

**Prince William Sound Borough Feasibility Revenue and Cost Calculator (R&C Calculator)**  
**Developed by Nathan Wiltse, Cold Climate Housing Research Center for the Prince William**  
**Sound Borough Formation Economic Feasibility Study by Information Insights and Winters and Associates.**  
**Prepared: December 7, 2018**  
**Last Modified: December 7, 2018**

**Key**

BOB	Balance of Borough - the unnamed areas in the Prince William Sound region.
POD15	The portion of the Municipality of Anchorage's Tax District 15 that would be included in the proposed borough along with Girdwood (Tax District 4).
R- Tabs	Revenue Tabs
LT Property	Locally Taxed Property
LT Sales and Use	Locally Taxed Sales and Use Transactions
C-Tabs	Cost Tabs
C-Admin	Administration Costs
C-Ed	Education Costs
D Tabs	Data Tabs with sources and methodology
D-R-Local Tax	Taxable values for all local taxes
D-R-Shared Fish	Transfer payments for Shared Fisheries Taxes
D-Ed-FVD Tax Property	Full Value Determination data for calculation of Education funding
D-Ed-Adjusted Mil Rate	Data and calculations for reduction in city costs from transfer of education to borough and adjustment of mill rates
D-Ed	Detailed description of foundation formula calculations
D-CAPP	Data for Community Assistance Program Payments
D-R-Other	Data for PILT and Land entitlements, no data currently entered
D-C-Admin	Data and calculation for cost of borough administration
D-C-Start-up	Data and calculation for borough start-up costs
D-Community Tab	2018 taxable value for cities for which mill rates are adjusted

**Summary**

**Revenue**

		<b>Dollars (\$)</b>
<b>Local Taxes</b>		
<b>Property</b>		<b>\$ 2,338,434</b>
	<b>Mill</b>	
REAL Property	5   2	
Oil & Gas	5   2	
Personal	5   2	
<b>Sales and Use</b>		<b>\$ 4,952,883</b>
	<b>Percent</b>	
Sales	1   2	
Bed	6   5	
Liquor	5   5	
Tobacco	5   5	
Severance	0   None	
Gasoline	0   None	
Rental Car	0   None	
Marijuana	0   None	
<b>State Assessed</b>		
<b>Shared Fisheries</b>		<b>\$ -</b>
<b>Education</b>		<b>\$ 7,308,288</b>
State Contribution	\$ 7,202,368	
Federal Impact Aid	\$ 105,920	
<b>Other</b>		<b>\$ 546,885</b>
PILT	\$ -	
CAPP	\$ 246,885	
NFR	\$ -	
BFG	\$ 300,000	

**Costs**

		<b>Dollars (\$)</b>	<b>Dollars (\$)</b>
<b>Annual Costs</b>			
<b>Administration</b>		<b>\$ 1,840,912</b>	
Staff	\$ 917,100		
Travel	\$ 120,000		
Material	\$ 115,000		
Contracts	\$ 225,298		
<b>Education</b>			
Local Contribution	\$ 5,177,519		<b>\$ 12,379,887</b>
State Contribution	\$ 7,202,368		
Federal Impact Aid	\$ 105,920		
<b>Formation Only Costs</b>			
<b>Start-up Costs</b>		<b>\$ 355,000</b>	
Material	\$ 30,000		
PTR&DB	\$ 250,000		
P&LM	\$ 75,000		

**Options**

<b>Valdez In ("Yes") or Out ("No")</b>	No
<b>Girdwood In ("Yes") or Out ("No")</b>	Yes
<b>Year Examined</b>	1
<b>Miles of pipeline in</b>	12
<b>Passthrough of CAPP</b>	Yes
<b>Passthrough of Shared Fisheries Taxes</b>	Yes
<b>Passthrough of PILT</b>	No

**Results**

<b>Net Revenue, Annual [Year 1]</b>	<b>\$ 570,690</b>
Gross Revenue	\$ 15,146,489
Gross Costs	\$ 14,575,799

<b>Borough Budgetary Reserve</b>	
----------------------------------	--

Choose Community	Whittier
------------------	----------

AFTER Borough Formation - Whittier (Adjusted Costs and Property Tax)
--

Reduction in City Costs	
-------------------------	--

Administration	
----------------	--

Planning	\$ 15,000
Finance	\$ -
Tax Assessment	\$ -

Education	
-----------	--

City Contribution	\$ -
Debt Service	\$ -
In Kind Support	\$ -

Reduction in City Property Tax	
--------------------------------	--

Adjusted Mill Rate	7.85
--------------------	------

Property Tax Revenue	
----------------------	--

Real Property	\$ 6,985
Oil & Gas	\$ 279
Personal	\$ 7,757

Net Change	\$ -
------------	------

Assuming no other revenue or cost changes to city budget

<b>Choose Community</b>	<b>Cordova</b>
<b>CHOOSE TYPE OF PROPERTY</b>	<b>RESIDENTIAL/COMMERCIAL</b>

<b>BOROUGH PROPERTY MILL</b>	
	<b>MILL</b>
	<b>2.00</b>

<b>ADJUSTED CITY PROPERTY MILL</b>	
	<b>MILL</b>
	<b>0.94</b>

**TOTAL MILL RATE ON TAXPAYER** **2.94**

**TAXPAYER PAYS** **\$ 294.20**

**PER \$100,000 OF REAL AND PERSONAL  
PROPERTY VALUE**

<b>ORIGINAL CITY PROPERTY MILL</b>	
	<b>MILL</b>
	<b>11.81</b>

Revenue - Local Taxes, Property

Tax Type	Taxable Values		PWS All		BOB		Chenega		Cordova		Girdwood		Tatitlek		Valdez				
	Property Value (\$)	Mill	Value (\$)	Mill	Value (\$)	Mill	Value (\$)	Mill	Value (\$)	Mill	Value (\$)	Mill	Value (\$)						
Property, REAL	\$ 893,002,587	2	\$ 1,786,005		\$ 39,942		\$ 9,336		\$ 423,625		\$ 1,133,218		\$ 16,997						
Current Collected City Taxes					0	\$ -	0	\$ -	11.81	\$ 2,433,499	12.73	\$ 6,821,879	0	\$ -					
Reduction in City Collected Taxes						\$ -		\$ -		\$ -		\$ -		\$ -					
Property, Oil & Gas	\$ 95,102,800	2	\$ 190,206		\$ 170,400		\$ -		\$ 16,944		\$ -		\$ -						
Current Collected City Taxes					0	\$ -	0	\$ -	11.81	\$ 100,055	12.73	\$ -	0	\$ -					
Reduction in City Collected Taxes						\$ -		\$ -		\$ -		\$ -		\$ -					
Property, Personal	\$ 181,111,610	2	\$ 362,223		\$ 3,117		\$ 3,308		\$ 185,312		\$ 45,897		\$ 4,459						
Current Collected City Taxes					0	\$ -	0	\$ -	0	\$ -	12.73	\$ 302,439	0	\$ -					
Reduction in City Collected Taxes						\$ -		\$ -		\$ -		\$ -		\$ -					
Subtotal - Revenue, Property Taxes	Borough Revenue			\$ 2,338,434	BOB, Subtotal		\$ 213,459	Chenega, Subtotal		\$ 12,645	Cordova, Subtotal		\$ 625,881	Girdwood, Subtotal		\$ 1,179,115	Tatitlek, Subtotal		\$ 21,456
	Current City Collected Taxes (2018\$)						\$ -			\$ -			\$ 2,533,554			\$ 7,124,317			\$ -
	Reduction in City Collected Taxes						\$ -			\$ -			\$ -			\$ -			\$ -

**Revenue - Local Taxes, Property**

	Whittier	POD15												
<b>Tax Type</b>														
<b>Property, REAL</b>	\$ 92,716	\$ 70,171												
	<table border="1"> <tr> <th>Mill</th> <th>Value (\$)</th> </tr> <tr> <td style="text-align: center;">8</td> <td style="text-align: right;">\$ 368,619</td> </tr> <tr> <td style="text-align: center;">-</td> <td style="text-align: right;">\$ -</td> </tr> </table>	Mill	Value (\$)	8	\$ 368,619	-	\$ -	<table border="1"> <tr> <th>Mill</th> <th>Value (\$)</th> </tr> <tr> <td style="text-align: center;">7.33</td> <td style="text-align: right;">\$ 238,998</td> </tr> <tr> <td style="text-align: center;">-</td> <td style="text-align: right;">\$ -</td> </tr> </table>	Mill	Value (\$)	7.33	\$ 238,998	-	\$ -
Mill	Value (\$)													
8	\$ 368,619													
-	\$ -													
Mill	Value (\$)													
7.33	\$ 238,998													
-	\$ -													
<b>Property, Oil &amp; Gas</b>	\$ 2,861	\$ -												
	<table border="1"> <tr> <th>Mill</th> <th>Value (\$)</th> </tr> <tr> <td style="text-align: center;">8</td> <td style="text-align: right;">\$ 14,718</td> </tr> <tr> <td style="text-align: center;">-</td> <td style="text-align: right;">\$ -</td> </tr> </table>	Mill	Value (\$)	8	\$ 14,718	-	\$ -	<table border="1"> <tr> <th>Mill</th> <th>Value (\$)</th> </tr> <tr> <td style="text-align: center;">7.33</td> <td style="text-align: right;">\$ -</td> </tr> <tr> <td style="text-align: center;">-</td> <td style="text-align: right;">\$ -</td> </tr> </table>	Mill	Value (\$)	7.33	\$ -	-	\$ -
Mill	Value (\$)													
8	\$ 14,718													
-	\$ -													
Mill	Value (\$)													
7.33	\$ -													
-	\$ -													
<b>Property, Personal</b>	\$ 111,617	\$ 8,513												
	<table border="1"> <tr> <th>Mill</th> <th>Value (\$)</th> </tr> <tr> <td style="text-align: center;">8</td> <td style="text-align: right;">\$ 408,247</td> </tr> <tr> <td style="text-align: center;">-</td> <td style="text-align: right;">\$ -</td> </tr> </table>	Mill	Value (\$)	8	\$ 408,247	-	\$ -	<table border="1"> <tr> <th>Mill</th> <th>Value (\$)</th> </tr> <tr> <td style="text-align: center;">7.33</td> <td style="text-align: right;">\$ 31,758</td> </tr> <tr> <td style="text-align: center;">-</td> <td style="text-align: right;">\$ -</td> </tr> </table>	Mill	Value (\$)	7.33	\$ 31,758	-	\$ -
Mill	Value (\$)													
8	\$ 408,247													
-	\$ -													
Mill	Value (\$)													
7.33	\$ 31,758													
-	\$ -													
<b>Subtotal - Revenue, Property Taxes</b>	<b>Whittier, Subtotal</b> \$ 207,194	<b>POD15</b> \$ 78,683												
	\$ 791,585	\$ 270,756												
	\$ -	\$ -												



**Revenue - Local Taxes, Consumption**

Tax Type	Whittier	POD15
Sales	\$ 315,611	\$ -
	% Value (\$)	% Value (\$)
	5 \$ 789,027	0 \$ -
	\$ -	\$ -
Bed	\$ 17,376	\$ -
	% Value (\$)	% Value (\$)
	\$ -	\$ -
	\$ -	\$ -
Liquor	\$ 13,971	\$ -
Tobacco	\$ 4,620	\$ -
Subtotal - Revenue, Consumption Taxes	<b>Whittier, Subtotal</b>	<b>POD15</b>
	\$ 351,578	\$ -
	\$ 789,027	\$ -
	\$ -	\$ -

**Revenue - State Assessed Taxes, Shared Fisheries**

Tax Type	PWS All		BOB	Chenega	Cordova	Girdwood	Tatitlek	Valdez
	%	Value (\$)						
Shared Fisheries Taxes (Fisheries Business or Raw Fish only for PWS)		\$ -	\$ -	\$ -	\$ 1,227,562	\$ -	\$ -	
			Value (\$)	Value (\$)	Value (\$)	Value (\$)	Value (\$)	
	Current Amount Allocated to City		\$ -	\$ -	\$ 1,227,562	\$ -	\$ -	
Subtotal - Revenue, Consumption Taxes	Borough Revenue	\$ -	\$ -	\$ -	\$ 1,227,562	\$ -	\$ -	
	Current Amount Allocated to City		\$ -	\$ -	\$ 1,227,562	\$ -	\$ -	

**Revenue - State Assessed Taxes, Shared Fisheries**

Tax Type	Whittier	POD15
Shared Fisheries Taxes (Fisheries Business or Raw Fish only for PWS)	\$ 115,559	\$ -
	Value (\$)	Value (\$)
	\$ 115,559	\$ -
Subtotal - Revenue, Consumption Taxes	Whittier, Subtotal	POD15
	\$ 115,559	\$ -
	\$ 115,559	\$ -

**Revenue - State, Education**

**PWS All**

Value (\$)

<b>State Aid for Education</b>	<b>\$ 7,202,368</b>
--------------------------------	---------------------

<b>Federal Impact Aid</b>	<b>\$ 105,920</b>
---------------------------	-------------------

<b>Subtotal - Revenue, Other</b>	<b>Borough Revenue</b>	<b>\$ 7,308,288</b>
----------------------------------	------------------------	---------------------

**Revenue - Other**

		PWS, All Value (\$)	BOB	Chenega	Cordova	Girdwood	Tatitlek	Valdez
Payment in Lieu of Taxes		<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
	Current Amount Received		Value (\$) <input type="text"/>	Value (\$) <input type="text"/>	Value (\$) <input type="text"/>	Value (\$) <input type="text"/>	Value (\$) <input type="text"/>	
Community Assistance Program Pavments		\$ 246,885		\$ 26,327	\$ 118,826	\$ 120,000	\$ 26,788	
	Current Amount Received			Value (\$) \$ 26,327	Value (\$) \$ 118,826	Value (\$) \$ -	Value (\$) \$ 26,788	
National Forestry Receipts		<input type="text"/>						
	Current Amount Received		Value (\$) <input type="text"/>	Value (\$) <input type="text"/>	Value (\$) <input type="text"/>	Value (\$) <input type="text"/>	Value (\$) <input type="text"/>	
Borough Formation Grant		\$ 300,000						
Subtotal - Revenue, Other	Borough Revenue	\$ 546,885	BOB, Subtotal \$ -	Chenega, Subtotal \$ 26,327	Cordova, Subtotal \$ 118,826	Girdwood, Subtotal \$ 120,000	Tatitlek, Subtotal \$ 26,788	
	Reductions in City Collected Taxes		Value (\$) \$ -	Value (\$) \$ 26,327	Value (\$) \$ 118,826	Value (\$) \$ -	Value (\$) \$ 26,788	

**Revenue - Other**

	Whittier	POD15
Payment in Lieu of Taxes	Value (\$) <input type="text"/>	Value (\$) <input type="text"/>
Community Assistance Program Pavments	\$ 79,692 Value (\$) \$ 79,692	
National Forestry Receipts	Value (\$) <input type="text"/>	Value (\$) <input type="text"/>
Borough Formation Grant		
Subtotal - Revenue, Other	Whittier, Subtotal \$ 79,692 Value (\$) \$ 79,692	POD15 \$ - Value (\$) \$ -

**Costs - Administration**

		PWS All Value (\$)
		\$ 59,000
Mayor & Assembly Stipend		\$ 59,000
Eight Staff Positions		\$ 858,100
Travel - Assembly & School Board		\$ 120,000
Building, Supplies, & Other Annual Costs		\$ 115,000
Annual Contract Costs		\$ 225,298
School District Debt Service		\$ 463,514
<b>Subtotal - Costs, Administration</b>	<b>Borough Costs</b>	<b>\$ 1,840,912</b>

**Education Costs - Local Costs**

**PWS, All  
Value (\$)**

<b>State Aid Entitlement</b>	<b>\$ 7,202,368</b>
------------------------------	---------------------

**FVD**

<b>Education, Minimum Required Local Effort</b>	<b>\$ 1,237,373,748</b>	<b>\$ 3,279,040</b>
---	-------------------------	---------------------

<b>Education, Additional Required Local Effort for Same Service</b>	<b>\$ 1,792,559</b>
---	---------------------

<b>Subtotal - Costs, Education</b>	<b>Borough School District Costs</b>	<b>\$ 12,273,967</b>
------------------------------------	--	----------------------

<b>Start-up Costs</b>		
		<b>PWS, All Value (\$)</b>
<b>Computers, Equipment, Software</b>		<b>\$ 30,000</b>
<b>Property Tax Roll &amp; Database</b>		<b>\$ 250,000</b>
<b>Planning &amp; Land Management</b>		<b>\$ 75,000</b>
<b>Subtotal - Costs, Education</b>	<b>Borough Costs</b>	<b>\$ 355,000</b>

**Sales and Use Taxable Values**

Revenue	Year	PWS, All	BOB	Chenega	Cordova	Girdwood	Tatitlek	Valdez	Whittier	POD15	Tab	Notes
---------	------	----------	-----	---------	---------	----------	----------	--------	----------	-------	-----	-------

**Property**

REAL Property	1	\$893,002,587	\$19,971,034	\$4,668,241	\$211,812,281	\$566,609,189	\$8,498,593	\$324,614,137	\$46,357,932	\$35,085,317	Property	
REAL Property	2	\$911,365,773	\$19,971,034	\$4,668,241	\$217,731,374	\$578,053,650	\$8,498,593	\$332,991,802	\$46,640,172	\$35,802,709	Property	
REAL Property	3	\$930,141,912	\$19,971,034	\$4,668,241	\$223,815,876	\$589,729,268	\$8,498,593	\$341,585,679	\$46,924,130	\$36,534,770	Property	
REAL Property	4	\$949,340,606	\$19,971,034	\$4,668,241	\$230,070,410	\$601,640,712	\$8,498,593	\$350,401,347	\$47,209,817	\$37,281,799	Property	
REAL Property	5	\$968,971,686	\$19,971,034	\$4,668,241	\$236,499,726	\$613,792,746	\$8,498,593	\$359,444,530	\$47,497,244	\$38,044,102	Property	

Oil & Gas Property	1	\$95,102,800	\$85,200,000	\$0	\$8,472,060	\$0	\$0	\$1,921,355,290	\$1,430,740	\$0	Property	
Oil & Gas Property	2	\$95,102,800	\$85,200,000	\$0	\$8,472,060	\$0	\$0	\$1,921,355,290	\$1,430,740	\$0	Property	
Oil & Gas Property	3	\$95,102,800	\$85,200,000	\$0	\$8,472,060	\$0	\$0	\$1,921,355,290	\$1,430,740	\$0	Property	
Oil & Gas Property	4	\$95,102,800	\$85,200,000	\$0	\$8,472,060	\$0	\$0	\$1,921,355,290	\$1,430,740	\$0	Property	
Oil & Gas Property	5	\$95,102,800	\$85,200,000	\$0	\$8,472,060	\$0	\$0	\$1,921,355,290	\$1,430,740	\$0	Property	

Personal	1	\$181,111,610	\$1,558,325	\$1,654,222	\$92,656,168	\$22,948,529	\$2,229,603	\$110,389,405	\$55,808,461	\$4,256,302	Property	
Personal	2	\$190,085,388	\$1,558,325	\$1,654,222	\$97,693,805	\$21,760,006	\$2,229,603	\$120,568,696	\$61,033,323	\$4,156,105	Property	
Personal	3	\$199,886,130	\$1,558,325	\$1,654,222	\$103,005,333	\$20,633,038	\$2,229,603	\$131,686,646	\$66,747,343	\$4,058,265	Property	
Personal	4	\$210,571,279	\$1,558,325	\$1,654,222	\$108,605,645	\$19,564,437	\$2,229,603	\$143,829,810	\$72,996,317	\$3,962,730	Property	
Personal	5	\$222,203,542	\$1,558,325	\$1,654,222	\$114,510,441	\$18,551,179	\$2,229,603	\$157,092,727	\$79,830,329	\$3,869,443	Property	

**Sales and Use**

Sales	1	\$170,600,254	\$0	\$0	\$50,829,318	\$103,990,387	\$0	\$66,893,017	\$15,780,549	\$0	Sales and Use	See notes & sources below.
Sales	2	\$172,122,765	\$0	\$0	\$50,472,144	\$106,070,195	\$0	\$67,205,199	\$15,580,425	\$0	Sales and Use	
Sales	3	\$173,693,222	\$0	\$0	\$50,117,480	\$108,191,599	\$0	\$67,518,838	\$15,384,142	\$0	Sales and Use	
Sales	4	\$175,312,362	\$0	\$0	\$49,765,309	\$110,355,431	\$0	\$67,833,941	\$15,191,622	\$0	Sales and Use	
Sales	5	\$176,980,939	\$0	\$0	\$49,415,612	\$112,562,540	\$0	\$68,150,515	\$15,002,788	\$0	Sales and Use	

Bed	1	\$22,837,034	\$ -	\$ -	\$ 3,995,641	\$ 18,493,872	\$ -	\$ 7,149,602	\$ 347,521	\$ -	Sales and Use	
Bed	2	\$24,150,282	\$ -	\$ -	\$ 4,516,146	\$ 19,293,565	\$ -	\$ 7,182,968	\$ 340,571	\$ -	Sales and Use	
Bed	3	\$25,571,458	\$ -	\$ -	\$ 5,104,456	\$ 20,133,244	\$ -	\$ 7,216,490	\$ 333,759	\$ -	Sales and Use	
Bed	4	\$27,111,393	\$ -	\$ -	\$ 5,769,404	\$ 21,014,906	\$ -	\$ 7,250,169	\$ 327,084	\$ -	Sales and Use	
Bed	5	\$28,782,167	\$ -	\$ -	\$ 6,520,974	\$ 21,940,651	\$ -	\$ 7,284,005	\$ 320,542	\$ -	Sales and Use	

Alcohol	1	\$5,997,169	\$ -	\$ -	\$ 2,609,805	\$ 3,107,947	\$ -	\$ 4,508,469	\$ 279,417	\$ -	Sales and Use	See notes & sources below.
Alcohol	2	\$5,997,169	\$ -	\$ -	\$ 2,609,805	\$ 3,107,947	\$ -	\$ 4,508,469	\$ 279,417	\$ -	Sales and Use	
Alcohol	3	\$5,997,169	\$ -	\$ -	\$ 2,609,805	\$ 3,107,947	\$ -	\$ 4,508,469	\$ 279,417	\$ -	Sales and Use	
Alcohol	4	\$5,997,169	\$ -	\$ -	\$ 2,609,805	\$ 3,107,947	\$ -	\$ 4,508,469	\$ 279,417	\$ -	Sales and Use	
Alcohol	5	\$5,997,169	\$ -	\$ -	\$ 2,609,805	\$ 3,107,947	\$ -	\$ 4,508,469	\$ 279,417	\$ -	Sales and Use	

Sales and Use Taxable Values												
Revenue	Year	PWS, All	BOB	Chenega	Cordova	Girdwood	Tatitlek	Valdez	Whittier	POD15	Tab	Notes
Tobacco	1	\$1,983,357	\$ -	\$ -	\$ 863,103	\$ 1,027,846	\$ -	\$ 1,491,021	\$ 92,408	\$ -	Sales and Use	See notes & sources below.
Tobacco	2	\$1,983,357	\$ -	\$ -	\$ 863,103	\$ 1,027,846	\$ -	\$ 1,491,021	\$ 92,408	\$ -	Sales and Use	
Tobacco	3	\$1,983,357	\$ -	\$ -	\$ 863,103	\$ 1,027,846	\$ -	\$ 1,491,021	\$ 92,408	\$ -	Sales and Use	
Tobacco	4	\$1,983,357	\$ -	\$ -	\$ 863,103	\$ 1,027,846	\$ -	\$ 1,491,021	\$ 92,408	\$ -	Sales and Use	
Tobacco	5	\$1,983,357	\$ -	\$ -	\$ 863,103	\$ 1,027,846	\$ -	\$ 1,491,021	\$ 92,408	\$ -	Sales and Use	

**Notes & Sources**

Real Property - Locally Assessed Values as reported in Alaska Taxable for Whittier and Valdez and in city budgets for Cordova. Girdwood and Tax District 15 supplied by MOA Appraiser. All values include tax exemptions so this value includes all taxable property under state law. Chenega, Tatitlek, and Balance of Borough (BOB) is based on per housing unit estimates multiplied by median household value for Chenega, Tatitlek, and an average of the two for BOB. Value is adjusted down according to Cordova's AV ratio to reflect local assessed value. Seven percent of the taxable value of real property is removed for each community/area to show the average percentage of tax exempt real property due to the mandatory exemption for senior citizen and disabled veterans. A ballpark figure for known commercial activities is added to the total real property value based on number of business licenses (6) in the three areas. Sources: American Community Survey 5-Year Estimates — Geodatabase Format, 2012-2016, Detailed Tables for household units and Median Household Value from American Community Survey 5-Year Estimates, US Census Bureau, (2012-2016 for Chenega and 2011-2015 for Tatitlek) for Chenega, Tatitlek, and BOB.

Personal property estimates are based on per capita figures of the State's full value of taxable personal property for Cordova, Valdez, and Whittier. Given the wide range of values and the possibility of personal property stored in communities but not owned by residents, the lowest per capita average from Valdez is used. This is multiplied by number of residents in Chenega, Tatitlek and BOB to calculate the total taxable value of personal in Chenega, Tatitlek, and BOB. For real and personal property, a growth rate is not applied given the lack of information on the actual value of either.

Oil & Gas Property as noted earlier is from Alaska Taxable and State Assessor's Office, assuming zero depreciation for the pipeline and a 10 year life & straight line depreciation for oil and gas equipment in Cordova and Whittier.

Sales Tax - City of Cordova - Actual taxable sales used with -0.7% annual decrease, which is the 5-year compound annual growth rate for Cordova sales tax revenue. Source: Alaska Taxable and City of Cordova budget 2018 to 2014. Remaining areas are averages of two sales tax calculation methods. Method 1: Per business license taxable sales based on City of Cordova taxable sales per business license. Girdwood is modified in this method to include Alyeska Resort sales plus per business license taxable sales based on amount from Cordova. Each city uses a community specific growth rate based on bed tax, seasonal sales tax, and estimated sales increase. Sources: City of Cordova, City of Whittier and MOA, 2018 active business licenses; State of Alaska Business license database; Communication with Alyeska Resort Representative on estimated taxable sales. Method 2: Per capita taxable sales applied to each city. Given the different tourism markets in each community, two different per capita taxable sales figures are used. For Valdez, the Cordova per capita taxable sales number is used. For Girdwood and Whittier (both with substantially higher shares of the tourism market than Cordova), the per capita taxable sales figure from Soldotna is used. The same growth rates used for method 1 are applied here. Sources: Alaska Taxable 2017, State of Alaska DOL and DCCED 2017 population figures. The taxable sales figures used in this model are an average of method 1 and 2. Partial numbers for taxable sales are available for both Whittier and Girdwood. These figures are used to ensure the estimates are neither too low or too high. Note: Girdwood's annual % change is a conservative estimate based on discussion with Alyeska Resort Representative.

Bed/Public Accommodation Sales Tax - For Cordova and Valdez, based on public accommodation use tax revenue actuals in city budgets and 5 year compound annual growth rate for each city. For Girdwood, based on estimates of B&Bs in Girdwood and Alyeska Resort taxes to MOA. Cordova and Valdez use a different compound average growth rate based on actuals. Girdwood has 2% average annual growth rate applied. This is conservative and is based on interview with Alyeska Resort representative. Taxable room sales unavailable from City of Whittier. Per hotel/b&b taxable sales calculated based on 3 hotels in Whittier and Cordova per hotel/b&b taxable sales. Cordova bed tax payers number 21 with only 6 as larger hotels. Sources: City budgets, Interview with Alyeska Resort representative, City of Cordova provided number of bed tax tax payers, and City of Whittier estimated 3 hotels in the city.

Alcohol - Per capita taxable liquor sales calculated based on 2016 and 2017 liquor tax revenue reported in FY2016 & 2017 city budgets for Juneau, Kotzebue, City of Fairbanks, and Dillingham. Average per capita taxable liquor sales per person used for calculation is \$1,145.15. Taxable sales for Chenega, Tatitlek and PD15 not included due to absence of alcohol licenses in these communities/areas.

Tobacco - Per capita packs of cigarettes sold calculated based on FY 2016 and 2017 city budgets for Juneau, Sitka, Kotzebue, Petersburg, Bethel, Ketchikan Gateway Borough, and Aniak. An average of 36 packs per person is used for the calculation. Total sales is calculated based on 2017 population and an average price per pack of \$10.52.

State Allocation values, W/IN CITY BOUNDARIES											
Revenue	Year	PWS, All	BOB	Chenega	Cordova	Girdwood	Tatitlek	Valdez	Whittier	POD15	Tab
Shared Fisheries	1	\$1,282,527	\$0	\$0	\$1,197,265	\$0	\$0	\$339,444	\$85,262	\$0	Taxes, State Assessed
Shared Fisheries	2	\$1,282,527	\$0	\$0	\$1,197,265	\$0	\$0	\$339,444	\$85,262	\$0	Taxes, State Assessed
Shared Fisheries	3	\$1,282,527	\$0	\$0	\$1,197,265	\$0	\$0	\$339,444	\$85,262	\$0	Taxes, State Assessed
Shared Fisheries	4	\$1,282,527	\$0	\$0	\$1,197,265	\$0	\$0	\$339,444	\$85,262	\$0	Taxes, State Assessed
Shared Fisheries	5	\$1,282,527	\$0	\$0	\$1,197,265	\$0	\$0	\$339,444	\$85,262	\$0	Taxes, State Assessed

State Allocation values, COLLECTED IN UNORGANIZED											
Revenue	Year	PWS, All	BOB	Chenega	Cordova	Girdwood	Tatitlek	Valdez	Whittier	POD15	Tab
Shared Fisheries	1	\$60,594	\$0	\$0	\$30,297	\$0	\$0	\$30,297	\$30,297	\$0	Taxes, State Assessed
Shared Fisheries	2	\$60,594	\$0	\$0	\$30,297	\$0	\$0	\$30,297	\$30,297	\$0	Taxes, State Assessed
Shared Fisheries	3	\$60,594	\$0	\$0	\$30,297	\$0	\$0	\$30,297	\$30,297	\$0	Taxes, State Assessed
Shared Fisheries	4	\$60,594	\$0	\$0	\$30,297	\$0	\$0	\$30,297	\$30,297	\$0	Taxes, State Assessed
Shared Fisheries	5	\$60,594	\$0	\$0	\$30,297	\$0	\$0	\$30,297	\$30,297	\$0	Taxes, State Assessed

Distributed by Department of Revenue - Tax revenue collected within incorporated municipalities
AS 43.75.130: 50% of fisheries business taxes are shared with the municipalities where fishery resources were processed. Taxes are shared as follows:
1) If processing occurred within an incorporated city, which is not located within an organized borough, 50% of the tax collected is shared with the city
2) If processing occurred in an incorporated city, which is located within an organized borough, 25% of the tax collected is shared with the city and 25% of the tax is shared with the
3) If processing occurred at a location within an organized borough but not within an incorporated city, 50% of the tax collected is shared with the borough
Distributed by Department of Commerce - Tax revenue collected in unorganized area
AS 29.60.450: 2 stages
1) Funding is allocated among 19 FMAs based on the pounds of fish and shellfish processed in the whole state during the preceding calendar year. For example, if an area processed 10% of all the fish and shellfish processed in the whole state during a calendar year, then that area would receive 10% of the available funding.
2) The funding available within each FMA is then allocated among the municipalities in that area based on the level of fishing industry significant effects suffered by each municipality compared to the level of effects experienced by the other municipalities in that FMA.

**With Borough Formation, assume 50% of Department of Revenue transfer will go to the cities of Whittier and Cordova and 50% will go to the Borough. There is an option to "passthrough" all funds to cities of Cordova and Whittier. Assume allocation of revenue based on DCCED method will continue as it does now. Borough will not apply for a portion of the funds transferred by DCCED, since fisheries do not impact Borough operations.**

Shared Fisheries Taxes Transfers								
Community	2013	2014	2015	2016	2017	2018	Estimated 2019	Notes
Cordova			\$38,684	\$28,504	\$39,559	\$23,144	\$30,297	Shared fisheries (collected in unorganized area)
Cordova	\$1,432,356	\$1,661,223	\$1,023,286	\$709,305	\$1,160,157		\$1,197,265	Shared fisheries processed w/i City Boundaries
Valdez			\$38,684	\$28,504	\$39,559	\$23,144	\$30,297	Shared fisheries (collected in unorganized area)
Valdez	\$354,769	\$621,634	\$230,134	\$290,247	\$200,438		\$339,444	Shared fisheries processed w/i City Boundaries
Whittier			\$38,684	\$28,504	\$39,559	\$23,144	\$30,297	Shared fisheries (collected in unorganized area)
Whittier	\$123,556	\$133,884	\$89,479	\$78,446	\$943		\$85,262	Shared fisheries processed w/i City Boundaries
Source: Ak Department of Revenue, 2017 Shared Taxes, <a href="http://tax.alaska.gov/">http://tax.alaska.gov/</a>								
Ak Department of Commerce, 2019 to 2015 Shared Fisheries Tax Payments, <a href="https://www.commerce.alaska.gov/web/dcra/CommunityAidAccountability/SharedFisheriesBusinessTax.aspx">https://www.commerce.alaska.gov/web/dcra/CommunityAidAccountability/SharedFisheriesBusinessTax.aspx</a>								

2019 amounts for transfer from Dept of Revenue and Dept of Commerce are 5 year averages.

FVD Taxable Values											
Type	Year	PWS, All	BOB	Chenega	Cordova	Girdwood	Tatitlek	Valdez	Whittier	POD15	Tab
REAL & Personal	1	\$1,143,261,228	\$19,350,765	\$7,113,754	\$345,745,632	\$616,505,190	\$7,526,418	\$496,202,992	\$106,009,220	\$41,010,249	Education
REAL & Personal	2	\$1,173,646,290	\$19,350,765	\$7,113,754	\$358,784,305	\$627,305,418	\$7,526,418	\$520,147,881	\$111,904,068	\$41,661,561	Education
REAL & Personal	3	\$1,205,172,287	\$19,350,765	\$7,113,754	\$372,314,690	\$638,409,351	\$7,526,418	\$545,248,260	\$118,126,709	\$42,330,599	Education
REAL & Personal	4	\$1,237,877,952	\$19,350,765	\$7,113,754	\$386,355,329	\$649,818,693	\$7,526,418	\$571,559,889	\$124,695,373	\$43,017,620	Education
REAL & Personal	5	\$1,271,804,003	\$19,350,765	\$7,113,754	\$400,925,465	\$661,535,409	\$7,526,418	\$599,141,219	\$131,629,300	\$43,722,891	Education
Oil & Gas	1	\$94,112,520	\$85,200,000	\$0	\$7,624,854	\$0	\$0	\$1,921,355,290	\$1,287,666	\$0	Education
Oil & Gas	2	\$93,221,268	\$85,200,000	\$0	\$6,862,369	\$0	\$0	\$1,921,355,290	\$1,158,899	\$0	Education
Oil & Gas	3	\$92,419,141	\$85,200,000	\$0	\$6,176,132	\$0	\$0	\$1,921,355,290	\$1,043,009	\$0	Education
Oil & Gas	4	\$91,697,227	\$85,200,000	\$0	\$5,558,519	\$0	\$0	\$1,921,355,290	\$938,709	\$0	Education
Oil & Gas	5	\$91,047,504	\$85,200,000	\$0	\$5,002,667	\$0	\$0	\$1,921,355,290	\$844,838	\$0	Education
Total FVD	1	\$1,237,373,748	\$104,550,765	\$7,113,754	\$353,370,486	\$616,505,190	\$7,526,418	\$2,417,558,282	\$107,296,886	\$41,010,249	Education
Total FVD	2	\$1,266,867,558	\$104,550,765	\$7,113,754	\$365,646,674	\$627,305,418	\$7,526,418	\$2,441,503,171	\$113,062,967	\$41,661,561	Education
Total FVD	3	\$1,297,591,428	\$104,550,765	\$7,113,754	\$378,490,821	\$638,409,351	\$7,526,418	\$2,466,603,550	\$119,169,719	\$42,330,599	Education
Total FVD	4	\$1,329,575,179	\$104,550,765	\$7,113,754	\$391,913,847	\$649,818,693	\$7,526,418	\$2,492,915,179	\$125,634,082	\$43,017,620	Education
Total FVD	5	\$1,362,851,507	\$104,550,765	\$7,113,754	\$405,928,132	\$661,535,409	\$7,526,418	\$2,520,496,509	\$132,474,138	\$43,722,891	Education

BoB Oil and Gas Properties	Miles of Pipeline	Value/mile	Total
	12	\$7,100,000	\$85,200,000

FVD for Cordova, Whittier, Valdez from Alaska Taxable and State Assessor's Office.

FVD for real property in Girdwood and POD15 (Tax District 15) is from Municipality of Anchorage (MOA) Chief Appraiser and MOA's Open Data at <https://data.muni.org/browse?q=cama>. Communities of Bird, Indian and Hope have been removed from Tax District 15, keeping only the area to be included in the PWS Borough. To adjust the local values of real property to full value, the 2018 AV ratio for MOA was provided by the State Assessor's Office and used to increase the MOA assessed values to a closer approximation of full value. Optional real property exempted values have been added back into the total. For personal property, the only exemption noted by the appraiser was a business property exemption, which has been added back into the total personal property value. No other adjustment has been made to the locally assessed personal property value. POD15 personal property is based on per capita personal property value in Tax District 15.

FVD REAL property for Chenega, Tatitlek, and Balance of Borough (BOB) is based on per housing unit estimates multiplied by median household value for Chenega, Tatitlek, and an average of the two for BOB. Sources: American Community Survey 5-Year Estimates — Geodatabase Format, 2012-2016, Detailed Tables for household units and Median Household Value from American Community Survey 5-Year Estimates, US Census Bureau, (2012-2016 for Chenega and 2011-2015 for Tatitlek) for Chenega, Tatitlek, and BOB. Seven percent of the taxable value of real property is removed for each community/area to show the average percentage of tax exempt real property due to the mandatory exemption for senior citizen and disabled veterans. A ballpark figure for known commercial activities is added to the total real property value based on number of business licenses (6) in the three areas.

FVD Personal property estimates are based on per capita figures of the State's full value of taxable personal property for Cordova, Valdez, and Whittier. Given the wide range of values and the possibility of personal property stored in communities but not owned by residents, the lowest per capita average from Valdez is used. This is multiplied by number of residents in Chenega, Tatitlek and BOB to calculate the total taxable value of personal in Chenega, Tatitlek, and BOB. For real and personal property, a growth rate is not applied given the lack of information on the actual value of either.

FVD on Oil and Gas Property from 2018 value provided by State Assessor's office. Per recommendation from State Assessor's Office zero depreciation is used for projections of TAPS value. For equipment in Cordova and Whittier, a straight-line depreciation of 10% per year is used. The MOA appraiser reports no oil and gas properties in MOA Tax District 4 (Girdwood) and 15.

**Numbers used for Community and Taxpayer Impact**

Community	FY2018 Actuals					New Mill
	Current Mill	Current Taxes Paid	Less Education Portion	Less Admin Portion	Remaining Taxes Paid	
Chenega	0.00	\$ -	\$ -	\$ -	\$ -	0.000
Cordova	11.81	\$ 2,533,554	\$ 2,067,650	\$ 263,811	\$ 202,093	0.942
Girdwood	12.73	\$ 7,124,317	\$ 3,874,484	\$ -	\$ 3,249,833	5.807
Tatitlek	0.00	\$ -	\$ -	\$ -	\$ -	0.000
Whittier	8.00	\$ 791,585	\$ -	\$ 15,000	\$ 776,585	7.848

Assumes all other revenue sources in your jurisdiction remain the same.

2018 Locally Assessed + Oil and Gas Property Value					
City	Real Property	Personal Property	Oil & Gas	Total	Source
Cordova	\$ 206,054,100	\$ -	\$ 8,472,060	\$ 214,526,160	City of Cordova, State Assessor's Office
Girdwood	\$ 535,889,928	\$ 23,757,940	\$ -	\$ 559,647,868	MOA, Chief Appraiser
Whittier	\$ 46,077,400	\$ 51,030,882	\$ 1,839,810	\$ 98,948,092	State Assessor's Office
POD15	\$ 32,605,460	\$ 4,332,574	\$ -	\$ 36,938,034	MOA, Chief Appraiser, MOA Open Data

**Cordova**

2018 Reductions in Education & City Costs	
30% Reduction in City Admin, Finance, and Planning	\$ 263,811
Cost of Education	\$ 1,500,000
Education Annual Debt Service	\$ 463,514
Other Education (in-kind)	\$ 104,136

City costs going away for		
Community	Admin	Educaton
Cordova	\$ 263,811.30	\$ 2,067,650.00
Girdwood	\$ -	\$ 3,874,484.18
Whittier	\$ 15,000.00	\$ -

Cordova	Expenditure in FY 18	30% Reduction
City Clerk Office	\$ 252,869	\$ 75,861
City Planning	\$ 229,019	\$ 68,706
City Finance	\$ 397,483	\$ 119,245

**Whittier**

2018 Reductions in Education & City Costs	
Reduction in City Admin Cost	\$ 15,000
Cost of Education	\$ -
Education Annual Debt Service	\$ -
Other Education (in-kind)	\$ -

Whittier	Expenditure in FY 18	FY 19 Reduction
Assessor Fees	\$ 15,000	\$ 15,000

**Education Foundation Formula - with Valdez Out**

School	Projected ADM	School Size Adjusted ADM
Chenega Bay School	13	39.60
Tatitlek Community School	17	39.60
Whittier Community School	28	52.56
Cordova Jr/Sr High	155	223.50
Mt. Eccles Elementary	167	236.46
<b>GIRDWOOD SCHOOLS</b>	<b>Projected ADM</b>	<b>School Size Adjusted ADM</b>
Girdwood School	220	293.70
<b>VALDEZ SCHOOLS</b>	<b>Projected ADM</b>	<b>School Size Adjusted ADM</b>
George Gilson Middle	140	0.00
Herman Hutchen Elementary	302	0.00
Valdez High School	176	0.00

Subtotal ADM	District Cost Factor	Subtotal	Special Needs Factor	Subtotal	Career Technical Education Factor	Subtotal
885.42	1.17	1,039.06	1.20	1,246.88	1.015	1,265.58

Intensive Service Counts	Subtotal	Correspondence Enrollment	Correspondence Factor	Correspondence	Subtotal
15	1,460.58	355	0.9	320.0	1,780.6

Base Student Allocation	Basic Need
\$ 5,930	\$ 10,558,839

Basic Need	Minimum Req'd Local Effort	Subtotal	Fed Impact Aid	Total State Aid
\$ 10,558,839	\$ 3,279,040	\$ 7,279,799	\$ 105,920	\$ 7,173,879

Total State Aid	Quality School Funds	Total State Aid Entitlement
\$ 7,173,879	\$ 28,489	\$ 7,202,368

Education Economics	
Expenditures (FY2018)	\$ 12,379,887
Total State Aid Entitlement	\$ 7,202,368
Borough Contribution	\$ 5,177,519

Minimum Borough Contribution	\$ 3,279,040
Additional Borough Contribution	\$ 1,792,559

Expenditures (FY18)	District
\$ 4,114,578	Chugach
\$ 6,251,890	Cordova
\$ 2,013,419	Girdwood
\$ -	Girdwood Exp
\$ 14,272,280	Valdez
\$ 12,379,887	<b>Total</b>

**Sources and Notes**

Expenditures: Cordova and Valdez from FY18 City Budgets, Chugach REAA budget on AK DEED website, Girdwood School budget figures are from Anchorage School District budget for expenditures, no revenue specific numbers for Girdwood School are available. Girdwood School revenues are calculated at .23% of total Anchorage School District revenues, as expenditures equal .23% of Anchorage School District totals

ADM and Adjusted ADM: Based on AK DEED FY19 projections.

District Cost Factor: Average of Cordova, Valdez, Chugach REAA, and MOA district cost factors.

State & Federal Payment Values Before Borough Formation											
Revenue	Year	PWS, All	BOB	Chenega	Cordova	Girdwood	Tatitlek	Valdez	Whittier	POD15	Tab
CAP	1	\$0	\$0	\$26,327	\$118,826	\$0	\$26,788	\$150,711	\$79,692	\$0	Rev Other
CAP	2	\$0	\$0	\$26,327	\$118,826	\$0	\$26,788	\$150,711	\$79,692	\$0	Rev Other
CAP	3	\$0	\$0	\$26,327	\$118,826	\$0	\$26,788	\$150,711	\$79,692	\$0	Rev Other
CAP	4	\$0	\$0	\$26,327	\$118,826	\$0	\$26,788	\$150,711	\$79,692	\$0	Rev Other
CAP	5	\$0	\$0	\$26,327	\$118,826	\$0	\$26,788	\$150,711	\$79,692	\$0	Rev Other

State & Federal Payment Values After Borough Formation											
Revenue	Year	PWS, All	BOB	Chenega	Cordova	Girdwood	Tatitlek	Valdez	Whittier	POD15	Tab
CAP	1	\$300,000	\$0	\$0	\$118,826	\$120,000	\$0	\$150,711	\$79,692	\$0	Rev Other
CAP	2	\$300,000	\$0	\$0	\$118,826	\$120,000	\$0	\$150,711	\$79,692	\$0	Rev Other
CAP	3	\$300,000	\$0	\$0	\$118,826	\$120,000	\$0	\$150,711	\$79,692	\$0	Rev Other
CAP	4	\$300,000	\$0	\$0	\$118,826	\$120,000	\$0	\$150,711	\$79,692	\$0	Rev Other
CAP	5	\$300,000	\$0	\$0	\$118,826	\$120,000	\$0	\$150,711	\$79,692	\$0	Rev Other

Note: The unincorporated communities (Chenega and Tatitlek) have 3 scenarios: 1) Receive no funds after Borough formation, 2) Borough passes through funds, or 3) the Borough applies for unincorporated communities (to do so 3 services must be provided in the community by any of the non-profit entities, including a Borough.) If the Unincorporated communities were eligible and applied as UICs after Borough formation, the maximum base amount is one-nineteenth of the basic amount. Assuming this is \$300,000, that would be \$15,789.

Source: Alaska Dept. of Commerce, DCRA, Community Aid & Accountability, Robert Pearson. Here we use base amount for new Borough as a conservative estimate. This is found in AS 29.60.850.

Once incorporated, Girdwood would be eligible for a base amount of \$75,000 plus per capita increase in funds are available. The payment would be similar to Cordova.

Annual Costs				
Cost	Year	PWS, All	Tab	Notes
Mayor & Assembly Stipend	1	\$59,000	Cost -	Stipends - \$10,000 for Mayor and \$350 per meeting for 7-person Assembly
Mayor & Assembly Stipend	2	\$59,000	Cost -	Stipends - \$10,000 for Mayor and \$350 per meeting for 7-person Assembly
Mayor & Assembly Stipend	3	\$59,000	Cost -	Stipends - \$10,000 for Mayor and \$350 per meeting for 7-person Assembly
Mayor & Assembly Stipend	4	\$59,000	Cost -	Stipends - \$10,000 for Mayor and \$350 per meeting for 7-person Assembly
Mayor & Assembly Stipend	5	\$59,000	Cost -	Stipends - \$10,000 for Mayor and \$350 per meeting for 7-person Assembly
Eight staff positions	1	\$858,100	Cost -	See table 1 below for details
Eight staff positions	2	\$858,100	Cost -	See table 1 below for details
Eight staff positions	3	\$858,100	Cost -	See table 1 below for details
Eight staff positions	4	\$858,100	Cost -	See table 1 below for details
Eight staff positions	5	\$858,100	Cost -	See table 1 below for details
Travel - Assembly & School Board	1	\$120,000	Cost -	See table 2 below for details
Travel - Assembly & School Board	2	\$120,000	Cost -	See table 2 below for details
Travel - Assembly & School Board	3	\$120,000	Cost -	See table 2 below for details
Travel - Assembly & School Board	4	\$120,000	Cost -	See table 2 below for details
Travel - Assembly & School Board	5	\$120,000	Cost -	See table 2 below for details
Building, Supplies, & other annual costs	1	\$115,000	Cost - Admin	See table 3 below for details
Building, Supplies, & other annual costs	2	\$115,000	Cost - Admin	See table 3 below for details
Building, Supplies, & other annual costs	3	\$115,000	Cost - Admin	See table 3 below for details
Building, Supplies, & other annual costs	4	\$115,000	Cost - Admin	See table 3 below for details
Building, Supplies, & other annual costs	5	\$115,000	Cost - Admin	See table 3 below for details
Annual Contract Costs	1		Cost -	See table 4 below for details
Annual Contract Costs	2		Cost -	See table 4 below for details
Annual Contract Costs	3		Cost -	See table 4 below for details
Annual Contract Costs	4		Cost -	See table 4 below for details
Annual Contract Costs	5		Cost -	See table 4 below for details

<b>Table 1: Salary &amp; Benefits for 8 Borough Staff (Manager, Clerk &amp; Deputy, Finance Officer, Accounting/Payroll Clerk, Assessor/Land Manager, Administrative Assistance)</b>				
<b>Position</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total</b>	<b>Notes</b>
Mayor				Based on City of Cordova staff wages and benefits - including health insurance, FICA, PERS, Workers Comp. Benefits as % of wages ranges from 50% to 62%. This is based on comparable positions at City of Cordova.
Manager	\$95,000	\$50,200	\$145,200	
Clerk & Deputy	\$140,000	\$87,400	\$227,400	
Finance Officer	\$90,000	\$54,000	\$144,000	
Accounting/Payroll Clerk	\$60,000	\$30,000	\$90,000	
Assessor/Land Manager	\$70,000	\$42,000	\$112,000	
2 Admin Staff	\$90,000	\$49,500	\$139,500	
School District Staff included in Education Expenses				
<b>Subtotal Wages &amp; Benefits</b>	<b>\$545,000</b>	<b>\$313,100</b>	<b>\$858,100</b>	

<b>Table 2: Travel (Can be reduced if travel is limited, and Zoom or other videoconferencing systems used)</b>				
<b>Item</b>	<b>Cost</b>	<b>Frequency</b>	<b>Total</b>	<b>Notes</b>
Assembly - 5 trips per month for assembly members	\$1,000	12	\$60,000	Assumes 5 Assembly members need to travel w/i PWS on a monthly basis. Estimate \$1,000 per person per trip.
School Board (If videoconferencing \$540, if in-person see cell to the right).	\$1,000	12	\$60,000	
<b>Subtotal</b>			<b>\$120,000</b>	

<b>Table 3: Building &amp; supplies in Cordova</b>				
<b>Item</b>	<b>Cost</b>	<b>Frequency</b>	<b>Total</b>	<b>Notes</b>
Rent, Insurance, utilities, etc.	\$85,000	1	\$85,000	Estimate based on office space currently for rent in Cordova and internet and telephone rates from CTC. Insurance costs are based on of municipality plans for a \$15 million dollar limit for general liability, officer liability, and non-owned auto. This assumes no insured buildings and a office equipment not exceeding \$40,000 in value. Workers comp is included in the payroll estimate, and the school district insurance costs are covered in the education expenditures. and only cover and non-departmental insurance expenditures for City of Cordova.
Office Supplies	\$30,000	1	\$30,000	
<b>Subtotal</b>	<b>\$115,000</b>		<b>\$115,000</b>	

Table 4: Contract Costs Annual Basis				
Item	Cost	Frequency	Total	Notes
Legal Services	\$100,000	Annual	\$100,000	Per City of Cordova Budget
Lobbyist	\$50,000	Annual	\$50,000	Per City of Cordova Budget
Property Appraisal & Maintenance Cordova	\$18,000	Annual	\$18,000	Alaska Taxable, 2017
Property Appraisal & Maintenance Valdez	\$62,500	Annual	\$62,500	Alaska Taxable, 2017
Property Appraisal & Maintenance Whittier	\$10,000	Annual	\$10,000	Alaska Taxable, 2017
Property Appraisal & Maintenance Girdwood	\$17,473	Annual	\$17,473	Estimate from Alaska Taxable 2017 cost per parcel in City of Dillingham
Property Appraisal & Maintenance POD15	\$3,550	Annual	\$3,550	Estimate from Alaska Taxable 2017 cost per parcel in City and Borough of Yakutat
Property Appraisal & Maintenance Balance of Borough + Chenega + Tatitlek	\$6,275	Annual	\$6,275	Estimate from Alaska Taxable 2017 cost per parcel in City and Borough of Yakutat
IT Services	\$20,000	Annual	\$20,000	Estimate based on Cordova Budget
<b>Subtotal</b>			<b>\$287,798</b>	
<b>Subtotal w/o Valdez</b>			<b>\$225,298</b>	
<b>Subtotal w/o Girdwood</b>			<b>\$266,775</b>	
<b>Subtotal w/o Girdwood and Valdez</b>			<b>\$204,275</b>	

Table 5: Currently Unincorporated Areas		
Community/Area	Parcels/HH Units	Source
Girdwood	1700	horage, Open Data, Tax District 4
POD15	146	Municipality of Anchorage, Open Data, Tax District 5
Chenega	39	Household Units, 2012-2016 ACS GIS Data, includes occupied and vacant
Tatitlek	71	Household Units, 2012-2016 ACS GIS Data, includes occupied and vacant
BoB	164	Household Units, 2012-2016 ACS GIS Data, includes occupied and vacant, 124 vacant, 40 occupied

Table 6: Annual Education Debt Service		
Community/Area	Debt Service	Source
Girdwood	\$ -	Municipality of Anchorage
Cordova	\$ 463,514	Detailed City School District Budget
Valdez		
Chugach REAA		

Start-Up Costs				
Cost	Year	PWS, All	Tab	Notes
Computers, equipment, software	1	\$30,000	Start-up Costs	Estimate
Computers, equipment, software	2		Start-up Costs	
Computers, equipment, software	3		Start-up Costs	
Computers, equipment, software	4		Start-up Costs	
Computers, equipment, software	5	\$30,000	Start-up Costs	Replacement Estimate
Cost	Year	PWS, All	Tab	Notes
Create Property Tax Roll & Datab	1	\$250,000	Start-up Costs	Estimate from Appraisal Company of Alaska.
Create Property Tax Roll & Datab	2	\$250,000	Start-up Costs	Includes appraisal of real and personal property outside currently taxed communities and development of CAMA property database. Cost split over 2 years to reflect appraisal and database
Create Property Tax Roll & Datab	3		Start-up Costs	
Create Property Tax Roll & Datab	4		Start-up Costs	
Create Property Tax Roll & Datab	5		Start-up Costs	
Create Property Tax Roll & Datab	5		Start-up Costs	
Cost	Year	PWS, All	Tab	Notes
Planning & Land Management	1	\$75,000	Start-up Costs	Based on City of Cordova and other Planning Costs.
Planning & Land Management	2	\$75,000	Start-up Costs	Establishment of Planning Commission and development of Comprehensive Plan within 2 years of Borough formation.
Planning & Land Management	3		Start-up Costs	
Planning & Land Management	4		Start-up Costs	
Planning & Land Management	5		Start-up Costs	
Planning & Land Management	5		Start-up Costs	