



MUNICIPALITY
OF
ANCHORAGE

2004

***Proposed
General Government
Operating Budget***

Mark Begich, Mayor



Municipality of Anchorage

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Mayor Mark Begich

Office of the Mayor

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PLANNING OFFICE

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October 3, 2003

Dear Fellow Anchorage Resident:

I am pleased to provide our proposed budget covering the operations of Municipal services for Fiscal Year 2004.

A budget is more than a three-ring binder of numbers. It's probably the most important statement of policy any executive can make. A budget plots our city's direction and sets the level of services our citizens can expect. Most importantly, it directly affects individual Anchorage residents – both those relying on services and the city employees delivering them.

For the coming year, the budget will take on even greater importance. That's because not since the oil price crash of the late 1980s has Anchorage faced a more severe budget challenge. Our community must contend with a budget gap which is roughly 10 percent of the entire Municipal budget – about \$33 million. Its causes are three multiple pressures I've described as a "perfect storm:" A combination of unprecedented state budget cuts, the constraints of our property tax cap, and increased demand for services for a growing city.

Our preparation of the Fiscal '04 budget has been guided by three principles:

- First, we must close the gap and balance our budget.
- Second, we will deliver core services and do so as efficiently as possible.
- Third, we must keep our economy healthy and to the greatest extent possible, protect the jobs of Anchorage residents.

Through some tough choices and the innovation of our city employees, this budget meets those principles. It does so by providing the same or improved services at less cost, by asking those who benefit from services to more equitably cover their costs, and by eliminating services we can no longer afford and which are not essential.

Community, Security, Prosperity

A budget is about people and this one directly affects the lives of scores of hard-working Municipal employees. We are working with them to lessen the impacts as much as possible while delivering core services to the residents of Anchorage.

Even though we are contending with this huge budget gap, we must continue to invest in the infrastructure of our city to keep our economy healthy and deliver essential services of transportation, public safety, health and cultural and recreational improvements. Our capital budget provides the means to expand our economy with targeted investments in new economic diversification projects.

I urge your review of our community's operating budget needs and urge you to participate in the public process at the Anchorage Assembly considers this proposal and approves final budgets in November.

Sincerely,

A handwritten signature in black ink, appearing to read "Mark Begich". The signature is fluid and cursive, with a large initial "M" and "B".

Mark Begich
Mayor

**2004 PROPOSED
GENERAL GOVERNMENT OPERATING BUDGET**



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MUNICIPALITY OF ANCHORAGE**

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2004 Proposed General Government Operating Budget

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MUNICIPALITY OF ANCHORAGE ORGANIZATION

