

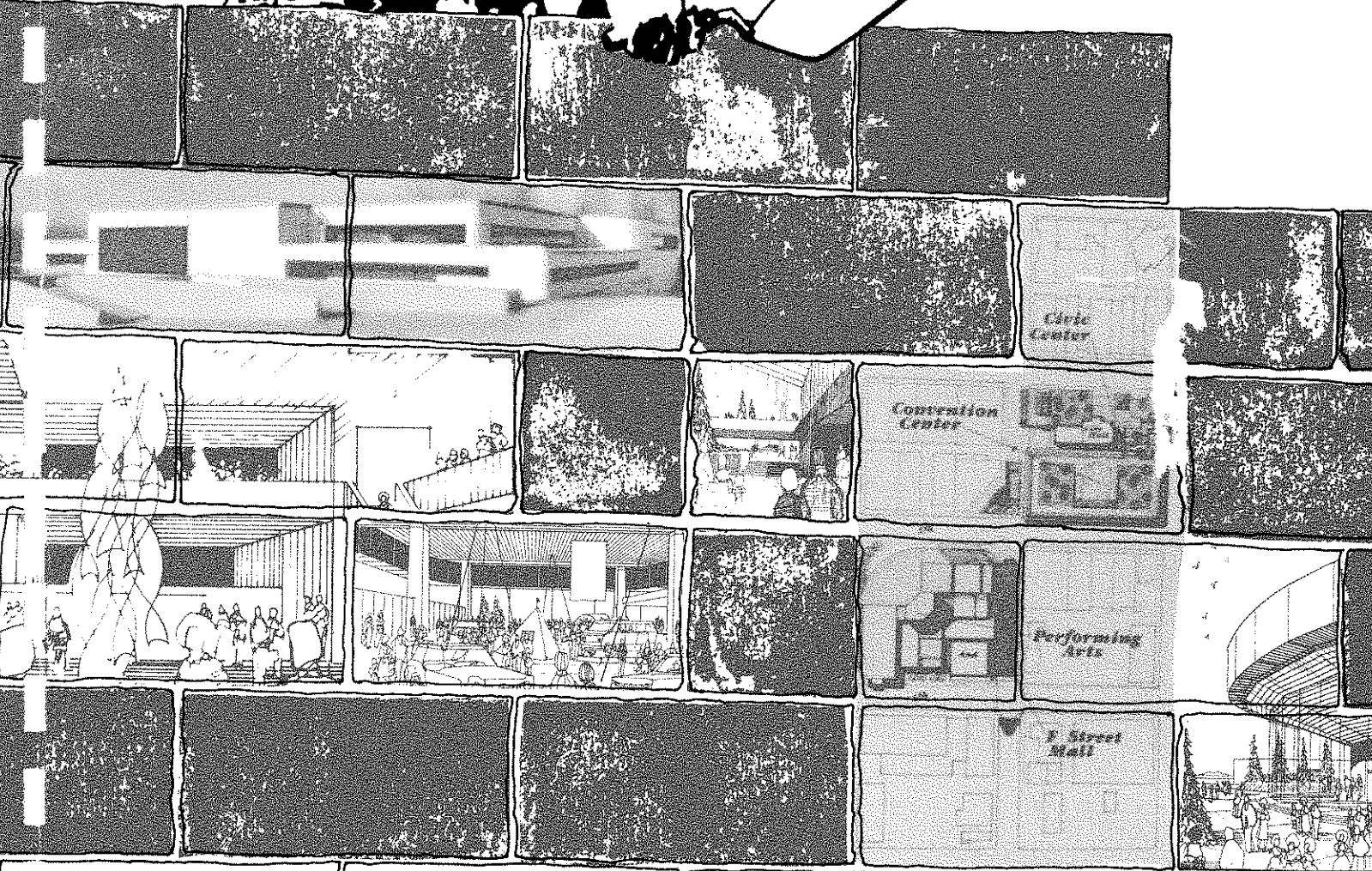
**VOL. 1**

**APPROVED**



# 1981

## ANNUAL OPERATING BUDGET



**MUNICIPALITY OF  
ANCHORAGE**

**Project  
880's**

  
**GEORGE M. SULLIVAN  
MAYOR**

# Project 80s

Project 80s, the exciting program to improve the community and stabilize the economy of Anchorage, is well under way. The program provides the great opportunity to make Anchorage the kind of community its residents have often dreamed of, and to build and create the kinds of civic improvements which Anchorage could never afford in the past. These improvements will be enjoyed by residents and visitors alike, and will make Anchorage one of the outstanding northern municipalities of the world.

Project 80s includes projects involving tourism, transportation, energy, and economic development. Rather than trying to move forward on all fronts at once, we have instead concentrated on Phase I. These are projects which will bring solid, steady economic growth as well as improvements in facilities for sports, performing and visual arts, and beautification. Specifically, the Phase I projects include:

- Convention/Civic Center, \$20 million
- Performing/Visual Arts Center, \$15.4 million for the first phase and \$5.1 million for an F Street Mall
- Sports Arena, \$25 million
- Municipal Beautification, \$1.6 million starting funds
- Waterfront and port development, starting with small boat harbor funding at \$500,000
- Historic Anchorage Railroad Town
- Winter recreation development
- Completion of the Anchorage Historical and Fine Arts Museum
- Local control of the Anchorage International Airport

Funds have been obtained from our State Legislature for many of the above projects. Future phases of Project 80s depend to a major extent on the continued efforts by the Legislature to invest a portion of Alaska's oil wealth in these projects which will yield long-term benefits to all Alaskans.

The three major projects on which the Municipality is moving on are the Civic/Convention Center, Performing/Visual Arts Center and Sports Arena.

AMENDED AND APPROVED

DATE 1/15/81

Submitted by: Chairman of the Assembly  
at the request of the Mayor  
Prepared by: Management & Budget  
For Reading:

ANCHORAGE, ALASKA  
AO NO. 80-175

AN ORDINANCE ADOPTING THE 1981 BUDGET FOR THE MUNICIPALITY OF ANCHORAGE (EXCEPT FOR THOSE BUDGET APPROPRIATIONS APPROVED BY ORDINANCE AO. NO. 80-174 ) AND APPROPRIATING FUNDS FOR SAID BUDGET.

WHEREAS, the Mayor has presented his recommended 1981 Operating Budgets and Utility Capital Improvement Budget for the Municipality of Anchorage to the Assembly in accordance with Article XIII of the Municipal Charter; and

WHEREAS, the Assembly reviewed the budgets as presented and made various changes therein; and

WHEREAS, on November 4, 1980 and on November 18, 1980 duly advertised public hearings were held in accordance with Article XIII, Section 13.04 of the Municipal Charter, and

WHEREAS, the 1981 funds are now ready for appropriation by ordinance;

NOW, THEREFORE, the Assembly hereby ordains:

1. That the 1981 Operating Budget and Utility Capital Improvement Budget as recommended by the Mayor and revised by the Assembly are hereby adopted for the Municipality of Anchorage.

2. That the amounts as set forth in the Budgets as revised by the Assembly for the respective departments and/or funds shall be, and hereby are appropriations for the 1981 fiscal year.

3. The General Government Operating Budget appropriations by fund are as follows:

<u>FUND NO.</u>	<u>GENERAL FUNDS</u>	<u>AMOUNT</u>
0101	Areawide General	\$38,964,660
0102	City Service Area	1,997,470
0103	Eagle River Fire Service Area	601,890
0104	Chugiak Fire Service Area	255,640
0105	Glen Alps Service Area	121,080
0106	Girdwood Valley Service Area	182,100
0107	Anchorage Bowl Sewer Service Area	2,500,000
0131	Anchorage Fire Protection Service Area	15,574,940
0141	Anchorage Roads & Drainage Service Area	15,838,980
0142	Talus West Limited Road Service Area	21,640
0143	Upper O'Malley Limited Road Service Area	70,020
0144	Eagle River Limited Road Service Area	57,330
0151	Anchorage Police Service Area	23,317,490

0161	Anchorage Parks & Recreation Service Area	\$8,787,090
0162	Eagle River/Chugiak Recreational Facilities Service Area	508,030
0181	Anchorage Building Safety Service Area	1,469,750
	Total General Funds	<u>\$110,268,110</u>

<u>FUND NO.</u>	<u>TAX-SUPPORTED ENTERPRISE FUNDS</u>	<u>AMOUNT</u>
0562	Anchorage Solid Waste Service Area	\$3,142,380
0564	Eagle River/Chugiak Solid Waste Disposal Service Area	181,320
0584	Transit	7,106,140
	Total Tax-Supported Enterprise Funds	<u>\$10,429,840</u>

<u>FUND NO.</u>	<u>SPECIAL ASSESSMENT FUNDS</u>	<u>AMOUNT</u>
0896	Service Area 35-Roads and Drainage Bonded Indebtedness Retirement Service Area	\$2,382,790
0897	City Service Area-Roads and Drainage Bonded Indebtedness Retirement Service Area	763,000
0898	Municipal Service Area-Roads and Drainage Bonded Indebtedness Retirement Service Area	843,450
	Total Assessment Funds	<u>\$3,989,240</u>
	Total Tax-Supported Funds	<u>\$124,687,190</u>

<u>FUND NO.</u>	<u>SPECIAL REVENUE FUNDS</u>	<u>AMOUNT</u>
0211	Parking Revenue	\$1,667,830
0221	Land Trust	481,040
	Total Special Revenue Funds	<u>\$2,148,870</u>

<u>FUND NO.</u>	<u>ENTERPRISE FUNDS</u>	<u>AMOUNT</u>
0560	Refuse Collection	\$3,090,320
0570	Port & Terminal Facilities	3,120,440
0580	Municipal Airport	403,720
	Total Enterprise Funds	<u>\$6,614,480</u>
	Total Operating Funds	<u>\$133,450,540</u>

4. Appropriations for the following Utilities' Operating Budget expenditures are hereby established:

<u>FUND NO.</u>		<u>AMOUNT</u>
0520	Municipal Telephone Utility	\$61,151,480
0530	Municipal Power & Light	22,624,890
0540	Municipal Water Utility	6,585,080
0550	Anchorage Bowl Sewer Utility Service Area	11,114,490
0552	Eagle River Sewer Utility Service Area	757,280
0554	Girdwood Valley Sewer Utility Service Area	740,350
	Total Utility Funds	<u>\$102,973,570</u>

5. The appropriations for Utilities' Capital Improvement Funds are as follows:

<u>FUND NO.</u>	<u>CAPITAL IMPROVEMENT FUNDS</u>	<u>AMOUNT</u>
0521	Municipal Telephone Utility	\$37,923,000
0531	Municipal Light & Power Utility	11,238,000
0541	Municipal Water Utility	903,000
0551	Anchorage Bowl Sewer Utility	4,515,000
0553	Eagle River Sewer Utility	-0-
0555	Girdwood Valley Sewer Utility	-0-
	Total Utility Capital Improvement	<u>\$54,579,000</u>

6. The appropriations for the general government Capital Improvement Funds are incorporated herein for a total 1981 Budget of \$309,692,110.

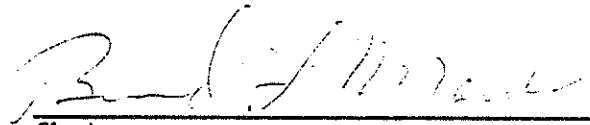
7. Appropriations for the following operating departments and/or agencies are hereby established:

<u>DEPARTMENT OR AGENCY NUMBER</u>	<u>DEPARTMENT/AGENCY</u>	<u>AMOUNT</u>
1000	Assembly	\$1,086,250
1100	Equal Rights Commission	356,640
1200	Office of the Mayor	2,858,870
1300	Finance	5,934,080
1400	Administrative Services	15,978,200
1500	Planning	2,874,490
1600	Law	2,158,440
1700	Management & Budget	937,490


1800	Employee Relations	\$1,057,720
1900	Social Services	414,790
2000	Health & Environmental Protection	4,625,360
3000	Transportation	14,281,650
4000	Cultural & Recreational Services	12,091,540
5000	Fire	18,505,900
6000	Police	21,519,880
7000	Public Works	34,219,650
9000	Non-Departmental	7,475,500

8. This ordinance shall take effect January 1, 1981.

PASSED AND APPROVED by the Assembly this 9<sup>th</sup> day of December, 1980.

  
\_\_\_\_\_  
Chairman

ATTEST:

  
\_\_\_\_\_  
Municipal Clerk

MUNICIPALITY OF ANCHORAGE  
1981 APPROVED BUDGET  
For The Fiscal Period of  
January 1, 1981 through December 31, 1981  
GEORGE M. SULLIVAN, MAYOR

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ASSEMBLY

---

BERNARD L. MARSH, CHAIRMAN

JANE ANGVIK	RICK MYSTROM
PAUL B. BAER	GERRY O'CONNOR
FRED CHIEI, JR.	LIDIA SELKREGG
JOE JOSEPHSON	DON SMITH
CAROL MASER	DAVID WALSH

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ASSEMBLY-APPOINTED STAFF

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RUBY SMITH . . . . . MUNICIPAL CLERK  
KARLA L. FORSYTHE. . . . . OMBUDSMAN

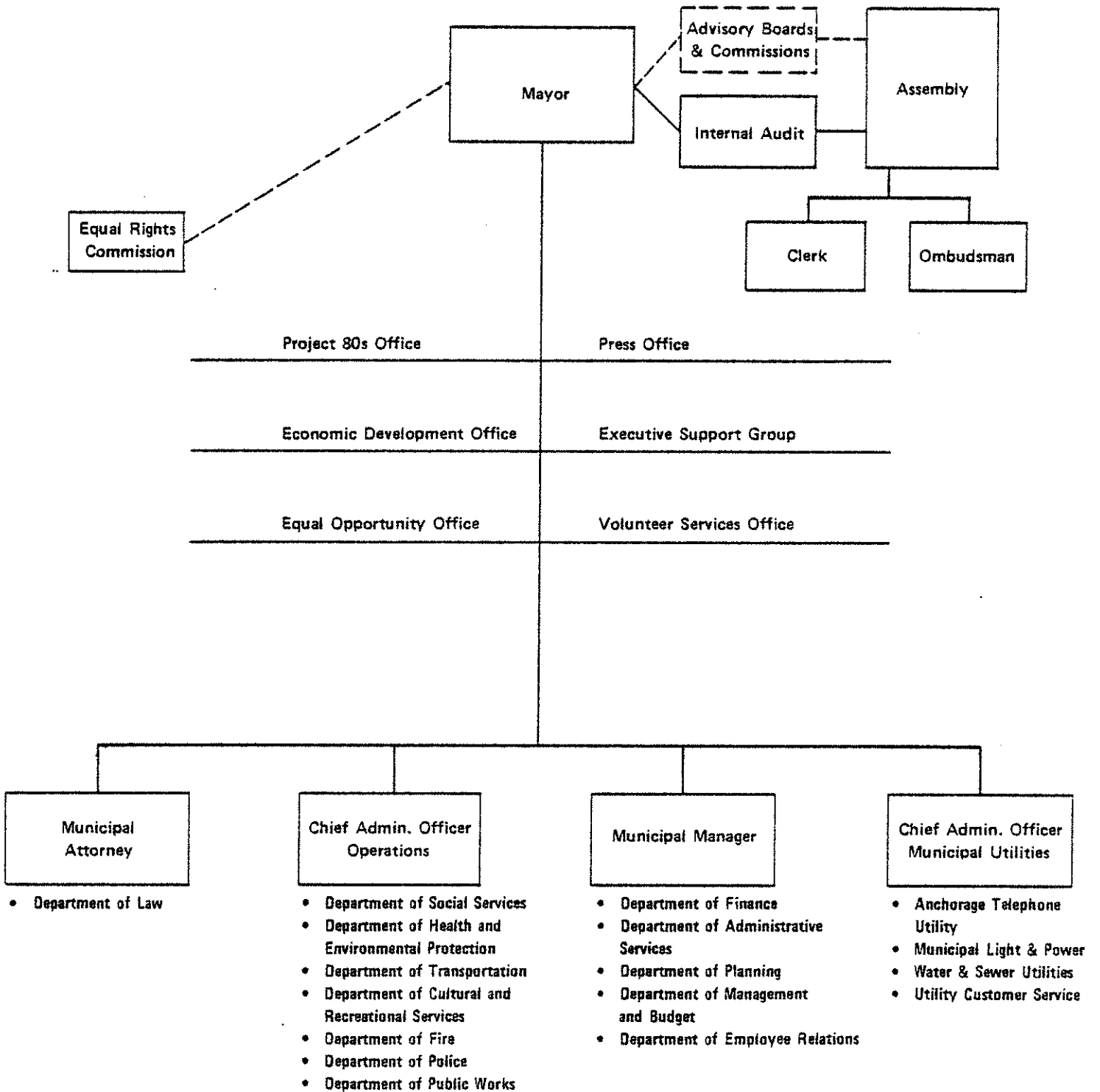
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MAYOR-APPOINTED STAFF

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THEODORE D. BERNS. . . . . Municipal Attorney  
LARRY D. CRAWFORD. . . . . Municipal Manager  
RONALD A. GARZINI. . . . . Chief Administrative Officer-Operations  
JOHN R. SPENCER. . . Chief Administrative Officer-Municipal Utilities  
EVERETT P. DIENER. . . . . Director of Public Works  
JAMES DUNN. . . . . Director of Transportation  
JOHN F. FRANKLIN. . . . . Fire Chief  
ROBERT A. HALL. . . . Director of Health & Environmental Protection  
JOHN HARSHMAN. . . . . Water & Sewer Utility General Manager  
WILDA HUDSON. . . . . Director of Cultural & Recreational Services  
JEWEL JONES. . . . . Director of Social Services  
MICHAEL MEEHAN . . . . . Director of Planning  
ROBERT M. NELSON . . . . . Chief Fiscal Officer  
LU PERSON. . . . . Director of Management & Budget  
ALBERT PISTORIUS. . . . Anchorage Telephone Utility General Manager  
BRIAN S. PORTER. . . . . Chief of Police  
WILLIAM SMITH. . . . . Acting Director of Employee Relations  
THOMAS R. STAHR. . . . . Municipal Light & Power General Manager  
JOHN VALENSI. . . . . Director of Administrative Services

# MUNICIPAL ORGANIZATION CHART





# Municipality of Anchorage



POUCH 6-650  
ANCHORAGE, ALASKA 99502  
(907) 264-4431

GEORGE M. SULLIVAN,  
MAYOR

OFFICE OF THE MAYOR  
December 12, 1980

Members of the Assembly/Citizens of Anchorage:

I am pleased to present the Municipal Budget for 1981. The emphasis for 1981 will be to continue the development of a responsive, cost-effective local government committed to its citizens and to preserving the quality of life that has continued to make Anchorage a fine community. The year 1980 has been exciting and productive for the Municipality. As a result of outstanding efforts by the Anchorage Legislative Delegation, the Assembly and the Municipal Administration, many long awaited and needed capital projects have been funded. Grants to the Municipality for projects total over \$107 million. Of this amount, Project 80s, a comprehensive community and economic development program, received over \$68 million in grants.

In this first year of a new decade we are already taking the lead in what will be a new era of economic growth in Anchorage. We realize that growth must be accomplished by the private sector, but progressive and judicious steps taken by our local government can not only encourage that growth, but also provide a framework in which it will best serve the needs of all our citizens. This partnership between the public and private sectors is taking shape in the form of an overall economic plan under the leadership of our Director for Economic Development. In conjunction with our Chamber of Commerce, we are working to attract new industries, exploring industrial site locations; investigating the possibility of acquiring the Anchorage International Airport, and planning for a Foreign Trade Zone in Anchorage. Under an agreement with the U. S. Department of State, a Special Assistant for International Trade has been assigned to my office to help identify ways Anchorage can expand its importance as an international trade center. These and many other steps have the overall purpose of creating permanent full-time jobs in the private sector, improving the living conditions of our residents, and abating the conditions leading to unemployment and underemployment through sustained economic growth and diversification of the economic base.

The 80's will undoubtedly see further economic growth spurred by factors external to our control. Plans are already underway for the gas pipeline. An Alaskan petrochemical industry appears hopeful; the feasibility of this important development in our economy will be carefully studied by the Dow-Shell consortium. Anchorage will reap benefits from these and other economic developments in the state since we are the hub of transportation, communications, and

finance in Alaska and the headquarters of many major corporations. However, our own long-term future is in our own hands. Our aim should be, and is, to build economic growth patterns to supercede the "boom or bust" ones of the past. We are taking the first ambitious strides toward achieving that goal.

### General Government Budget

The primary theme is to continue to contain the costs of Municipal government in order to hold the line on expenditures and local property taxes. The goal set forth in the formulation of the 1981 General Government Operating Budget was to limit, Municipal-wide, property taxes on existing property to the 1980 level, except for Voter-Mandated increases in programs and services. This has been done.

The goal has been met. The 1981 Budget would have had a property tax decrease were it not for the Voter-Mandated increases in programs and services — with these increases, the Budget reflects a property tax increase of \$5.3 million over that of this year. With the new construction that will increase Municipal tax rolls, Anchorage tax-payers will be paying \$1.5 million less property taxes in 1981 on existing services and property than they did in 1980.

The tax-supported general government 1981 operating budget reflects an expenditure increase of 13.9% over that of 1980. Were it not for Voter-Mandated increases in programs and services, the increase would be 8.3% which is a relatively modest rise considering the national double-digit inflationary increases on the cost of living that all of us are experiencing.

The 1981 budget continues to reflect the increased efficiency and effectiveness resulting from Municipal unification and the Municipality's successful efforts to increase organizational capabilities and productivity. We must and will continue our efforts to ensure that the people of Anchorage receive the maximum service for each tax dollar. However, dramatic reductions in the budget cannot continue without cutting into existing needed programs and services. A recent survey shows that Anchorage residents want to protect the quality of life in their Municipality. Only two of the thirty-four programs and services polled (Family Planning and Equal Employment Opportunity) received less than 50% support from the respondents to the survey.

The results of this survey also show the two highest priorities of our residents to be public transit, and the maintenance of present streets and roads. The 1981 budget responds to these priorities. While the tax-supported general government 1981 Budget is up 14% from the 1980 level, expenditures for public transit and street and road maintenance will increase 45% and 29%, respectively, with all other services and programs showing only a 10% increase.

### Municipal Utilities Budget

The combined 1981 operating budget of the Municipal Light and Power, Telephone, and Water and Sewer Utilities reflects a 7.4% increase in expenditures over 1980. About half of this increase is due to higher depreciation charges because of additional plant and equipment placed into serving the needs of our citizens

and to reflect accelerated depreciation due to the rapid technical advances in equipment.

Even though we live in a high cost of living area, recent studies have shown our utility rates to be among the lowest in the nation.

No property taxes are used to finance the operations of our utilities. On the contrary, in 1981 the Municipal utilities will contribute \$1.8 million in lieu of property taxes to support our general government operations. This directly decreases the amount of property taxes that Anchorage residents pay for their Municipal general government services.

Our attention has shifted from reactionary planning to meet high growth demands towards managing more efficiently. The Municipal Utilities are emphasizing the development of short and long-range plans. Each of the utilities is in the process of developing computer software programs that will provide improved financial planning data. During 1981 these programs will be further refined so that available data can be effectively used to maximize our long-range financial viability.

#### Capital Improvement Budget

The 1981 Capital Improvement Budget reflects continuing Municipal emphasis on capital projects needed for stable and sustained economic growth. The Project 80s Phase II Community and Economic Development Program, accelerated Transportation improvements programs, and aggressive Park and Trails programs are key features of the 1981 Capital Budget. The Capital Budget anticipates continued efforts by our State Legislative delegation to invest a portion of Alaska's oil wealth in Anchorage. This investment will yield long-term benefits to all Alaskans.

The Municipality was able to secure an A1 rating from Moody's on its general obligation bonds during 1980 which should result in more bidders and lower interest rates on our bonds. Our favorable debt-revenue ratio coupled with sound fiscal policy made this higher rating possible. National financial institutions have shown confidence in our fiscal stability by their continued interest in our general obligation and revenue bond sales. The Municipality's fiscal responsibility as exemplified in my 1981 Budget will allow for continued growth while maintaining debt payments at a reasonable level.

\* \* \* \* \*

We are continuing to take a planned, organized approach in containing the costs of local government while being responsive to the demands of the Anchorage taxpayers. Included are new procedures and methods to reduce costs, and improved management training and performance. The Zero Base Budget concept has been expanded to eight departments with partial implementation in two more.

We are working closely with the Anchorage State Legislative delegation to help ease the property tax burden on Anchorage citizens. For example, the property taxes that Anchorage residents pay for their Municipal services could be cut in half if the State fully funded the minimum entitlement for State Municipal Assistance revenues per present existing State Statutes.

Respectfully,

A handwritten signature in cursive script that reads "George A. Sullivan". The signature is written in dark ink and is positioned above the printed name.

George A. Sullivan  
Mayor

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