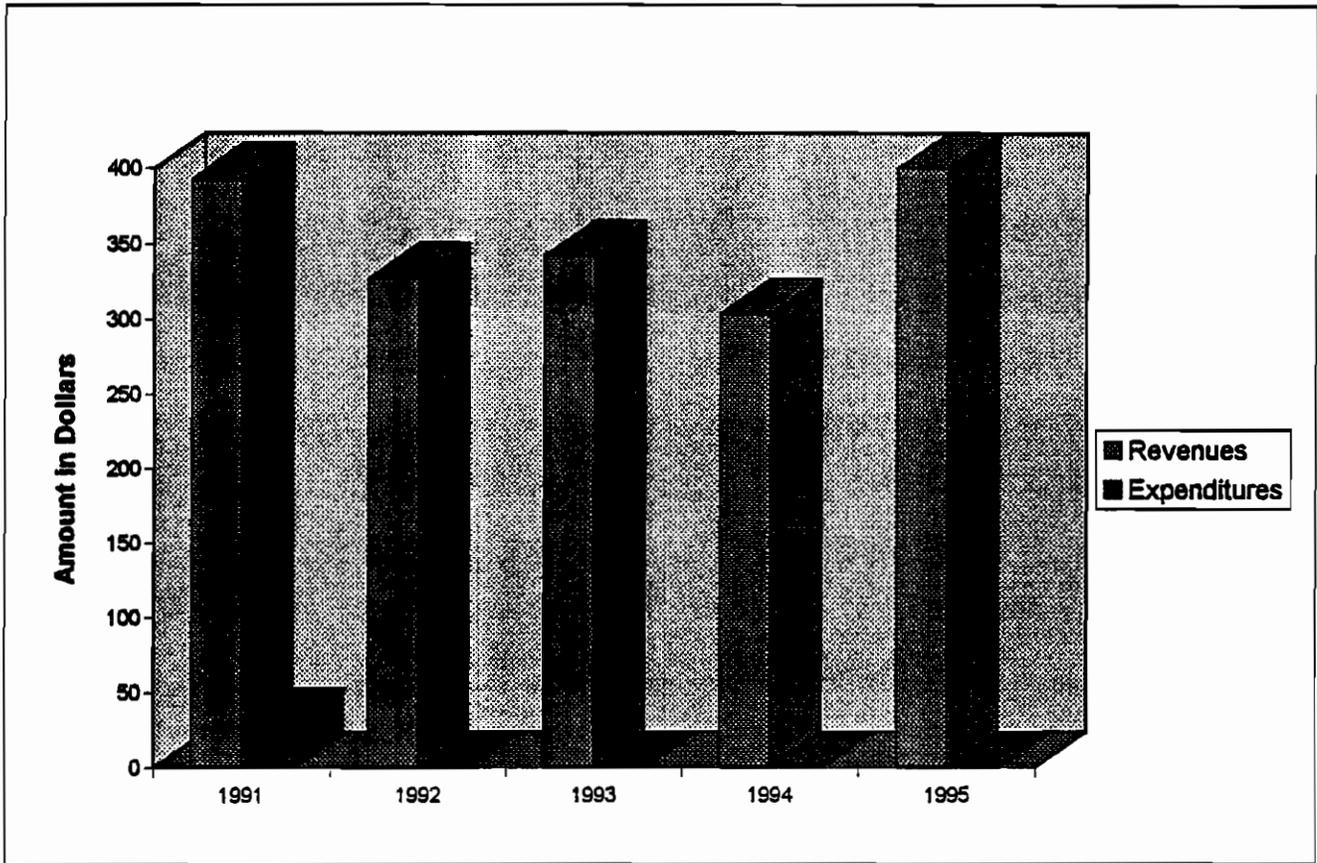
KETCHIKAN GATEWAY BOROUGH

FY 1994/95 BUDGET – SUMMARY OF REVENUE AND APPROPRIATIONS

85 – SOUTH TONGASS SERVICE AREA

ACCOUNT	DESCRIPTION	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET
	FUNDS AVAILABLE JULY 1	6,277	6,641	6,968	7,310	7,693
	REVENUE					
85 00 00 4305	Interest Income	393	327	342	303	400
	TOTAL REVENUE	393	327	342	303	400
	LESS APPROPRIATIONS	29	0	0	0	0
	FUNDS AVAILABLE JUNE 30	6641	6,968	7,310	7,613	8,093

Ketchikan Gateway Borough South Tongass Service Area



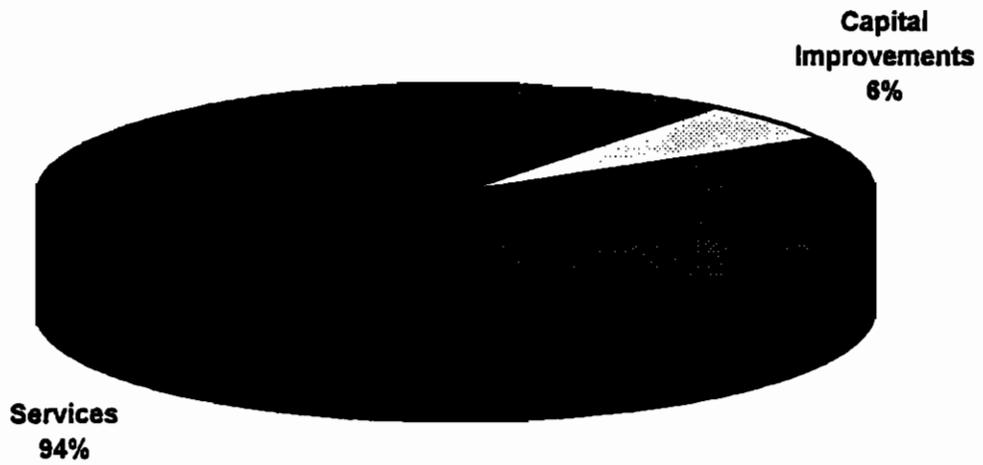
KETCHIKAN GATEWAY BOROUGH

FY 1994/95 BUDGET – SUMMARY OF REVENUE AND APPROPRIATIONS

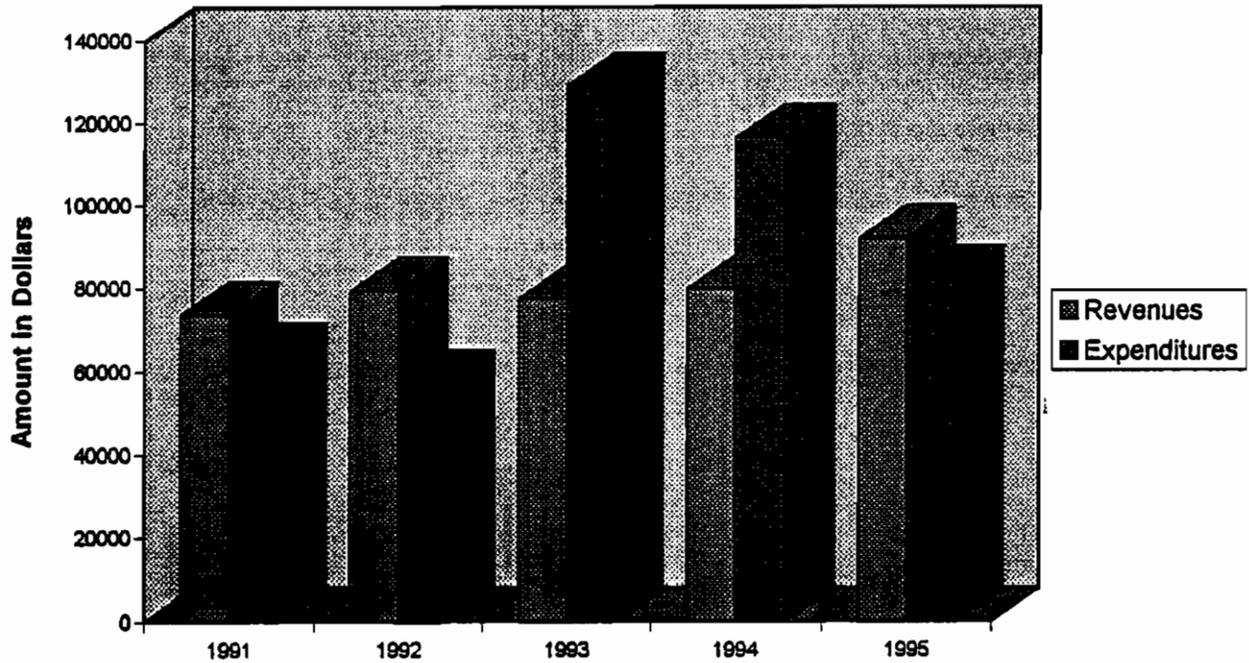
86 – FOREST PARK SERVICE AREA

ACCOUNT	DESCRIPTION	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET
FUNDS AVAILABLE JULY 1		302,393	312,235	334,405	283,031	252,813
REVENUE						
86 00 00 4010	TAXES	0	57,906	61,032	67,465	76,000
86 00 00 4060	AUTO TAX	0	1,615	1,679	1,615	1,700
86 00 00 4150	SR CITIZEN/LOCAL CONTR	0	(1,498)	(1,647)	(1,650)	(1,650)
86 00 00 4220	STATE REVENUE SHARING	0	0	2,084	1,775	2,241
86 00 00 4305	INTEREST INCOME	19,218	16,322	14,026	10,500	13,387
86 00 00 4360	SERVICE AREA REVENUE	54,274	4,849	225	0	0
TOTAL REVENUE		73,492	79,194	77,399	79,705	91,678
APPROPRIATIONS						
86 90 00 6010	SUPPLIES	279	0	407	0	0
86 90 00 6030	PUBLISHING EXPENSE	163	119	295	120	200
86 90 00 6100	INSURANCE	3,000	3,000	3,000	3,000	3,000
86 90 00 6130	ADMINISTRATIVE SERVICE FEE	4,900	3,600	3,600	6,285	4,632
86 90 00 6311	ELECTRICITY – SEWER PLANT	3,647	2,204	3,346	3,000	3,000
86 90 00 6312	ELECTRICITY – STREET LIGHTS	4,520	5,488	5,055	6,000	6,000
86 90 00 6441	SYSTEM MAINTENANCE – ROAD	27,398	27,667	22,614	76,000	40,000
86 90 00 6442	SYSTEM MAINTENANCE – SEWER	19,743	14,946	17,661	16,640	20,000
86 90 00 6540	CAPITAL IMPROVEMENTS	0	0	72,795	5,000	5,000
Total Expenditures		63,650	57,024	128,773	116,045	81,832
FUNDS AVAILABLE JUNE 30		312,235	334,405	283,031	246,691	262,659

**Ketchikan Gateway Borough
Forest Park Service Area**



Appropriations FY 1994/95



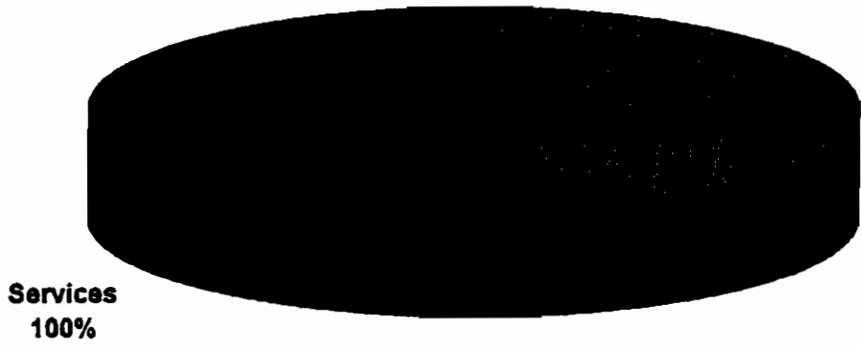
KETCHIKAN GATEWAY BOROUGH

FY 1994/95 BUDGET – SUMMARY OF REVENUE AND APPROPRIATIONS

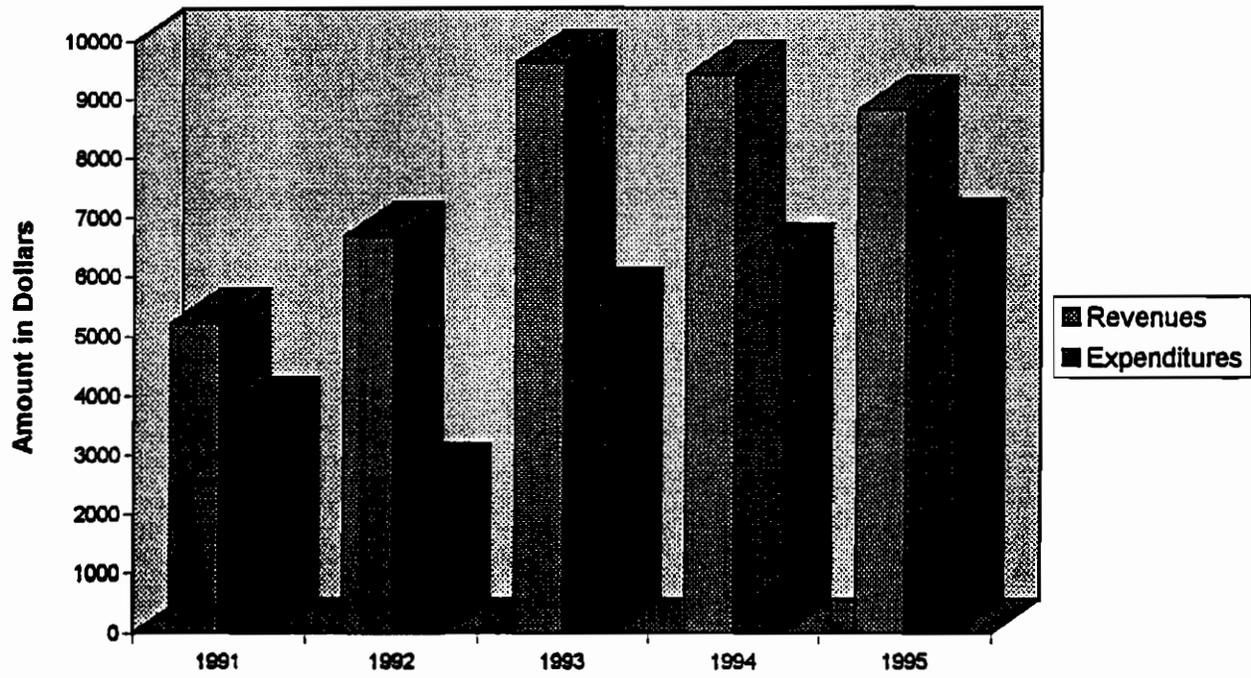
87 – GOLD NUGGET SERVICE AREA

ACCOUNT	DESCRIPTION	FY 90/91 ACTUAL	FY 91/92 ACTUAL	FY 92/93 ACTUAL	FY 93/94 BUDGET	FY 94/95 BUDGET
FUNDS AVAILABLE JULY 1		3,082	4,560	8,320	12,673	13,719
REVENUE						
87 00 00 4220	STATE REVENUE SHARING	0	0	476	476	300
87 00 00 4305	INTEREST INCOME	0	356	589	440	440
87 00 00 4360	SERVICE AREA REVENUE	5,227	6,332	8,556	8,500	8,082
TOTAL REVENUE		5,227	6,688	9,621	9,416	8,822
APPROPRIATIONS						
87 90 00 6030	PUBLISHING	0	41	0	0	0
87 90 00 6090	CONTRACTUAL SERVICES	0	100	0	0	0
87 90 00 6130	ADMINISTRATIVE SERVICES	1,075	1,000	1,000	520	382
87 90 00 6441	ROAD MAINTENANCE	2,574	1,365	4,470	5,300	6,072
87 90 00 6442	SEWER MAINTENANCE	100	120	100	500	300
Total Expenditures		3,749	2,626	5,570	6,320	6,754
FUNDS AVAILABLE JUNE 30		4,560	8,623	12,371	15,769	15,787

**Ketchikan Gateway Borough
Gold Nugget Service Area**



Appropriations FY 1994/95



DEPARTMENT: Capital and Equipment Replacement Fund **DIVISION: General Government**

ADMINISTRATIVE COMMENT

Last fiscal year was when this replacement fund was established. This year the fund was increased by fifty percent for a total of \$150,000. There are to be no anticipated withdrawals from this fund this year.

TRANSPORTATION ROLLING STOCK INVENTORY - 1994

Rev 4/25/94

VEHICLE TYPE	MAKE	YEAR	MODEL	SERIAL NUMBER	DEPT	ID #	CONDITION	EST LIFE (Yrs)	EST VALUE
Truck - Snow Plow/Dump	Oshkosh	1974	P-2023-101	19859	A/P		Fair	4	\$17,500
Truck - Snow Plow/Dump	Oshkosh	1991	P-2526-2	10T2COBAOL1039588	A/P		Excellent	14	135,000
Truck - Sand Spreader	International	1973	Fleetstar 2010-A	74722CGB11045	A/P		Fair	4	25,000
Truck - Tanker	GMC	1968	7500	TG70A-D022144	A/P		Fair	4	11,000
Grader	Champlon	1976	740-24-68-9872	15371-1806	A/P		Good	6	40,000
Grader	Champlon	1970	740A-23-17-9195	15371-1448	A/P		Good	8	24,000
Front End Loader	Terex	1981	72-21B009	70604	A/P		Fair	9	45,000
Fork Lift	Hyster	Unknown	P-60-A	A018D00918V	A/P		Fair	5	13,500
Snow Blower	SMI	1975	5000-5250	20146	A/P		Poor	1-2	35,000
Dozer	John Deere	Unknown	JD-350-B	214427T	A/P		Fair	6	12,500
ARFF Fire Engine #15	International	1975	Paystar 5070	A8057EGB16407 ?	A/P		Fair	4	50,000
ARFF Fire Engine #18	E-One, FMI	1987	P-150	1F9DBAA87G1037785	A/P		Good	11	142,000
ARFF Fire Engine #20	Oshkosh	1991	T-3000	10T9L5EH0M1043193	A/P		Excellent	14	405,000
Police Vehicle - Suburban	Chevrolet	1985	K-10 Suburban	1G8EKL6L5FF1505393	A/P		Fair	4	10,500
P/U Truck, 1 Ton, 4 x 4	Chevrolet	1985	CK-30943	1GCHK33M2FS189972	A/P		Poor	2	6,750
P/U Truck, 3/4 T, 4 x 4	Chevrolet	1984	K-20	2GCEK24L2E1194844	A/P		Fair	4	6,400
P/U Truck, 3/4 T, 4 x 4	Chevrolet	1984	K-20	2GCEK24L4E1194845	A/P		Fair	4	6,400
P/U Truck, 3/4 T, 4 x 4	Chevrolet	1990	2500	1GCGK24K5LE152430	A/P		Excellent	10	13,500
Utility Van, Command Vehicle	Chevrolet	1988	Astro	1GNCM15Z1JB233947	A/P		Good	9	11,500
Snow Broom	SMI / Detroit	Unknown	SW-314-G	20154	A/P		Fair/Poor	4	12,500
Snow Broom	SMI / Cummins	Unknown	SW-314-D	20191	A/P		Fair/Poor	4	12,500
Snow Broom	Sweepstar	1991	2900		A/P		Excellent	14	90,000
Urea Auger Loader	KIA Shop	Unknown	N/A	N/A	A/P		Fair/Poor	2-4	350
Urea Spreader	Hi-Way Utility	1975	P-6	58513	A/P		Poor	2	450
Portable Air Compressor	Worthington	Unknown	Unknown	597699	A/P		Poor	0	450
Portable Welder	Lincoln / Perkins	1991	SA-250	A-1144628	A/P		Excellent	19	8,500
M/V Ken Eichner	Blount	1968	N/A	D514755	Ferry		Fair	9	225,000
M/V Bob Ellis	Blount	1972	N/A	D539779	Ferry		Fair	12	650,000

MISCELLANEOUS

FISCAL YEAR 1994/95 BUDGET PROCESS

Budget Approach:

The Borough Manager is charged with the responsibility of preparing a budget for consideration and adoption by the Assembly. Past years had seen the budget prepared by the Manager with limited input from the staff and it was basically an incrementally adjusted annual budget. In other words, each budget and each line item was adjusted by some predetermined factor.

A different approach was initiated this year with the establishment of a Budget Review Committee. This Committee's membership includes the Borough's three appointed officials (Attorney, Clerk and Manager) and the Director of Administrative Services. This committee was augmented by the participation of the Assistant Manager/Borough Engineer when the capital and automation budgets were considered.

Each department or fund manager was provided with modified budget forms and instructed as to how the process was to occur. The budgets were prepared by the individual departments, presented to the Budget Review Committee and were extensively reviewed by the Committee.

While the overall budget amount was defined, individual budgets were not and each was viewed from the perspective of determining what was needed to accomplish a set of specific objectives. Revisions to the original submittals were incorporated into the budget that the Manager submitted to the Assembly for consideration.

The various budgets were reviewed with the Assembly during a series of agendaized and advertised public hearings before the final budget was adopted. These "workshops" were most productive and for the first time the Assembly and the public was fully aware of the detail that makes up a budget.

Budget Policies:

The following outline the primary budget policies that were used in preparing the Borough budget:

- ◆ The mill levy was to be lowered or to remain at the current rate of 8.3 mills;
- ◆ The general fund budget was to be balanced;
- ◆ A prudent ending fund balance was to be provided for;

Budget Policies (continued):

- ◆ A capital and equipment reserve account was to be established;
- ◆ The general fund subsidy of enterprise funds was to be minimized;
- ◆ Revenue projections are to be based on trend analysis;
- ◆ User fees are to be reviewed annually and adjusted when appropriate;
- ◆ Proposed expenditures were to be predicated on need in terms of meeting stated objectives. No cost-of-living trends were used;
- ◆ Employee compensation was based on cost-of-living trends or labor contract agreements; and
- ◆ A multi-year capital budget was to be prepared.

Budget Schedule: (The Borough Assembly present during each meeting with each meeting advertised and open to the public).

<u>Action Date</u>	<u>Action Taken</u>
March 15	Work Session - Mission and Objectives for fiscal year 1994/95 Budget
March 23	Joint Work Session with the School Board to discuss School District's Budget
March 26	Continue discussion on the Borough Mission and Objectives for the Budget Mission Statements and Objectives for the following areas: Transportation Services, Planning & Community Development, Attorney, Manager, Clerk, Service Areas, Special Budget Requests, Assembly Mission Statement
March 28	Continue work session on Borough Mission Statement and Objectives
April 2	Continue Borough Mission and Objectives for the Budget
April 14	Discussion on the Ketchikan Gateway Borough School District Budget
April 19	Discussion on the Ketchikan Gateway Borough School District Budget

Budget Schedule (continued):

- May 4 Borough Budget, Administrative Services, Animal Protection, Assembly and Mayor, Assessment, Automation, Clerk, Interfund Transfers, Law, Maintenance and Operations, Manager, Non-departmental; Day Care, Parks and Recreation, Planning and Community Development, Land Trust Fund, Non-areawide Fund, Permanent Fund, School Bond/Capital Improvement Fund, Coastal Zone Management Fund, Local Emergency Planning Commission, Transportation Services, Services Areas and Capital Budget
- May 9 Borough Budget, Maintenance and Operations, Manager, Non-departmental, Day Care, Parks and Recreation, Planning and Community Development, Land Trust Fund, Non-areawide Fund, Permanent Fund, School Bond/Capital Improvement Fund, Coastal Zone Management Fund, Local Emergency Planning Commission, Transportation Services, Service Areas, Capital Budget
- May 11 Borough Budget, Manager, Non-departmental, Day Care, Parks and Recreation, Planning and Community Development, Land Trust Fund, School Bond/Capital Improvement Fund, Coastal Zone Management Fund, Local Emergency Planning Commission, Transportation Services, Service Areas, Capital Budget.
- May 18 Borough Budget, Coastal Zone Management Fund, Local Emergency Planning Commission, Transportation Services, Service Areas, Capital Budget, Employee costs throughout the budget
- May 23 Borough Budget, Education, Community College, Ketchikan Headstart, Ketchikan Youth Services, Ketchikan Arts and Humanities, Kanayama Exchange, Economic Development, University of Alaska Southeast, Ketchikan, Ketchikan Visitors Bureau, Overall Economic Development Program, Camp Fire Boys and Girls, Alaska Council, Whitman Lake Dam, Carlanna Lake Dam, Legal Services and any other special budget requests
- May 25 Borough Budget, Employee costs throughout the budget, Fund and Revenue Enhancement, the entire budget, the mill levy
- June 6 Introduction of Ordinance No. 943 adopting the Ketchikan Gateway Borough Budget
- June 20 Public Hearing and consideration of Ordinance No. 943 adopting the Ketchikan Gateway Borough Budget
- June 23 Reconsideration of Ordinance No. 943 adopting the Ketchikan Gateway Borough Budget

DEPARTMENT: Cash Management

DIVISION: General Government

ADMINISTRATIVE COMMENTS

The Borough deposits all funds the next day after being receipted. Departments that receive cash put the funds either in the night deposit at the bank or deliver to the Administrative Services Department the same day of collection.

Investment of Borough funds emphasize the preservation of principal, the yield objective will be to exceed 90 day Treasury Notes.

The Borough collects all taxes for the Cities of Ketchikan and Saxman. An aggressive policy is established for the collection of all past due bills of any type.

**KETCHIKAN GATEWAY BOROUGH
COMMUNITY PROFILE**

**Date of Incorporation - 1963
Code of Ordinances Adopted - 1963
Form of Government - Assembly - Manager**

DEMOGRAPHICS

Area - Square Miles

1,250 sq. miles

Land Use 1991 (%)

Residential	49.6%
Undeveloped/Park	2.7%
Institutional	6.9%
Industrial	9.3%
Commercial/Service	11.7%
Total Acres	2,621.28

Land Ownership 1990 (%)

City	1.9%
Borough	18.8%
Ketchikan Public Utilities	0.4%
Private	70.9%
State	7.3%
Federal	0.7%
Total Acres	9,718.44

Racial Composition 1990 (%)

White	82.2%
Hispanic	2.1%
Asian or Pacific Isl.	4.1%
Black	0.4%
American Indian, Eskimo or Aleut.	13.4%

Gender Composition 1990 (%)

Male	52%
Female	48%

Elections (1993)

Registered Voters	8,090
Votes Cast Last Borough Election	3,342
% Voting Last Borough Election	41.3%

Population

1993	14,664
1992	14,415
1991	14,118
1990	13,828
1989	12,630
1988	12,982
1987	12,982
1986	14,014
1985	14,314
1980	11,316
1970	10,041
1960	9,307
1950	7,616

Age Composition 1990 (%)

Under 5 years	8.4%
5-14 years	15.9%
15-19 years	6.4%
20-24 years	6.9%
25-44 years	36.7%
45-64 years	19.1%
65 + years	6.6%

Educational Attainment 1990 (%)

Less than High School Diploma	15%
High School Diploma	31%
1-3 years of college	34%
4 years or more of college	20%

Household Income 1990 (%)

Less than \$15,000	10.2%
\$15,000 - \$24,000	10.6%
\$25,000 - \$34,000	15.4%
\$35,000 - \$49,000	20.1%
\$50,000 +	43.7%
Median Household Income	\$45,172
Average Household (persons)	2.8
Persons in Poverty	7%

DEMOGRAPHICS (continued)

ECONOMICS

Occupational Composition 1990 (%)

Tech. Sales, Administrative Support	25.3%
Managerial and Professional Service	27.9%
Service Occupations	11.9%
Operators, Fabricators, Laborers	17.1%
Precision Products, Crafts and Repairs	13%
Farming, Forestry and Fishing	4.9%

Industrial Composition 1990 (%)

Wholesale/Retail Trade	18.7%
Manufacturing	16.8%
Professional, Personal, Bus. Service	25.3%
Finance, Insurance and Real Estate	3.8%
Transportation, Communications	13.5%
Construction	8.1%
Public Administration	7.4%
Agriculture, Mining, etc.	6.4%

Taxes (1994)

City Retail Sales Tax Rate	5.5%
Borough Retail Sales Tax Rate	2.0%
City Property Tax	15.80 mills
Borough Property Tax	8.30 mills
Shoreline Service Area	9.95 mills
Waterfall Creek Service Area	8.95 mills
Mud Bight Service Area	8.95 mills
Forest Park Service Area	14.95 mills
Shoup Street Service Area	9.95 mills
Gold Nugget Service Area	9.95 mills
South Tongass Service Area	9.95 mills
Mountain Point Service Area	9.95 mills
City of Saxman Property Tax	8.30 mills

Unemployment Rate (%)

1993	8.7%
1992	9.3%
1991	9.3%
1990	7.5%
1989	7.5%
1988	8.3%
1987	10.1%
1986	10.7%
1985	10.6%

1994 Property Tax Assessed Valuation

Borough \$851,242,900

Zoning Permits

1993	197
1992	185
1991	219
1990	228
1989	173
1988	180
1987	225
1986	206
1985	216
1984	252
1983	246
1982	140
1981	156

DEMOGRAPHICS (continued)

1992-93 SERVICE STATISTICS

Fire Protection

Stations	5
Employees (Full-time)	7
Fire Calls	591
Emergency Calls	1,162
Fire Inspections (various kinds)	219
Fire Investigations	49

Public Works

Residential Solid Waste Customers Served	2,481
Solid Waste Collected (tons)	12,500
Street Miles (center line)	66.7
Street Lights	710
Signalized Intersections	2

Sewer

Miles of Sanitary Sewers	25
Average Daily Treatment	2 million
Average Daily Treatment Capacity	7MG

Water

Connections	8,980
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Library

Library Materials	50,000
Annual Circulation	222,279
Registered Borrowers	9,336

Police Protection

Employees (Full-time)	29
Sworn	29
Non-Sworn	0
Traffic Accidents	313
Traffic Citations	919
Total Calls for Police Service	14,553
Average Response Time for Urgent Calls (minutes)	3

Aviation

Based Fixed Wing Aircraft	41
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Municipal Parks

Developed Parks	14
Developed Acres	6,564
Swimming Pools	2
Lighted Ball Fields	2

Educational System

Elementary	8
Junior High	2
High School	2
Community College	1

Visitors (1994)

Cruise Ship Passengers	381,000
Alaska Marine Highway System Visitors	18,000
Airline Visitors	28,000

Data retrieved from the following sources:

1990 Census of Population and Housing
 City of Ketchikan, Fire Department, Police Department, Public Works Department
 Ketchikan Gateway Borough Department of Planning and Community Development
 Ketchikan Economic Development Center, C.L. Cheshire
 Ketchikan Visitors Bureau
 Ketchikan School District
 Ketchikan Employment Services

GLOSSARY of TERMS and ABBREVIATIONS

ADA	American Disabilities Act
ALLOCATION	Distribution of costs between reporting divisions or fund accounts.
AMAA	Alaska Municipal Attorney's Association
APPROPRIATIONS	A grant or allocation of money by the Assembly to carry out a governmental function, activity or program.
ASSESSED VALUE	The value to which the property tax rate is applied in order to determine tax liability against the property.
AUDIT COMMITTEE	An <i>ad hoc</i> committee which is comprised of the Borough Attorney, the Director of Administrative Services and the Borough Manager and which purpose is to interview and recommend a government auditing firm for selection by the Assembly and to coordinate and monitor the progress of the annual audit.
AUTOMATION COMMITTEE	An <i>ad hoc</i> committee or group responsible for the reviewing and recommending of the direction for future computer expansion, budget and policy to the Borough Manager.
BENEFITS	Amounts paid by the Borough on behalf of the employees which includes payments for such items as group insurance, retirement contributions, workman's compensation and payment for accrued leave.
BOND ISSUE	A security representing a long-term promise to pay a certain amount of money at specified times with a fixed rate of interest income payable to the bond holders.
BOND REFERENDUM	An election by qualified voters for a bond issue for a long-term capital project.
BOROUGH ASSEMBLY	The elected legislative body which establishes the policy and enacts the ordinances under which the Borough government operates.

BUDGET	A financial plan indicating all sources of revenues and expenditures for the allocation of Borough funds which can be used to monitor, manage and evaluate governmentally supported activities.
BUDGET COMMITTEE	An <i>ad hoc</i> committee comprised of the Borough Attorney, the Borough Clerk, the Director of Administrative Services and the Borough Manager which purpose is to review the preparation of the preliminary budget prior to its submittal to the Borough Assembly.
CAMA	Computer Assisted Mass Appraisal.
CAPITAL ASSET	Assets of significant value, in excess of \$1,000, having a useful life of several years, generally five or more years.
CAPITAL BUDGET	A financial plan for the acquisition of capital assets over a defined period of time (Also known as a Capital Improvement Program).
CAPITAL IMPROVEMENT PROJECT	A capital asset that is planned for acquisition or construction.
CAPITAL OUTLAY	Expenditures for the acquisition of capital assets.
CAPITALIZE	To set up an expenditure as a long term asset.
CODE OF ORDINANCES	A set of laws, adopted by the Borough Assembly, under which the Borough government and Borough residents operate.
COMPREHENSIVE PLAN	A detailed short and long term plan intended to guide the physical growth and development of the Borough. It includes analysis and recommendations intended to encourage and promote the best use of land, infrastructure, economic resources, transportation facilities and to promote the prudent employment of natural and human resources.
CONTINGENCY	A financial set-aside to be expended in the event of an unforeseen obligation or uncertain financial condition.

CONTRACT	A legally binding document or agreement that provides two parties with mutually agreed upon and understood specified consideration and services to perform or goods to provide.
COST-EFFECTIVENESS	A cost benefit evaluation technique to determine the effectiveness of an activity or investment.
CURRENT LEVEL	A basic level of service equal to the current (FY 1993/-1994) level of service.
DEBT	Accumulated amount owed by the Borough into the future.
DEBT SERVICE	The annual payments, principal and interest, made by the Borough against its outstanding debt.
DEC	State Department of Environmental Control
DEPRECIATION	An allocation of the net costs of a fixed asset over its estimated life or a measure of the exhaustion of asset value.
DIRECT COSTS	Those expenditures which are fixed in nature and are directly associated to the operation and maintenance of an activity.
ENTERPRISE FUND	A fund established to account for operations or activities which are financed and operated in a manner similar to private business where the intent is to cover the costs, expenses plus depreciation, of the operation or activity primarily through the collection of user charges.
EXPENDITURE	The amount of money or other asset paid, or to be paid, for a service rendered, good received, or an asset purchased.
FISCAL MANAGEMENT	Involves related functions in managing the Borough Assets.
FISCAL YEAR	Accounting period beginning July 1 of one calendar year and ending on June 30 of the following calendar year.

FTE	Full-time equivalent employee (2,080 hours per year).
FUND BALANCE	Remaining funds after taking into account all anticipated actual revenues and expenditures per fiscal year.
GENERAL FUND	Used to account for all financial resources, except those required to be accounted for in another fund, e.g. enterprise fund. The general fund includes most operating activities of the Borough, including the School District.
GFOA	Government Finance Officers' Association
GRANT	A contribution or gift of cash or other assets from one government to another to be used or expended for a specified purpose, activity or facility only.
INDEPENDENT CONTRACTOR	A person or firm providing services or goods to the Borough pursuant to a written contract who is not an employee of the Borough.
INDIRECT COSTS	Support costs associated with doing business as a Borough government.
INTERFUND TRANSFERS	Financial transactions between funds requiring approval of Borough Assembly.
INVENTORY	An itemized list or catalog of goods, property, etc.
LANS	Local Area Computer Networks
LEPC	Local Emergency Planning Commission
LONGEVITY	Length of service.
MISSION STATEMENT	A statement of broad direction, purpose or intent based on the needs of the Borough. This statement is general and timeless and it is not concerned with specific achievement in a given time.
NON-DEPARTMENTAL	A cost accumulation center where costs that can not be directly identified and allocated to specific activities, functions or programs can be accounted for.
OBJECTIVE	A desired output oriented accomplishment which can be measured and achieved within a given time.

PERMANENT FUND	Special revenue fund established from the sale of Borough assets. Earnings from this fund are utilized to supplant the general fund.
PERSONAL SERVICES	The cost of personnel employed by the Borough government.
RECORDS MANAGEMENT	A system of filing, retention, and timely destruction of obsolete data and information.
RESERVES	That portion of the fund balance that is not available for appropriation or expenditure or is legally segregated for a specific future use.
REVENUES	Income from taxes, license fees, user fees, grants and other items or amounts of income.
SERVICE AREA	A subdivision or unit of the Borough government which is organized for a specific area to provide specific services, e.g. water, sewer, fire protection and roads. These areas have their own Boards of Directors and recommend budget and taxing levels which must be approved by the Borough Assembly.
SUPPLIES AND SERVICES	Expenditure classifications for items or services which will be consumed or used during the course of the fiscal year.
TRANSFERS	Money moved from one fund to another with Borough Assembly approval.
UNALLOCATED	Not designated for a specific purpose.
WORK PROGRAM	A description of who does what, where and when.
ZONING	Regulation of land use by dividing real property into areas by specific restrictions on types of construction or uses.

KETCHIKAN GATEWAY BOROUGH
COMPUTATION OF LEGAL DEBT MARGIN

June 30, 1994

No Debt Limit is Mandated by Law

DIRECT AND OVERLAPPING DEBT

June 30, 1994

Total Direct Debt		
Outstanding G.O. Bonds – Ketchikan Gateway Borough		\$8,819,000
Less Self Supporting Debt:		
1972 Airport Improvement Bonds		480,000
Net Direct Debt		8,339,000
Overlapping Debt of the City of Ketchikan (100%)		
Outstanding G.O. Bonds – City of Ketchikan	6,049,000	
Less Self Supporting Debt:		
Bonds Paid from Ketchikan Port Fund Revenues	(115,000)	
Bonds Paid from Sales Tax Hospital Fund Revenues	(1,250,000)	
Bonds Paid from Wastewater Fund Revenues	(400,000)	
Bonds Paid from Refunding Bonds	(2,221,495)	2,062,505
 Total Direct and Overlapping Debt		\$10,401,505

Source: Ketchikan Gateway Borough and City of Ketchikan Financial Records

KETCHIKAN GATEWAY BOROUGH
 COMBINED SCHEDULE OF BONDS PAYABLE
 Year Ended June 30, 1994

	<u>Interest Rate</u>	<u>Payment Dates</u>	<u>Issue Date</u>	<u>Final Maturity Date</u>	<u>Authorized</u>	<u>Issued</u>	<u>Retired</u>	<u>Outstanding</u>
GENERAL OBLIGATION BONDS								
1958 APW Bonds	2.00				\$ 1,336,000	\$ 1,336,000	\$ 807,000	\$ 529,000
1972 Airport Bonds	5.50 - 6.50	5/1 & 11/1	05/01/72	05/01/97	2,200,000	2,200,000	1,720,000	480,000
1974 School Refunding	5.00 - 8.00	3/1 & 9/1	09/01/74	09/01/95	4,835,000	4,835,000	4,225,000	610,000
1989 Series "A" School Bonds	6.20 - 6.70	4/1 & 10/1	11/14/89	10/01/2000	9,600,000	9,600,000	2,400,000	7,200,000
					<u>\$ 17,971,000</u>	<u>\$ 17,971,000</u>	<u>\$ 9,152,000</u>	<u>\$ 8,819,000</u>
REVENUE BONDS								
1980 Airport Improvement Bonds	8.00	5/1 & 11/1	05/01/80	05/01/00	\$ 410,000	\$ 410,000	\$ 185,000	\$ 225,000

KETCHIKAN GATEWAY BOROUGH
DEBT SERVICE REQUIREMENTS TO MATURITY

June 30, 1994

Fiscal Year	G.O. Bonds—Education		G. O. Bonds—Airport		Revenue Bonds—Airport	
	Principal	Interest	Principal	Interest	Principal	Interest
1995	1,610,000	491,588	150,000	27,300	30,000	18,000
1996	1,400,000	399,200	160,000	18,150	30,000	15,600
1997	1,200,000	317,400	170,000	9,350	35,000	19,200
1998	1,200,000	239,400	0	0	40,000	10,400
1999	1,200,000	160,200	0	0	40,000	7,200
2000	1,200,000	80,400	0	0	50,000	4,000
	<u>\$ 7,610,000</u>	<u>\$ 1,688,188</u>	<u>\$ 480,000</u>	<u>\$ 54,800</u>	<u>\$ 225,000</u>	<u>\$ 68,400</u>
		<u>\$ 9,496,188</u>		<u>\$ 534,800</u>		<u>\$ 293,400</u>

KETCHIKAN GATEWAY BOROUGH

SCHEDULE OF ASSESSED VALUATIONS

YEAR	VALUATION(\$)	MILLAGE RATE	DOLLAR AMOUNT(\$)
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GENERAL FUND

1966/67	72,393,833	6.00	434,363
1967/68	75,470,210	8.00	603,762
1968/69	91,965,830	6.40	588,581
1969/70	96,453,720	5.20	501,559
1970/71	98,655,375	4.00	394,622
1971/72	104,088,090	6.00	624,529
1972/73	117,702,826	10.50	1,235,880
1973/74	152,722,421	8.00	1,221,779
1974/75	168,791,775	8.00	1,350,334
1975/76	198,599,756	8.30	1,648,378
1976/77	214,394,095	9.60	2,058,183
1977/78	247,655,450	7.00	1,733,588
1978/79	293,378,830	5.00	1,466,894
1979/80	306,354,080	4.50	1,378,593
1980/81	368,613,765	2.50	916,534
1981/82	445,188,300	1.00	445,168
1982/83	532,766,200	1.00	532,766
1983/84	573,656,746	1.00	573,657
1984/85	638,157,830	3.10	1,978,289
1985/86	660,988,333	2.55	1,685,520
1986/87	652,773,750	3.00	1,958,321
1987/88	644,691,600	5.70	3,674,742
1988/89	672,170,100	6.00	4,033,021
1989/90	710,801,700	6.00	4,264,810
1990/91	735,506,000	6.00	4,413,036
1991/92	773,585,250	6.60	5,105,663
1992/93	792,034,850	8.30	6,573,889
1993/94	823,133,650	8.30	6,832,009
1994/95	849,837,900	8.30	7,053,655

NONAREAWIDE FUND

1986/87	275,085,400	0.58	159,550
1987/88	275,871,550	0.60	165,523
1988/89	300,063,000	0.85	255,054
1989/90	324,854,750	0.85	276,127
1990/91	343,233,200	0.85	291,748
1991/92	357,639,250	0.60	214,584
1992/93	375,102,600	0.60	225,062
1993/94	395,944,750	0.65	257,364
1994/95	408,504,400	0.65	265,528

KETCHIKAN GATEWAY BOROUGH

SCHEDULE OF ASSESSED VALUATIONS

YEAR	VALUATION(\$)	MILLAGE RATE	DOLLAR AMOUNT(\$)
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SOUTH END FIRE PROTECTION SERVICE AREA

1983/84	40,189,100	1.00	40,189
1984/85	57,114,700	1.00	57,115
1985/86	58,217,150	1.00	58,217
1986/87	58,974,050	1.00	58,974
1987/88	58,170,000	1.00	58,170
1988/89	57,536,400	1.00	57,536
1989/90	58,835,375	1.00	58,835
1990/91	56,080,300	1.00	56,080
1991/92	63,972,800	1.00	63,973
1992/93	68,144,100	1.00	68,144
1993/94	74,065,000	1.00	74,065
1994/95	80,537,200	1.00	80,537

SHORELINE SERVICE AREA

1971/72	2,356,340	0.73	1,722
1972/73	0	0.00	0
1973/74	0	0.00	0
1974/75	4,043,643	1.00	4,044
1975/76	4,279,270	1.22	5,221
1976/77	5,833,450	1.22	7,117
1977/78	6,629,000	1.22	8,087
1978/79	10,991,900	1.22	13,410
1979/80	11,423,650	1.28	14,622
1980/81	13,200,000	1.12	14,784
1981/82	19,960,100	0.75	14,970
1982/83	22,928,350	1.50	34,393
1983/84	23,109,450	0.75	17,332
1984/85	38,525,980	1.00	38,526
1985/86	38,066,950	2.00	76,134
1986/87	36,075,500	0.50	18,038
1987/88	35,453,000	0.50	17,727
1988/89	36,576,500	0.50	18,288
1989/90	40,439,750	0.50	20,220
1990/91	45,496,600	0.50	22,748
1991/92	46,824,250	1.00	46,824
1992/93	44,586,000	1.00	44,586
1993/94	45,020,950	1.00	45,021
1994/95	47,067,200	1.00	47,067

FOREST PARK SERVICE AREA

1991/92	11,393,300	5.00	56,967
1992/93	12,231,700	5.00	61,159
1993/94	13,493,050	5.00	67,465
1994/95	15,218,400	5.00	76,092

K E T C H I K A N G A T E W A Y B O R O U G H

ORDINANCE NO. 943, AMENDED

AN ORDINANCE OF THE ASSEMBLY OF THE KETCHIKAN GATEWAY BOROUGH, ALASKA, ADOPTING THE BUDGET FOR FISCAL YEAR 1994/95 AND APPROPRIATING FROM THE GENERAL FUND, LAND TRUST FUND, NONAREAWIDE FUND, PERMANENT FUND, SCHOOL BOND/CAPITAL IMPROVEMENT FUND, AIRPORT FUND, TRANSIT ENTERPRISE FUND, SOUTH END FIRE PROTECTION SERVICE AREA FUND, SHORELINE SERVICE AREA FUND, MOUNTAIN POINT SERVICE AREA FUND, WATERFALL CREEK SERVICE AREA FUND, MUD BIGHT SERVICE AREA FUND, FOREST PARK SERVICE AREA FUND AND GOLD NUGGET SERVICE AREA FUND FOR FISCAL YEAR 1994/95; AND ESTABLISHING AN EFFECTIVE DATE.

R E C I T A L S

A. In accordance with Ketchikan Gateway Borough Code 40.10.010(b), the Borough Assembly held a public hearing on June 6, 1994, on the proposed Fiscal Year 1994/95 Budget and Capital Program.

B. After hearing public testimony, the Assembly now desires to adopt the 1994/95 budget.

NOW, THEREFORE, BE IT ENACTED BY THE ASSEMBLY OF THE KETCHIKAN GATEWAY BOROUGH, ALASKA, as follows:

Section 1: The budget for the fiscal year beginning July 1, 1994, entitled KETCHIKAN GATEWAY BOROUGH 1994/95 BUDGET, is hereby adopted.

Section 2: The sum of \$11,351,956 is hereby appropriated from the General Fund of the Ketchikan Gateway Borough for fiscal year beginning July 1, 1994.

Section 3: The sum of \$225,000 is hereby appropriated from the Land Trust Fund of the Ketchikan Gateway Borough for fiscal year beginning July 1, 1994.

Section 4: The sum of \$307,177 is hereby appropriated from the Nonareawide Fund of the Ketchikan Gateway Borough for fiscal year beginning July 1, 1994.

Section 5: The sum of \$10,000 is hereby appropriated from the Permanent Fund of the Ketchikan Gateway Borough for the fiscal year beginning July 1, 1994.

Section 6: The sum of \$2,103,088 is hereby appropriated from the School Bond/Capital Improvement Fund of the Ketchikan Gateway Borough for the fiscal year beginning July 1, 1994.

Section 7: The sum of \$2,256,868 is hereby appropriated from the Airport Fund of the Ketchikan Gateway Borough for the fiscal year beginning July 1, 1994

Section 8: The sum of \$222,493 is hereby appropriated from the Transit Enterprise Fund of the Ketchikan Gateway Borough for the fiscal year beginning July 1, 1994.

Section 9: The sum of \$95,533 is hereby appropriated from the South End Fire Protection Service Area Fund of the Ketchikan Gateway Borough for the fiscal year beginning July 1, 1994.

Section 10: The sum of \$38,825 is hereby appropriated from the Shoreline Service Area Fund of the Ketchikan Gateway Borough for the fiscal year beginning July 1, 1994.

Section 11: The sum of \$75,557 is hereby appropriated from Mountain Point Service Area Fund of the Ketchikan Gateway Borough for the fiscal year beginning July 1, 1994.

Section 12: The sum of \$12,773 is hereby appropriated from the Waterfall Creek Service Area Fund of the Ketchikan Gateway Borough for the fiscal year beginning July 1, 1994.

Section 13: The sum of \$24,592 is hereby appropriated from the Mud Bight Service Area Fund of the Ketchikan Gateway Borough for the fiscal year beginning July 1, 1994.

Section 14: The sum of \$81,832 is hereby appropriated from the Forest Park Service Area Fund of the Ketchikan Gateway Borough for the fiscal year beginning July 1, 1994.

Section 15: The sum of \$6,754 is hereby appropriated from the Gold Nugget Service Area Fund of the Ketchikan Gateway Borough for the fiscal year beginning July 1, 1994.

Section 16: This ordinance shall become effective upon adoption.

ADOPTED this 23rd day of June, 1994.

RECONSIDERED &
2ND VOTE:

Jim Carlton
BOROUGH MAYOR

ATTEST:
D. Zimmick
BOROUGH CLERK

APPROVED AS TO FORM:

Shirley S. Williams
BOROUGH ATTORNEY

Public Hearing: <u>6-20-94</u>			
Effective Date: <u>6-23-94</u>			
Roll Call:	Y	N	A
Coyne	[]	[]	[✓]
Mitchel	[]	[]	[✓]
Cruise	[✓]	[]	[]
Hansen	[]	[]	[✓]
Yetka	[✓]	[]	[]
Chenhall	[✓]	[]	[]
Conley	[✓]	[]	[]

Four (4) affirmative votes required for passage

K E T C H I K A N G A T E W A Y B O R O U G H

RESOLUTION NO. 1169

A RESOLUTION OF THE ASSEMBLY OF THE KETCHIKAN GATEWAY BOROUGH, ALASKA, LEVYING FOR THE TAX YEAR OF 1994 A GENERAL AREAWIDE TAX FOR AREA-WIDE BOROUGH PURPOSES; LEVYING A GENERAL NONAREAWIDE TAX FOR NONAREAWIDE PURPOSES; LEVYING A TAX IN THE SOUTH END FIRE PROTECTION SERVICE AREA; LEVYING A TAX IN THE SHORELINE SERVICE AREA; LEVYING A TAX IN THE FOREST PARK SERVICE AREA; PROVIDING FOR THE COLLECTION OF TAXES DUE IN 1994; PRESCRIBING PENALTIES AND INTEREST FOR DELINQUENT TAXES; AND PROVIDING FOR AN EFFECTIVE DATE.

R E C I T A L S

A. The Ketchikan Gateway Borough Assembly exercises its power to assess, levy and collect a general property tax as provided in Title 45, Revenue and Taxation, of the Borough Code or Ordinances.

B. In accordance with AS 29.45.240, the Assembly now wishes to set the rate of levy and the date when taxes become due and payable, the date when taxes become delinquent, and prescribe penalties and interest for delinquent taxes.

NOW, THEREFORE, IT IS RESOLVED BY THE ASSEMBLY OF THE KETCHIKAN GATEWAY BOROUGH, ALASKA, as follows:

Section 1: There is hereby levied upon all taxable real and personal property in the Ketchikan Gateway Borough, Alaska, except such property as is exempt by law from taxation, a general tax of 8.30 mills for Borough areawide functions and purposes, including maintenance and operation of public schools, for the tax year 1994 based upon the estimated equalized assessment roll in the amount of \$851,242,900, provided the amount of taxes levied and collected on boats and automobiles shall not exceed the limit established by law.

Section 2: There is hereby levied upon all taxable real and personal property in the area of the Ketchikan Gateway Borough outside the City of Ketchikan and the City of Saxman, except such property as is exempt by law from taxation, a general tax of .65 mill for Borough nonareawide functions and purposes, in addition to the tax levied in Section 1 above, for the tax year 1994 based on the estimated equalized assessment roll for real property in the amount of \$410,993,500, provided the amount of taxes levied and collected on boats and automobiles shall not exceed the limit established by law.

Section 3: There is hereby levied upon all taxable real and personal property in the South End Fire Protection Service Area, except such property as is exempt by law from taxation, a general tax of 1.00 mill for service area purposes, in addition to the tax levied in Sections 1 and 2 above, for the tax year 1994 based on the estimated equalized assessment roll for real property in the amount of \$80,324,500, provided the amount of taxes levied and

collected on boats and automobiles shall not exceed the limit established by law.

Section 4: There is hereby levied upon all taxable real and personal property in the Shoreline Service Area, except such property as is exempt by law from taxation, a general tax of 1.00 mills for service area purposes, in addition to the tax levied in Sections 1 and 2 above, for the tax year 1994 based on the estimated equalized assessment roll for real property in the amount of \$46,685,300, provided the amount of taxes levied and collected on boats and automobiles shall not exceed the limit established by law.

Section 5: There is hereby levied upon all taxable real and personal property in the Forest Park Service Area, except such property as is exempt by law from taxation, a general tax of 5.00 mills for service area purposes, in addition to the tax levied in Sections 1 and 2 above, for the tax year 1994 based on the estimated equalized assessment roll for real property in the amount of \$15,207,500 provided the amount of taxes levied and collected on boats and automobiles shall not exceed the limit established by law.

Section 6: Taxes levied pursuant to the provisions of this resolution shall be due and payable on September 30, 1994, and shall become delinquent unless paid before October 1, 1994.

Section 7: Taxes remaining unpaid after the delinquent date shall be collected and have penalties and interest added thereto in accordance with the law.

Section 8: This resolution shall become effective upon adoption.

ADOPTED this 6th day of June, 1994.

Jim Carlton
BOROUGH MAYOR

ATTEST:
H. Bernice
BOROUGH CLERK

APPROVED AS TO FORM:
Thomas A. Sullivan
BOROUGH ATTORNEY

Effective Date: <u>6-6-94</u>			
Roll Call:	Y	N	A
Coyne	[]	[✓]	[]
Mitchel	[✓]	[]	[]
Cruise	[✓]	[]	[]
Chenhall	[✓]	[]	[]
Yetka	[✓]	[]	[]
Hansen	[✓]	[]	[]
Conley	[]	[✓]	[]
Four (4) affirmative votes required for passage			