

Mayor's Budget

The 2022 budget is a reduction from the 2021 budget and demonstrates that we can achieve increased efficiencies while maintaining core services, with the ultimate goal of reducing the property tax burden on our taxpayers at a crucial time when economic revitalization should be a priority.

Executive Branch Reorganization

Mayor Bronson and his executive team developed a new organizational structure in 2022. These changes will stream-line government services and provide a more efficient process to better serve the citizens of Anchorage.

Community Development is newly established with responsibility of the oversight of: Data & Analytics, Public Art, and Administrative sections; the newly established departments Building Services and Public Works, and Real Estate:

- Building Services contains divisions that were formerly a department:
 - Development Services
 - Planning
- Public Works Department contains divisions that were formerly a department:
 - Maintenance & Operations
 - Project Management & Engineering
 - Traffic Engineering
 - Other Road Service Areas
- Real Estate Department
 - Heritage Land Bank
 - Real Estate Services

Transfers Include:

- Information Technology no longer reports directly to the Mayor and will now report to the Municipal Manager.
- Payroll division no longer reports to Information Technology and will now report to Human Resources.
- i-team division is moved from Economic & Community Development to Information Technology.
- Library is no longer a department and is now a division in Parks & Recreation.
- Equal Opportunity moved from Equity & Justice to a division in the Municipal Manager's office.
- Culture, Entertainment, & Arts Venues moved from Economic & Community Development to the Municipal Managers office.
- Economic & Community Development Department is dissolved.

2022 Continuation Budget

The MOA operating budget is based on a continuation budget; a continuation budget illustrates how much it would cost to provide current (2021) levels of services in the next budget (2022) year.

Starting with the 2021 Revised Budget of \$557,514,727, 2021 non-recurring (one-time) spending is removed from the budget. Next, spending changes are projected for personnel and other ongoing costs. The 2022 continuation level spending plan result is about flat, at a negative 0.3% change, compared to the 2021 Revised Budget.

The continuation spending decrease of about \$1.8 million results primarily from:

- Reversal of One-Time Items from 2021 – \$2.4 million decrease, including
 - Reducing \$0.4 million that was added for mayoral run-off special election
 - Reducing \$0.1 million for Building Safety Service Area settlement
 - Reducing \$0.3 million for contaminated soils remediation at MOA Brother Francis Shelter property site (former 2nd Ave. easement)
 - Reducing \$1.0 million for contributions of tax collections for settlement recoveries
- Salaries and Benefits – \$2.3 million increase (see Appendix C for details)
 - Full Time Equivalent (FTE) paid hours decrease from 2,088 in 2021 to 2,080 in 2022 for most positions.
 - Wage increases and step progressions based on existing collective bargaining agreements (CBAs), ranging from 0% to 1.7%,
 - Health benefit costs basically flat
 - Opt-out reductions for medical and social security
 - Positions budgeted to start mid-year 2021 become full year budgeted in 2022
 - Positions funded with fund balance in 2021 are not included in 2022 continuation
- Debt Service – \$1.0 million decrease
 - General obligation (GO) bond debt service is expected to decrease according to debt schedules
 - Tax Anticipation Notes (TANs) expense is anticipated to decrease \$0.7 million. Although there is a net \$0.7 million reduction in anticipated expense, note that there is also a net \$0.3 million reduction in anticipated revenue related to these notes so that the TANs are budgeted to be net neutral in 2022.
- Room Tax – \$0.1 million decrease in line with required allocation and use of projected Room Tax revenues.
- Police & Fire Retirement – \$0.1 net decrease for retiree insurance and contributions to the Certificates of Participation (COPs) Fund that was used to pay the Police & Fire Retirement Trust Fund

Projected continuation financing source changes are next identified. Property taxes, the largest source of local funding, are established based on the projected taxing capacity for 2022, using preliminary numbers to calculate the Tax Cap including projections of non-property tax revenues based on recent economic trends. The projected property tax limit change for 2022 is a reduction of \$1.7 million.

The continuation level non-property tax revenue funding change is \$3.7 million higher than 2021.

Continuation funding source changes include:

- Non-property tax revenues highlights:
 - Increase in contribution from the MOA Trust Fund
 - Removal of one-time contributions of ML&P sale proceeds
 - Removal of one-time contributions of tax collections for settlement recoveries
 - Net increase of Ambulance Service fees in line with projected activity and status of the Supplemental Emergency Medical Transportation (SEMT) Medicaid reimbursement program
 - Increase in transit fare box receipts
 - Increase in taxicab permit receipts

- Increase in building related certifications, licenses, and permits
- State Revenue Sharing / Community Assistance Program flat from 2021
- Increase of Room Taxes
- Net increase in other non-property taxes
- Dividend from Anchorage Water Utility
- Contribution from Anchorage Hydropower operations
- Fund balance adjustments for 2021 activity were removed
- Intragovernmental Charges (IGCs) were calculated based on 2022 Proposed Budget and 2021 factors. Factors will be updated during the Revised process and IGCs will then be calculated based on the 2022 Revised Budget.

2022 Proposed Budget

The 2022 Proposed General Government Operating Budget (GGOB) is a balanced budget at \$550,015,270, a decrease of \$7,499,457 from the 2021 Revised Budget of \$557,514,727.

The 2022 Proposed Budget is balanced by adjusting spending to match available and proposed funding, while achieving the goals of the community. The ongoing spending proposals include:

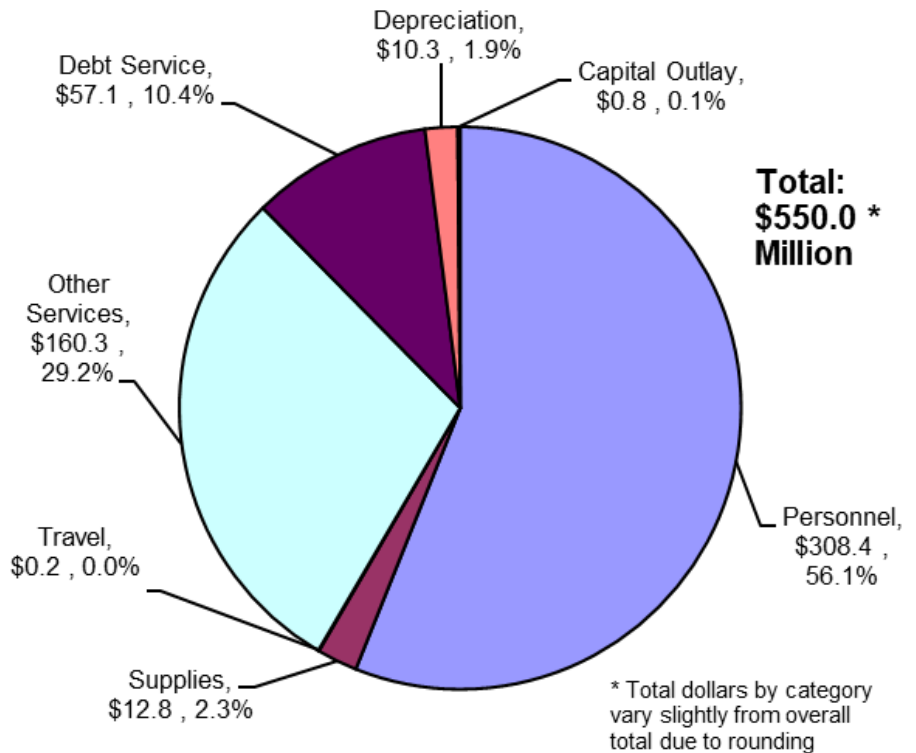
- Voter approved operations and maintenance
- Savings and efficiencies in multiple departments
- Transfers to/from other financing sources

Chart 1 reflects the main budget categories as a percent of the total 2022 Proposed Budget.

Salaries and benefits, or total compensation for personnel, is the largest spending category that includes wages, wage adjustments (performance incentive program (PIP) pay, education, etc.), medical benefits, retirement, social security, vacancy factor, etc. Most of the budget increases are in this category because of increased continuation personnel costs.

Other Services includes non-labor discretionary and non-discretionary spending, including contracts and utilities. Contributions, including one-time expenses and contributions to programs, such as Fleet operating and capital programs and

**Chart 1.
2022 Proposed Budget Categories
(\$ millions)**



Police & Fire Retirement programs are in this category. This category also includes management of municipal-owned facilities including convention and performing arts centers; sports and ice arenas; the Anchorage Golf Course; and the Anchorage Museum, all within the Municipal Manager department. Most of the costs for the Limited Road Service Areas (LRSA) are also included in this category in the Public Works department.

Debt Service is primarily comprised of repayment of general obligation (GO) bond debt for capital projects and other principal and interest payments; voter approved GO debt service is included in the tax cap, and thus any related debt service increase results in the same amount of tax dollar increase. Other debt service included in this category is for Lease/Purchase Agreements that may be used for financing capital projects that are not bondable, such as software and many Information Technology projects.

The following Table 1 reflects the 2022 Proposed direct cost budget of \$550,015,270 by department / agency, with debt service and depreciation presented separately:

Police	\$ 127,462	23.2%	Depreciation	\$ 10,288	1.9%
Fire	\$ 99,661	18.1%	Real Estate	\$ 8,311	1.5%
Public Works	\$ 60,983	11.1%	Municipal Attorney	\$ 7,687	1.4%
Debt Service	\$ 57,129	10.4%	Human Resources	\$ 6,694	1.2%
Parks & Recreation	\$ 28,768	5.2%	Assembly	\$ 5,459	1.0%
Public Transportation	\$ 25,852	4.7%	Community Development	\$ 3,062	0.6%
Municipal Manager	\$ 24,636	4.5%	Purchasing	\$ 1,922	0.3%
Information Technology	\$ 22,578	4.1%	Mayor	\$ 1,829	0.3%
Building Services	\$ 15,188	2.8%	Management & Budget	\$ 1,051	0.2%
Convention Center Reserve	\$ 13,561	2.5%	Equal Rights Commission	\$ 769	0.1%
Health	\$ 12,967	2.4%	Internal Audit	\$ 761	0.1%
Finance	\$ 12,942	2.4%	Chief Fiscal Officer	\$ 454	0.1%
			TOTAL	\$ 550,015	100.0%

Depreciation of \$10,288,409, from Information Technology assets, and primarily SAP (MOA's primary financial software), although budgeted, is not appropriated in the operating budget, since the appropriation / authority to spend for the assets being depreciated occurred either in previous GGOBs or capital requests, making the 2022 Proposed budget appropriation \$539,726,861.

2022 Proposed Revenue and Financing Sources Highlights

Annually, the municipality is required to have a balanced budget. Since the Proposed budget identifies \$550.0 million in spending / financing uses, it also provides \$550.0 million in revenues / financing sources.

As exhibited in Chart 2, the financing sources are comprised of \$317.6 million of property tax revenue, \$197.5 million of non-property tax revenue, \$27.9 million of intra-governmental charge (IGC) revenue and \$7.0 million of fund balance.

Taxes – Property - \$317.6 million

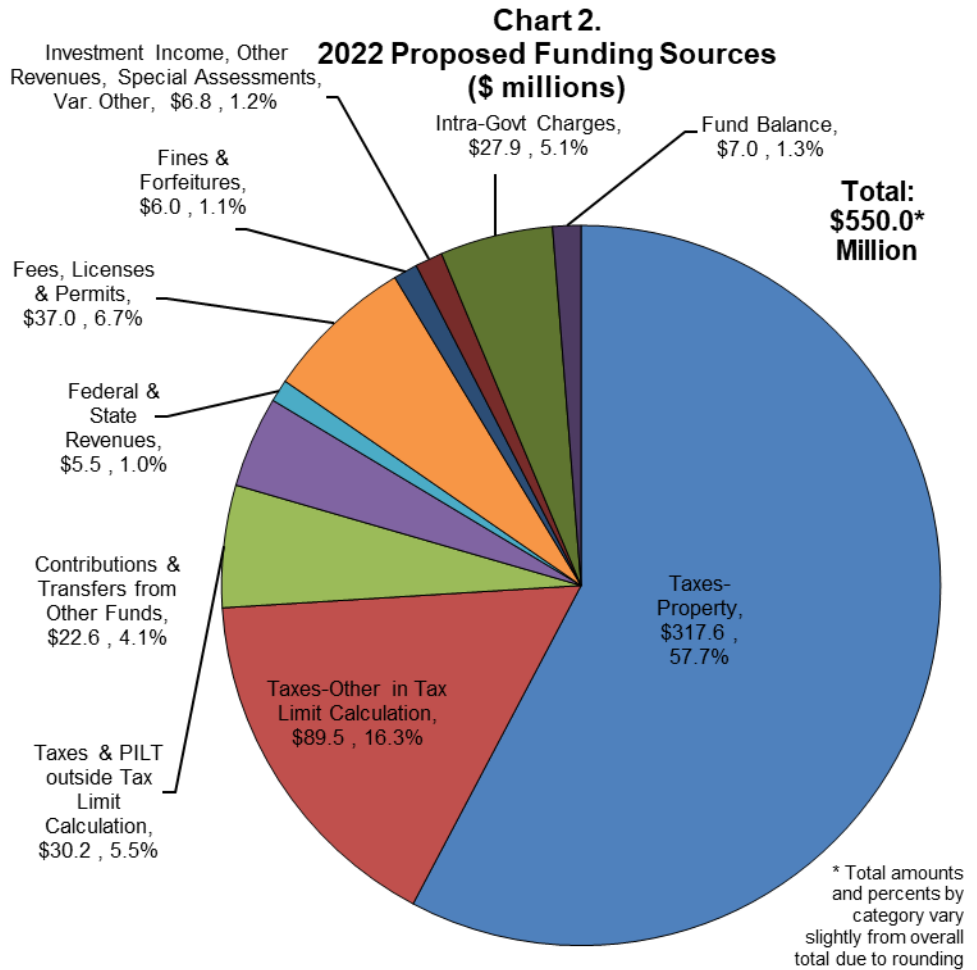
The amount of taxes the Municipality collects is primarily governed by a Tax Limit (also known as the tax cap) that calculates two numbers important to the budget and taxpayers:

- The maximum amount of *all* taxes that can be collected; and
- The maximum amount of *property* taxes that can be collected.

The 2022 preliminary tax cap calculation uses 2021 property taxes to be collected and budgeted non-property taxes as the 2022 base. One-time settlements and debt service from 2021 are taken out then the remaining amount is adjusted for population and inflation, and new construction for growth is also added. Next, 2022 one-time settlements and debt service are added, with the result being the maximum amount of all taxes that can be collected.

As shown in Table 2, the preliminary (the final limit is calculated in April) 2022 Tax Limit calculation indicates that a maximum of \$385.4 million in *all* taxes can be collected (not subject to the Tax Limit is another \$21.8 million limited by mill levies set by service area boards).

Table 2 then shows that the maximum amount of *property* taxes that can be collected is \$295.9 million, which is calculated by reducing the limit on all taxes that can be collected by



the non-property taxes and then adding general government use of tax capacity within the Tax Cap. Note that the core of the tax cap’s design is that when non-property taxes increase, property taxes to be collected decreases by the same amount, and conversely, when non-property taxes decrease, property taxes to be collected increase by the same amount – every dollar of non-property tax replaces a dollar of property tax.

	2021	2022	Difference
Maximum Amount ALL Taxes	\$ 382.8	\$ 385.4	\$ 2.6
(Less) Non-property Taxes	\$ (86.2)	\$ (89.5)	\$ (3.3)
Maximum Amount PROPERTY Taxes	\$ 296.7	\$ 295.9	\$ (0.7)
Inclusion of Unused Capacity	\$ 1.0	\$ -	\$ (1.0)
Amount "under the cap"	\$ -	\$ (0.1)	\$ (0.1)
Property taxes to be collected	\$ 297.7	\$ 295.8	\$ (1.9)

The following non-property taxes are included in the 2022 Proposed budget and automatically reduce the same amount in property taxes:

- \$11.4 million – Automobile tax
- \$19.5 million – Tobacco Tax
- \$5.8 million – Marijuana Sales Tax
- \$6.6 million – Motor Vehicle Rental
- \$13.4 million – Fuel Excise Tax
- \$11.4 million – Payment in Lieu of Taxes (PILT) (Utility, State, and Federal)
- \$21.5 million – Municipal Utility Service Assessments (MUSA) / Municipal Enterprise Service Assessments (MESA)

A projected net increase of \$3.3 million of these non-property taxes offsets a decrease in property taxes that could be collected in 2022.

The 2022 Proposed budget is financed with \$295.8 million in property taxes and is presented to have the property tax support at \$149,579 under the maximum allowed under the preliminary 2022 property tax limit of \$295.9 million. It is a \$1.9 million (0.6%) decrease from the amount of property taxes to be collected in 2021 for general government.

The total property taxes supporting the 2022 Proposed budget, inclusive of service areas (\$21.8 million, an increase of \$0.3 million from 2021), is \$317.6 million.

Table 3 illustrates the property tax impact per \$100,000 of property value, with 2022 based on the current assessed value and average mill rate. The average property tax bill is projected to decrease 0.4% from 2021 due to the 2022 property taxes to be collected going down 0.5% and the preliminary assessed value going down 0.1% from the amounts for 2021. These amounts will be updated in the spring during the Revised budget process to include most recent millage and property values.

	2021	2022	Change (rounded)
Tax Per \$100,000 Assessed Value <i>(Excludes Anchorage School District)</i>	\$922	\$918	-\$4

Non-Property Tax Revenue – \$197.5 million

In 2022 there is a \$3.7 million overall increase from 2021 in the revenue categories that include:

- Taxes – Non-Property: Taxes – Other/PILT in Tax Limit Calculation; Taxes – Other/PILT outside Tax Limit Calculation; Payments in Lieu of Taxes (PILT)
- Contributions & Transfers from Other Funds
- Federal Revenues; State Revenues
- Fees & Charges for Services; Licenses, Permits, Certifications
- Fines & Forfeitures
- Investment Income; Other Revenues; Special Assessments

Note that the 2021 projections may change due to the COVID-19 pandemic impacts on the economy. Some of these impacts, along with other variables, were taken into consideration when developing the 2022 revenue budgets. These impacts and other unknowns may carry forward to 2022; as part of the annual budget process, the revenues will be reevaluated and updated during 2022 first quarter budget revisions.

Taxes – Non-Property – Increase of \$5.9 million

This category includes non-property taxes and penalties and interest related to non-payment of taxes. Payments in lieu of taxes (PILTs) made by municipal utilities, municipal enterprises, and private companies instead of taxes to the local, state, and federal governments are also included in this category. Non-property taxes that are within the Tax Limit Calculation will offset property taxes dollar-for-dollar. Representative examples of changes in this category include:

Property Tax Exemption Recoveries (outside Tax Limit Calculation) – The 2020 budget included funding for three new positions to review property tax exemptions with the main goal of the review to provide increased compliance and equity within the Municipality.

In 2020, the exemption review effort was budgeted to generate approximately \$1.4 million in recovered taxable value from non-qualified exemption applicants spanning tax years 2015-2019. However, the COVID-19 pandemic impacted the exemption review effort. The biggest impact was that potential recoveries were identified but not pursued until late in the year with approximately \$0.3 million recovered.

For 2021, there is \$0.6 million budgeted, and the review efforts are expected to recover approximately \$1.8 million by 2021 year-end, partly from the efforts in 2020.

The exemption review effort continues into 2022 with a projected recovery of \$0.7 million.

Room Tax (outside Tax Limit Calculation) – The 2022 budget is anticipated to be \$24.1 million, which is \$2.2 million higher than the 2021 budget of \$21.9 million and about \$0.7 million higher than the revenues anticipated to be received in 2021 of about \$23.4 million

Auto Tax (within Tax Limit Calculation) – The 2022 budget is anticipated to be \$11.4 million, which is \$0.8 million higher than the 2021 budget of \$10.5 million due to an anticipated increase in new and used car purchases likely replacing older vehicles, and thus higher required auto registrations.

Tobacco Tax (within Tax Limit Calculation) – The 2022 budget is \$19.5 million, a \$1.2 million reduction from 2021. This assumes that there may be fewer purchases in 2022 due to tobacco distributors taking advantage of acquiring product at lower price before notable inflationary increase is made to cigarette mill rate effective 1/1/2022.

Aircraft Tax (within Tax Limit Calculation) – The 2022 budget is \$0 a \$0.1 million reduction from 2021. Per AO 2020-96, as Amended, this revenue will be phased out to fully terminate effective January 1, 2022 and will be replaced by a new commercial use, non-regularly scheduled aircraft fee schedule embedded in the Business Personal Property Tax filings received from aircraft businesses.

Motor Vehicle Rental Tax (within Tax Limit Calculation) – The 2022 budget is anticipated to be \$6.6 million, which is \$1.5 million higher than the 2021 budget of \$5.1 million and about in line with the revenues anticipated to be received in 2021.

Contributions & Transfers from Other Funds – Decrease of \$6.9 million

Contributions & Transfers from Other Funds includes contractual contributions related to Room Tax, contributions from MOA's Trust Fund (created with the proceeds from the sale of the Anchorage Telephone Utility), and utility revenue distributions (dividends from municipal utility and enterprise departments).

Contribution from Other Funds – The 2022 budget is \$1.0 million, a decrease of \$7.7 million from the 2021 budget of \$8.7 million. This decrease is because the 2021 activity included one-time contributions resulting from the sale of the Municipal Light & Power (ML&P) and one-time contributions to the General Liability/Workers' Compensation Fund (602000) of the tax collections for the recovery of workers' compensation and general liability settlement payments. Included in the 2022 budget is a \$0.6 million contribution from the Anchorage Hydropower net income expected from 2021 operations.

Contribution from MOA Trust Fund – The MOA Trust Contribution (AMC 6.50.060) is an annual dividend based on a set percentage of the average asset balance of the projected overall pooled trust's portfolio value. The 2022 dividend is anticipated to be \$19.2 million, which is \$0.5 million more than 2021 budget of \$18.7 million.

Utility Revenue Distribution – Per AMC 26.10.065, a portion of a utility net income may be pledged to the general government. The 2022 budget of \$2.3 million is an increase of \$0.3 million from the 2021 budget of \$2.0 million. The \$2.3 million 2022 budget includes:

- \$0.3 from Anchorage Hydropower (flat from 2021)
- \$0.3 from Anchorage Water Utility (\$0.3 million was budgeted in 2021)
- \$0.3 million from Solid Waste Services – Refuse Collection (flat from 2021)
- \$0.8 million from Solid Waste Services – Disposal (flat from 2021)
- \$0.7 million from Port of Alaska (flat from 2021)

Federal Revenues; State Revenues – Increase of \$0.4 million

This category includes revenue received by general government from federal and state governments.

State Revenues (General Assistance) – A total of \$1.7 million is included in the 2022 Proposed budget from the State of Alaska (SOA) Community Assistance Program, which is flat from the amount budgeted in 2021.

Electric Co-op Allocation – An increase of \$0.4 million is expected in 2022 as a result of Chugach Electric Association (CEA) generating more revenues subject to the Co-Op tax following the acquisition of ML&P; this will bring the budget from \$0.9 million in 2021 to \$1.3 million in 2022.

Fees & Charges for Services; Licenses, Permits, Certifications – Increase of \$4.0 million

This category includes fees paid for services, such as land use permits and bus fares. Changes projected in 2022 include, but are not limited to:

Fees & Charges for Services

Ambulance Service Fees – An increase of \$1.3 million is projected from the 2021 budget of \$10.3 million to a budget of \$11.7 million in 2022. This increase is a combination of a \$0.5 million reduction to align with expected actuals based on transport volume and about a \$1.9 million increase due to the Supplemental Emergency Medical Transportation (SEMT) Medicaid reimbursement program regulations being signed:

Transit Fare Box Receipts – An increase of \$0.5 million is projected from the 2021 budget of \$1.0 million to a budget of \$1.5 million in 2022 in line with expected actuals:

Reimbursed Cost-Non Grant Funded – The 2022 budget is an increase of about \$2.2 million from \$2.9 million in 2021 to \$5.0 million in 2022, primarily related to the transfer cost of School Resource Officers back to the Anchorage School District (ASD) for the 3/4 of the year that school is in service.

Licenses, Permits, Certifications – The \$0.6 million of net increases in this category are a combination of: a \$0.4 million increase of the Taxicab Permit renewals that are at \$0 in 2021 and the anticipated revenues projected for the Building Safety Service Area Fund (163000) and include biennial fee payments for Plumber/Gas/Sheet Metal Certification and Local Business Licenses; Building/Grade/Clearing permits; Electrical Permits; Mech/Gas/Plumbing permits; and Construction and Right-of-Way permits.

Fines & Forfeitures – Flat from 2021

SOA Traffic Court Fines, SOA Trial Court Fines, – No change is currently included in this category, which is based on anticipated Permanent Fund Dividend (PFD) of \$1,000 in 2022, that is at the same value that the PFD was budgeted in 2021 and thus results in the same projected PFD garnishments in 2022.

Investment Income; Other Revenues; Special Assessments; Various Other Financial Sources – Decrease of \$0.3 million

GCP Cash Pool Short Term Investment Income – General Cash Pools (GCP) Short-Term Interest is projected to be \$0.1 million lower in 2022 based on projected cash pool balances and interest rates.

TANs Interest Earnings – Tax Anticipation Notes (TANs) are short term notes issued by the MOA for the purpose of raising funds to pay ongoing operating expenses. They are issued in anticipation of receiving property taxes and other revenues scheduled to be collected during the year. There is a \$0.3 million reduction in anticipated revenue, bringing the revenue budget to \$0.5 million.

Intra-Governmental Charges (IGCs) - \$27.9 million

IGCs are charges for services provided by one municipal organization to another. For example, the Public Works department maintains all general government buildings. Maintenance costs are budgeted as direct costs in the Public Works department and “charged out” through IGCs to the appropriate users. By using an intra-governmental charge system, the full cost of a program—including overhead—is linked to the program’s budget. The costs of workers compensation and general liability are charged to the departments and

agencies as IGCs. This system also allows departments and agencies to charge municipal utilities/enterprise, grants, capital projects, and other special revenue funds for services.

In 2022, IGCs are anticipated to generate \$27.9 million in funding source “revenue” which is \$0.4 million less than 2021 which is reflective of the changes in the 2022 budget. As part of the annual budget process, IGC factors will be updated during 2022 first quarter budget revisions.

Fund Balance

Fund balance is generally defined as the difference between a fund’s assets and liabilities. This category of financing sources includes unspent funds at year-end in governmental operating funds. These balances then may be used to help pay for the following year’s budget, reducing the amount of financing from other sources that otherwise would be required to support the spending within the respective fund. Fund balance is considered a one-time funding source and thus, is typically used for one-time financing uses.

As part of the annual budget process, fund balance will be reviewed during first quarter budget revisions to ensure that the funds remain in compliance with the Municipal fund balance reserve policies.

Although there was \$7.5 million of fund balance in the 2021 Revised budget, the 2022 Proposed budget does not include any fund balance to support the 5 Major Funds (101000-Areawide, 131000-Fire, 141000-Roads & Drainage, 151000-Police, and 161000-Parks & Recreation).

Additionally, several programs generate revenue that is placed in self-sustaining funds to pay operating costs. For example, the Anchorage Building Safety Service Area receives revenue from construction-related permits; Heritage Land Bank receives revenue from the sale of Municipal property; and the Dena’ina Center receives Room Tax revenue to pay its debt service. A net of \$6.9 million of fund balance in these funds is projected to be used (decreased) based on the 2022 Proposed budget and is comprised as follows:

- \$2.2 million use – Anchorage Building Safety Service Area Fund (163000)
- \$0.4 million creation – Public Finance and Investment Fund (164000) – this is based on anticipated Public Finance Investment Management Fee revenue being higher than anticipated 2022 costs and may be used in following years if such revenues are lower than costs
- \$0.6 million creation – Convention Center Operating Reserve Fund (2020X0) to be used only for convention center costs
- \$0.4 million use – Heritage Land Bank Fund (221000)
- \$1.2 million use – Self-Insurance Fund (602000)
- \$4.1 million use – Management Information Systems Fund (607000)

Anchorage Building Safety Service Area Fund (163000), Heritage Land Bank Fund (221000), Self-Insurance Fund (602000), and Management Information Systems Fund (607000) show use / decreases in fund balances.

- Fund balance use in the Anchorage Building Safety Service Area Fund (163000) may require a policy decision if the permit revenue continues to be less than the cost of the programs it is meant to support. This fund has been running at a deficit for many years.
- Heritage Land Bank Fund (221000) fund balance use may be adjusted in the revised budget to reflect increases in projected revenue from property sales, leases, and land use permits that may occur after the initial 2022 budget approval.

- Self-Insurance Fund (602000) is an internal service fund used to accumulate workers' compensation and general liability services and claims costs and allocate those costs based on an annualized reimbursement formula that establishes a recovery rate for each municipal department and agency. The recovery rate is applied as a percentage of payroll during each payroll run. As part of the annual budget process, the IGCs may be updated during first quarter budget revisions to reimburse this fund without the use of fund balance and, where allowable, settlements may be recovered in the Tax Cap
- Management Information Systems Fund (607000) is an internal service fund used to accumulate and allocate costs for Information Technology services to other municipal departments and agencies on a cost-reimbursement basis. In addition to ongoing operating costs, this fund recovers, usually based on depreciation, the costs of Information Technology capital projects that were funded with Lease/Purchase Agreements, thus it will continue to run at a deficit until the debt funded projects are fully depreciated. As part of the annual budget process, the IGCs may be updated during first quarter budget revisions to reimburse this fund without the use of fund balance.

Tax Limit Calculation

Anchorage Municipal Charter 14.03 and Anchorage Municipal Code 12.25.040

Line		2021 at Revised	2022 at Proposed	
	<u>Step 1: Building Base with Taxes Collected the Prior Year</u>			
1	Real/Personal Property Taxes to be Collected	292,591,547	297,714,363	1
2	Auto Tax	10,508,117	10,508,117	2
3	Tobacco Tax	20,000,000	20,700,000	3
4	Aircraft Tax	182,000	126,000	4
5	Marijuana Sales Tax	4,100,000	5,400,000	5
6	Motor Vehicle Rental Tax	7,300,000	5,100,000	6
7	Fuel Excise Tax	13,440,000	12,640,000	7
8	Payment in Lieu of Taxes (State & Federal)	973,000	10,863,283	8
9	MUSA/MESA	30,093,992	20,818,552	9
10	Step 1 Total	379,188,656	383,870,315	10
11				11
12	<u>Step 2: Back out Prior Year's Exclusions Not Subject to Tax Limit</u>			12
13	Judgments/Legal Settlements (One-Time)	(1,981,050)	(2,127,830)	13
14	Debt Service (One-Time)	(54,091,332)	(54,545,777)	14
15	Step 2 Total	(56,072,382)	(56,673,607)	15
16				16
17	Tax Limit Base (before Adjustment for Population and CPI)	323,116,274	327,196,708	17
18				18
19	<u>Step 3: Adjust for Population, Inflation</u>			19
20	Population 5 Year Average	-0.70% (2,261,810)	-0.70% (2,290,380)	20
21	Change in Consumer Price Index 5 Year Average	0.80% 2,584,930	1.30% 4,253,560	21
22	Step 3 Total	0.10% 323,120	0.60% 1,963,180	22
23				23
24	The Base for Calculating Following Year's Tax Limit	323,439,394	329,159,888	24
25				25
26	<u>Step 4: Add Taxes for Current Year Items Not Subject to Tax Limit</u>			26
27	New Construction	2,058,526	1,950,961	27
28	Taxes Authorized by Voter-Approved Ballot - O&M	651,500	692,000	28
29	Judgments/Legal Settlements (One-Time)	2,127,830	25,050	29
30	Debt Service (One-Time)	54,545,777	53,593,640	30
31	Step 4 Total	59,383,633	56,261,651	31
32				32
33	Limit on ALL Taxes that can be collected	382,823,027	385,421,539	33
34				34
35	<u>Step 5: To determine limit on property taxes, back out other taxes</u>			35
36	Automobile Tax	(10,508,117)	(11,391,977)	36
37	Tobacco Tax	(20,700,000)	(19,500,000)	37
38	Aircraft Tax	(126,000)	-	38
39	Marijuana Sales Tax	(5,400,000)	(5,800,000)	39
40	Motor Vehicle Rental Tax	(5,100,000)	(6,600,000)	40
41	Fuel Excise Tax	(12,640,000)	(13,380,000)	41
42	Payment in Lieu of Taxes (Utility, State, and Federal)	(10,863,283)	(11,354,632)	42
43	MUSA/MESA	(20,818,552)	(21,464,063)	43
44	Step 5 Total	(86,155,952)	(89,490,672)	44
45				45
46	Limit on PROPERTY Taxes that can be collected	296,667,075	295,930,867	46
47				47
48	Add General Government use of tax capacity within the Tax Cap	1,047,288	-	48
49				49
50	Limit on PROPERTY Taxes that can be collected within tax cap	297,714,363	295,930,867	50
51				51
52	<u>Step 6: Determine property taxes to be collected if different than Limit on Property Taxes that can be collected</u>			52
53	Property taxes to be collected based on spending decisions minus other available revenue.			53
54				54
55	Property taxes TO BE COLLECTED	297,714,363	295,781,288	55
56				56
57	Amount below limit on property taxes that can be collected ("under the cap")	-	149,579	57

There also are service areas with boards that set their maximum mill levies. The property taxes in these service areas are not subject to the Tax Limit Calculation ("outside the cap"). The 2021 total property taxes "outside the cap" is **\$21,798,469**, making the total of all preliminary property taxes to be collected for General Government **\$317,579,757**.

Position Summary by Department / Agency

Department / Agency	2020 Revised Budget					2021 Revised Budget					2022 Proposed Budget					22 v 21 Chg	
	FT	PT	Seas	Temp	Total	FT	PT	Seas	Temp	Total	FT	PT	Seas	Temp	Total	#	%
Assembly	27	1	-	-	28	29	1	-	-	30	30	1	-	-	31	1	3.6%
Building Services	-	-	-	-	-	-	-	-	-	-	95	1	-	-	96	96	0.0%
Chief Fiscal Officer	2	-	-	-	2	2	-	-	-	2	2	-	-	2	2	0.0%	
Community Development											17	-	-	-	17	17	0.0%
Development Services	70	-	-	-	70	71	-	-	-	71						(71)	-101.4%
Economic & Community Development	9	-	-	-	9	9	-	-	-	9						(9)	-100.0%
Equal Rights Commission	6	-	-	-	6	6	-	-	-	6	6	-	-	6	6	-	0.0%
Equity & Justice	-	-	-	-	-	3	-	-	-	3	-	-	-	-	-	(3)	0.0%
Finance	92	1	-	-	93	93	-	-	-	93	89	-	-	-	89	(4)	-4.3%
Fire	394	-	-	-	394	394	-	-	-	394	392	-	-	-	392	(2)	-0.5%
Health	50	3	1	-	54	64	3	-	-	67	51	3	-	-	54	(13)	-24.1%
Human Resources	44	-	-	-	44	30	-	-	-	30	43	-	-	-	43	13	29.5%
Information Technology	81	-	-	-	81	96	-	-	-	96	84	-	-	-	84	(12)	-14.8%
Internal Audit	5	1	-	-	6	5	1	-	-	6	5	1	-	-	6	-	0.0%
Library	62	28	-	-	90	65	31	-	-	96						(96)	-106.7%
Maintenance & Operations	148	-	7	-	155	149	-	7	-	156						(156)	-100.6%
Management & Budget	5	-	-	-	5	5	-	-	-	5	5	-	-	-	5	-	0.0%
Mayor	9	-	-	-	9	9	-	-	-	9	9	-	-	-	9	-	0.0%
Municipal Attorney	48	-	-	-	48	48	-	-	-	48	45	-	-	-	45	(3)	-6.3%
Municipal Manager	16	3	-	-	19	14	3	-	-	17	18	3	-	-	21	4	21.1%
Parks & Recreation	80	23	222	25	350	80	23	223	25	351	139	47	218	25	429	78	22.3%
Planning	24	-	-	-	24	24	-	-	-	24						(24)	-100.0%
Police	611	-	-	-	611	610	-	-	-	610	610	-	-	-	610	-	0.0%
Project Management & Engineering	8	-	1	-	9	8	-	1	-	9						(9)	-100.0%
Public Transportation	165	-	-	-	165	166	-	-	-	166	166	-	-	-	166	-	0.0%
Public Works											184	-	9	1	194	194	0.0%
Public Works Administration	17	-	-	-	17	17	-	-	-	17						(17)	-100.0%
Purchasing	15	-	-	-	15	15	-	-	-	15	13	-	-	-	13	(2)	-13.3%
Real Estate	5	1	-	-	6	5	1	-	-	6	5	1	-	-	6	-	0.0%
Traffic	28	-	3	1	32	28	-	3	1	32						(32)	-100.0%
Position Total	2,021	61	234	26	2,342	2,045	63	234	26	2,368	2,008	57	227	26	2,318	(50)	-2.1%

This summary shows budgeted staffing levels at end of year. Reports included in department sections of budget books (Department Summary and Division Summary) show staffing levels at beginning of year. Notable position changes are listed below:

2022 Continuation Adjustments from 2021 Revised (net-zero changes detailed in department reconciliations).

- Assembly - New assembly member to start April 2022, per AO 2019-82, proposition 12 on the April 7, 2020 election
- Equity & Justice - per 2021 Approved and Revised Budget process, Equity & Justice director to be fully funded by Alcohol Tax, see Appendix R
- Health - Reverse fourteen (14) ONE-TIME positions that were funded with fund balance; ten (10) of those positions transferred to be funded by Alcohol Tax, see Appendix R
- Library - Reverse seven (7) ONE-TIME positions that were funded with fund balance; three (3) of those positions transferred to be funded by Alcohol Tax, see Appendix R
- Parks & Recreation - Unfund Seasonal Recreation Specialist to fund increase in Recreation Superintendent,

2022 Reorganization from 2022 Continuation:

- Building Services - Transfer 71 positions from Developments Services to be a division in Building Services, transfer 24 positions from Planning to be a division in Building Services, add new Director of Building Services, transfer two (2) Engineering Technician III positions from Project Management, transfer one (1) Engineering Technician IV from Traffic Engineering, transfer two (2) Engineering Technician III positions and two (2) Engineering Technician IV positions from Watershed Management
- Community Development - Transfer thirteen (13) positions from Public Works Administration and transfer five (5) positions from Economic & Community Development
- Development Services - Transfer 71 positions to be a division in Building Services
- Economic & Community Development - Transfer five (5) positions to Community Development, transfer three (3) positions to Information Technology and transfer one (1) position to Municipal Manager
- Equity & Justice - Transfer two (2) positions as part of Equal Opportunity to Municipal Manager
- Health - Add one (1) part-time Special Administrative Assistant II (Homeless Coordinator)
- Human Resources - Transfer fifteen (15) positions from Information Technology (payroll)
- Information Technology - Transfer fifteen (15) positions to Human Resources (payroll) and transfer three (3) positions from Economic & Community Development
- Library - Transfer 89 positions to be a division in Parks & Recreation
- Maintenance & Operations - Transfer 156 positions to be a division in Public Works
- Mayor - Transfer one (1) Special Admin Assistant II position to Health, one (1) Special Admin Assistant II position to Buildings Services and one (1) Special Admin Assistant II position to Public Works, add one (1) Special Admin Assistant II, add one (1) Director of Boards and Commissions and add one (1) Communications Director positions
- Municipal Manager - Transfer two (2) positions from Equity & Justice as part of Equal Opportunity, transfer one (1) position from Economic & Community Development, add one (1) Special Admin Assistant II position
- Parks & Recreation - Transfer 89 positions from Library
- Planning - Transfer 24 positions to be a division in Building Services
- Project Management & Engineering - Transfer two (2) Engineering Technician III and two (2) Engineering Technician IV positions to Building Services and transfer five (5) positions to be a division in Public Works
- Public Works - Transfer 156 positions from Maintenance & Operations, add new Director of Public Works, transfer five (5) positions from Project Management & Engineering, transfer four (4) positions from Public Works Administration, transfer two (2) positions from Purchasing, transfer 31 positions from Traffic Engineering, transfer one (1) Civil Engineer II position to be funded with alternate funding source
- Public Works Administration - Transfer four (4) positions to Public Works, transfer thirteen (13) positions to Community Development
- Purchasing - Transfer two (2) positions to Public Works
- Traffic Engineering - Transfer 31 positions to Public Works, transfer one (1) Engineering Technician IV position to Building Services

2022 Proposed General Government Operating Budget

2022 Proposed Budget Changes from 2022 Reorganization:

Building Services - Eliminate one (1) Engineering Technician III, reduce Senior Planner from FT 1.0 FTE to PT 0.5 FTE, eliminate two (2) electrical inspector positions, eliminate one (1) Mechanical/Plumbing Inspector, eliminate one (1) Plan Reviewer I, eliminate one (1) Structural Inspector and eliminate one (1) Seasonal Engineering Technician III position

Community Development - Eliminate one (1) Administrative Assistant position

Finance - Eliminate one (1) Accounting Clerk IV, one (1) Senior Accountant, one (1) Administrative Officer and one (1) Tax Enforcement Officer II positions

Fire - Eliminate one (1) Fire Training Specialist and one (1) Executive Assistant positions

Human Resources - Eliminate one (1) Payroll Director and one (1) Senior Accountant positions

Municipal Attorney - Eliminate two (2) Municipal Attorney I positions and one (1) Legal Secretary III position

Parks & Recreation - Eliminate two (2) Community Work Service Specialist, one (1) Recreation Supervisor, four (4) Seasonal Lifeguard and three (3) Part-Time Lifeguard positions

Public Works - Eliminate one (1) General Foreman, one (1) Civil Engineer Technician III, and one (1) Seasonal Office Associate, move one (1) Assistant Traffic Engineer II position to an alternate funding source

2021 Revised to 2022 Proposed Direct Cost Budget Reconciliation by Department / Agency
(Direct Cost in \$ Thousands)

Department / Agency	2021 Revised	Continuation Adjustments								2022 Cont	Reorganization Adjustments							2022 Cont Reorg	Proposed Adjustments					2022 Proposed			
		Cont Labor ¹	Reverse One-Time ²	Net 0 with Labor / Rev	GO Bonds in Tax Cap	TANS	Room Tax	P&F Ret	Other		Sub-total	Building Services	Comm Dev	IT	Library	Muni Mgr	Public Works		Sub-total	Bond O&M	Fleet	Labor ³	Non-Labor ³	Service Areas	Sub-total	Budget	Less Depr.
Assembly	5,376	435	(351)	-	-	-	-	-	(351)	5,459	-	-	-	-	-	-	5,459	-	-	-	-	-	-	5,459	-	5,459	
Building Services											16,163	-	-	-	-	-	16,163	-	(1)	(974)	-	-	(975)	15,188	-	15,188	
Chief Fiscal Officer	636	18	(169)	-	-	-	-	-	(169)	486	-	-	-	-	-	-	486	-	-	-	(32)	-	(32)	454	-	454	
Community Development												3,155	-	-	-	-	3,155	-	-	(109)	16	-	(93)	3,062	-	3,062	
Development Services	11,655	25	(129)	-	-	-	-	-	(129)	11,551	(11,551)	-	-	-	-	-	(11,551)	-	-	-	-	-	-	-	-	-	
Economic & Community Developm	12,215	14	(40)	-	3	-	246	-	208	12,438	-	(1,293)	(537)	-	(10,608)	-	(12,438)	-	-	-	-	-	-	-	-	-	
Equal Rights Commission	760	4	-	-	-	-	-	-	764	-	-	-	-	-	-	-	764	-	-	11	(6)	-	5	769	-	769	
Equity & Justice	244	(1)	-	-	-	-	-	-	243	-	-	-	-	(243)	-	-	243	-	-	-	-	-	-	-	-		
Finance	14,095	201	-	-	-	-	-	-	14,296	-	-	(299)	-	-	-	-	(299)	-	-	-	-	-	-	-	-	-	
Fire	105,683	(57)	-	-	(71)	(99)	-	(56)	(226)	105,400	-	-	-	-	-	-	105,400	-	-	(1,629)	178	115	(1,337)	104,064	-	104,064	
Health	14,721	(1,438)	(90)	-	0	-	-	-	(35)	13,249	-	-	-	-	-	-	13,249	-	(0)	10	(274)	-	(264)	12,984	-	12,984	
Human Resources	5,242	70	-	(15)	-	-	-	-	(15)	5,297	-	-	1,712	-	-	1,712	7,010	-	-	(315)	-	-	(315)	6,694	-	6,694	
Information Technology	34,766	96	-	-	-	-	-	-	-	34,862	-	-	(876)	-	-	(876)	33,986	-	(0)	-	(103)	-	(103)	33,883	(10,288)	23,594	
Internal Audit	788	5	-	-	-	-	-	-	793	-	-	-	-	-	-	793	-	(0)	(33)	-	-	(33)	761	-	761		
Library	9,228	(277)	-	-	-	-	-	-	8,951	-	-	-	(8,951)	-	-	(8,951)	-	-	-	-	-	-	-	-	-	-	
Maintenance & Operations	90,291	229	(338)	-	(772)	27	0	-	(1,083)	89,437	-	-	-	-	(89,437)	(89,437)	-	-	-	-	-	-	-	-	-	-	
Management & Budget	1,108	(1)	-	-	-	-	-	-	-	1,107	-	-	-	-	-	-	1,107	-	-	-	(56)	-	(56)	1,051	-	1,051	
Mayor	2,148	(56)	-	-	-	-	-	-	2,092	-	-	-	-	-	-	-	2,092	-	(0)	(141)	(122)	-	(263)	1,829	-	1,829	
Municipal Attorney	8,235	(31)	(99)	-	-	-	-	-	(99)	8,106	-	-	-	-	-	-	8,106	-	(0)	(419)	-	-	(419)	7,687	-	7,687	
Municipal Manager	15,472	28	(1,043)	-	2	-	-	-	(1,041)	14,459	-	-	-	11,047	-	11,047	25,506	-	(0)	-	(30)	-	(30)	25,476	-	25,476	
Parks & Recreation	23,780	137	-	(17)	(81)	(7)	0	-	(105)	23,811	-	-	8,951	-	-	8,951	32,762	279	(46)	(467)	(512)	(28)	(774)	31,988	-	31,988	
Planning	3,583	(44)	(47)	-	-	-	-	-	(47)	3,492	(3,492)	-	-	-	-	(3,492)	-	-	-	-	-	-	-	-	-	-	
Police	126,192	2,836	-	(9)	(9)	(203)	-	(28)	(249)	128,778	-	-	-	-	-	-	128,778	-	(32)	-	(276)	-	(308)	128,470	-	128,470	
Project Management & Engineering	1,548	(4)	(75)	-	-	-	-	-	(75)	1,469	(763)	-	-	-	-	(706)	(1,469)	-	-	-	-	-	-	-	-	-	
Public Transportation	26,215	249	-	-	(19)	-	-	-	(19)	26,445	-	-	-	-	-	-	26,445	-	-	-	-	-	-	26,445	-	26,445	
Public Works																		413	(100)	(527)	(652)	100	(766)	106,122	-	106,122	
Public Works Administration	12,053	9	-	-	-	-	-	-	-	12,061	-	(1,862)	-	-	-	(10,199)	(12,061)	-	-	-	-	-	-	-	-	-	
Purchasing	2,187	(23)	-	-	-	-	-	-	2,164	-	-	-	-	-	(235)	(235)	1,929	-	-	-	(7)	-	(7)	1,922	-	1,922	
Real Estate	8,318	11	-	-	-	-	-	-	8,330	-	-	-	-	-	-	-	8,330	-	-	-	(19)	-	(19)	8,311	-	8,311	
Traffic Engineering	6,245	(66)	-	-	(24)	-	-	-	(24)	6,156	(153)	-	-	-	(6,002)	(6,156)	-	-	-	-	-	-	-	-	-	-	
TANs Areawide	838	-	-	-	-	(390)	-	-	(390)	448	-	-	-	-	-	-	448	-	-	-	-	-	-	448	-	448	
Convention Center Reserve	13,892	-	-	-	-	-	-	-	(331)	13,562	-	-	-	-	-	-	13,562	-	-	-	-	-	-	13,562	-	13,562	
Direct Cost Total	557,515	2,371	(2,380)	(41)	(971)	(672)	(84)	(84)	56	(4,178)	555,708	203	-	-	196	309	708	556,416	692	(197)	(5,117)	(1,965)	187	(6,400)	550,015	(10,288)	539,727
										% Change from 2020 Revised	-0.1%						% Change from 2021 Revised	0.1%					% Change from 2021 Revised	-1.1%	-1.3%		

Notes (additional details provided in department reconciliations):

¹ **Continuation Labor:** includes: Full Time Equivalent (FTE) work hour decrease from 2,088 in 2021 to 2,080, for most positions; wage increases and step progressions based on existing collective bargaining agreements (CBAs), ranging from 0% to 1.7%; health benefit cost increases; and positions budgeted to start mid-year 2021 become full-year budgeted in 2022.

² **Continuation Removal of Prior Year One-Time Items:** Assembly - (\$20,000) Assembly Amendment Constant #3 and travel, (\$-15,000) Assembly Amendment Weddleton and LaFrance #2, (\$9,000) Assembly Amendment Kennedy #1, (\$-365,000) Special Election - Mayoral Run-Off; Development Services - (\$15,000) Assembly Amendment Weddleton and LaFrance #2; Chief Fiscal Officer - (\$75,000) Lobbyist in Juneau, (\$-50,000) AEDC; Development Services - (\$40,000) reimbursement, (\$-25,000) Light pole move by Chugach Electric; (\$-78,500) increase settlement amount; Economic & Community Development - (\$20,000) Special Election - Mayoral Run-Off, (\$-20,000) Assembly Amendment Constant #3 and travel; Fire - (\$75,000) reduce Girdwood Volunteer Fire Department operating costs; Health - (\$20,000) Assembly Amendment Kennedy #1 - Add funding for Chugiak-Eagle River Senior Center with reduction of Assembly Member Kennedy's individual account and from the Anchorage Health Department; Health - (\$70,148) add funding for Electronic Medical Records (EMR) System Replacement; Maintenance & Operations - (\$300,000) contaminated soils remediation at MOA Brother Francis Shelter property site (former 2nd Ave. easement), (\$-37,500) Replace uninterrupted power sources at Fire Station 12; Municipal Attorney - (\$26,100) File Trail Upgrade Modernization Project to go paperless, (\$-72,500) Electronic Court Docketing Modernization Program Project; Municipal Manager - (\$1,043,473) Accounting adjustment of recovery of prior year WC GL Settlements (One-time increase to Tax Cap) (ref AM Support Line 50); Planning - (\$22,260) Add funding for preparing the Long-Range Transportation Plan (L RTP), (\$-25,000) Add funding to continue the update on the Girdwood Area Plan; Project Management & Engineering - (\$75,000) Survey and dedication of an easement across municipal property off the Glenn Highway out near Mirror Lake, per 2007 commitment with Eklutna.

³ **Proposed Adjustments:** Building Services - Development Services - (\$127,768) - Eliminate one (1) Right-of-Way Engineering Technician III position, (\$-320,100) Eliminate two (2) Electrical Inspector positions, (\$268,849) Transfer two (2) Engineering Technician III positions from Project Management & Engineering bond projects, Eliminate two (2) Electrical Inspector positions, (\$-154,586) Eliminate one (1) Mechanical/Plumbing Inspector position, (\$-98,714) Eliminate one (1) Plan Reviewer (Permit Techs) position, (\$-160,050) Eliminate one (1) Structural Inspector position, (\$-42,637) Eliminate one (1) Seasonal Engineering Technician III position, Planning: (\$-70,274) - Reduce Sr. Planner from 1 to .5 FTE; Chief Fiscal Officer - (\$-31,803) Reduce non-labor; Community Development - Public Works Admin: (\$-92,853) Eliminate one (1) Administrative Assistant position; Equal Rights Commission - (\$10,684) Reclassify Investigator II to Investigator III, (\$-5,921) Reduce non-labor; Finance - Controller: (\$-99,876) Eliminate one (1) Accounting Clerk IV position, (\$-131,352) Eliminate one (1) Senior Accountant position, (\$-9,500) Reduce non-labor, Public Finance: (\$-35,000) Reduce non-labor, Treasury: (\$2,760) - Increase postage, (\$-6,650) Reduce non-labor, (\$-25,000) Increase Vacancy Factor, (\$-151,966) Eliminate one (1) Administrative Officer position and reduce non-labor, (\$-138,261) Eliminate one (1) Tax Enforcement Officer (TEO) II field auditor position; Fire - (\$177,897) Increase for Emergency Medical Services (EMS) provided by Chugiak Volunteer Fire Department (CVFD), (\$-800,000) Reduce overtime, (\$-300,000) Reduce academy expense by utilizing existing staff for trainers, (\$-150,000) Reduce and manage special team membership, (\$-60,000) Discontinue tactical Emergency Medical Service (EMS), (\$-183,107) Eliminate one Fire Training Specialist position, (\$-136,192) Eliminate one Executive Assistant position; Health - (\$10,136) Add Special Admin II Homeless Coordinator position at 2 hours per week, (\$-250,000) Reduce Adverse Childhood Experiences (ACES), (\$-24,298) Reduce Human Services Community Matching Grant (HSCMG) municipal matching funds; Human Resources - (\$12,844) Position reclassifications to create efficiencies, (\$-178,148) Eliminate Payroll Director position, (\$-117,849) Eliminate Payroll Auditor position, (\$-32,242) Executive Health Care Committee approved allocation change; Information Technology - i-team: (\$-28,078) Reduce non-labor, (\$-2,106) Reduce budget for Constant Contact, (\$-72,452) Reduce budget for Socrata Open Data subscription; Internal Audit - (\$-32,689) Leave .5 FTE Audit Technician position vacant for three quarters of the year; Management & Budget - (\$-56,000) Reduce contractual services; Mayor - (\$-128,873) Reduce Community Grants, (\$7,000) Non-labor for dinners, (\$-141,036) Reduce labor for time charged to grant administration; Municipal Attorney - Civil Law: (\$-173,775) - Eliminate one (1) Municipal Attorney I position, (\$-106,520) Eliminate one (1) Legal Secretary III, (\$-138,432) - Eliminate one (1) Municipal Attorney I position; Municipal Manager - (\$-30,000) Reduce non-labor; Parks & Recreation - (\$-335,279) Community Work Service - Eliminate two (2) Service Specialist positions, one (1) Recreation Supervisor position, and reduce non-labor, (\$-564,012) Transfer 50% of pool costs back to Anchorage School District (ASD), (\$-79,931) Eagle River Service Area - Transfer 50% of pool costs back to ASD; Police - (\$-42,000) Reduce non-labor, (\$-234,240) Reduce contribution for Mobile Intervention Team (MIT) that will result in reduction of two (2) non-sworn positions; Public Works - Maintenance & Operations: (\$-151,130) - Eliminate one (1) General Foreman position, (\$-80,000) Reduce non-labor, (\$-40,000) Reduce facilities non-labor contractual services, (\$-295,000) Reduce non-labor contractual services within Facilities Maintenance, (\$-127,768) Eliminate one (1) Civil Engineer Technician III, (\$-26,115) Eliminate one (1) seasonal Office Associate position, (\$-157,756) Reduce non-labor repair and maintenance contract services for street light repairs, Project Management & Engineering: (\$-34,738) Reduce non-labor, Traffic: (\$-59,283) - Salary savings based on reclassification of position, (\$-1,099) Reduce non-labor, (\$-43,451) Transfer 50% of pool costs back to ASD, (\$-162,385) Transfer one (1) Civil Engineer II position to project funding sources, Traffic: (\$-162,385) Transfer one (1) non-code required Assistant Traffic Engineer II position from operating to alternate project funding sources; Purchasing - (\$-6,898) Reduce non-labor; Real Estate - (\$-18,500) Reduce non-labor; Multiple - (\$-197,125) Realign fleet costs between departments based on the elimination of one (1) Maintenance Worker I, one (1) Maintenance Worker II and one (1) Maintenance Supervisor.

**2022 Proposed Direct Cost Budget Use of Funds by Department / Agency
(Direct Cost in \$ Thousands)**

Fund #	101000	131000	141000	151000	161000	104000	106000	119000	162000	SA/LRSA	163000	164000	2020X0	221000	301000	602000	607000	TOTAL	% of Total
Department / Agency	Areawide	Anch Fire	Anch Roads / Drainage	Anch Police	Anch Parks & Rec	Chugiak Fire	Girdwood Valley	Chugiak/ Birchwd/ ER RR	Eagle River / Chugiak P&R	Multiple: Special Assmt, SAs, and LRSAs	Bld Safety	Public Fin Invest	Cnvntn Ctr Ops Reserve	Heritage Land Bank	Rev Bond-PAC	Self-Ins	Mgmt Info Systems	TOTAL	% of Total
Assembly	5,459	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,459	1.0%
Building Services	8,703	-	-	-	-	-	-	-	-	-	6,485	-	-	-	-	-	-	15,188	2.8%
Chief Fiscal Officer	454	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	454	0.1%
Community Development	3,062	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,062	0.6%
Equal Rights Commission	769	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	769	0.1%
Finance	11,074	-	-	-	-	-	-	-	-	-	-	2,310	-	-	-	-	-	13,384	2.4%
Fire	30,325	70,940	-	-	-	958	1,012	-	-	829	-	-	-	-	-	-	-	104,064	18.9%
Health	12,984	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	12,984	2.4%
Human Resources	6,694	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,694	1.2%
Information Technology	1,654	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	32,229	33,883	6.2%
Internal Audit	761	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	761	0.1%
Management & Budget	1,051	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,051	0.2%
Mayor	1,829	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,829	0.3%
Municipal Attorney	7,687	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,687	1.4%
Municipal Manager	12,764	-	-	-	80	-	-	-	-	-	-	-	-	-	300	12,331	-	25,476	4.6%
Parks & Recreation	9,473	-	-	-	18,443	-	316	-	3,756	-	-	-	-	-	-	-	-	31,988	5.8%
Police	488	-	-	125,768	-	-	691	-	-	1,524	-	-	-	-	-	-	-	128,470	23.4%
Public Transportation	26,445	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	26,445	4.8%
Public Works	22,470	-	71,963	-	-	-	1,224	7,217	-	3,249	-	-	-	-	-	-	-	106,122	19.3%
Purchasing	1,922	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,922	0.3%
Real Estate	7,585	-	-	-	-	-	-	-	-	-	-	-	-	726	-	-	-	8,311	1.5%
TANs Expense	448	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	448	0.1%
Convention Center Reserve	-	-	-	-	-	-	-	-	-	-	-	-	13,562	-	-	-	-	13,562	2.5%
Total General Government	174,103	70,940	71,963	125,768	18,523	958	3,243	7,217	3,756	5,602	6,485	2,310	13,562	726	300	12,331	32,229	550,015	100.0%
Percent of Total	31.7%	12.9%	13.1%	22.9%	3.4%	0.2%	0.6%	1.3%	0.7%	1.0%	1.2%	0.4%	2.5%	0.1%	0.1%	2.2%	5.9%	100.0%	

Direct Cost includes debt service and depreciation / amortization.

2022 Proposed Budget Revenues, Direct Costs, and Other Financing Sources

Revenue Type	(\$ Thousands)						
	Fund #	101000	131000	141000	151000	161000	104000
	Areawide	Anchorage Fire	Anchorage Roads / Drainage	Anchorage Police	Anchorage Parks & Recreation	Chugiak Fire	Girdwood Valley
Contributions & Transfers from Other Funds	22,138	-	-	-	-	-	-
Federal Revenues	179	-	66	-	-	-	-
Fees & Charges for Services	20,496	420	2	3,473	1,461	-	24
Fines & Forfeitures	510	-	-	5,434	-	-	-
Investment Income	594	120	86	217	17	13	8
Licenses, Permits, Certifications	2,741	646	62	-	-	-	-
Other Revenues	1,093	62	68	480	11	1	3
Payments in Lieu of Taxes (PILT)	2,018	-	-	-	-	-	-
Special Assessments	8	-	220	-	-	-	-
State Revenues	3,890	128	637	570	44	2	3
Taxes - Other - Outside Tax Limit Calculation	12,247	365	582	581	256	30	48
Taxes - Other/PILT - In Tax Limit Calculation	84,832	1,166	1,547	1,544	402	-	-
Taxes - Property	(16)	78,263	70,778	125,597	21,159	1,257	3,567
Var. Other Financial Sources	597	177	758	187	58	-	-
Revenues Total	151,327	81,347	74,806	138,083	23,407	1,303	3,653
Department / Agency							
Assembly	5,459	-	-	-	-	-	-
Building Services	8,703	-	-	-	-	-	-
Chief Fiscal Officer	454	-	-	-	-	-	-
Community Development	3,062	-	-	-	-	-	-
Equal Rights Commission	769	-	-	-	-	-	-
Finance	11,074	-	-	-	-	-	-
Fire	30,325	70,940	-	-	-	958	1,012
Health	12,984	-	-	-	-	-	-
Human Resources	6,694	-	-	-	-	-	-
Information Technology	1,654	-	-	-	-	-	-
Internal Audit	761	-	-	-	-	-	-
Management & Budget	1,051	-	-	-	-	-	-
Mayor	1,829	-	-	-	-	-	-
Municipal Attorney	7,687	-	-	-	-	-	-
Municipal Manager	12,844	-	-	-	-	-	-
Parks & Recreation	9,473	-	-	-	18,443	-	316
Police	488	-	-	125,768	-	-	691
Public Transportation	26,445	-	-	-	-	-	-
Public Works	22,470	-	71,963	-	-	-	1,224
Purchasing	1,922	-	-	-	-	-	-
Real Estate	7,585	-	-	-	-	-	-
TANs Expense	448	-	-	-	-	-	-
Convention Center Reserve	-	-	-	-	-	-	-
Direct Cost Total	174,183	70,940	71,963	125,768	18,443	958	3,243
Charges by/to Department / Agency	(22,856)	10,407	2,844	12,315	4,963	345	411
Charges by/to Total	(22,856)	10,407	2,844	12,315	4,963	345	411
Net Increase (Decrease / Use) in Fund Balance	0	-	-	-	-	-	-

Revenues and Uses by Major Funds and Non-major Funds in the Aggregate

119000	162000	SAL/RSA	163000	164000	2020X0	221000	301000	602000	607000	Total
Chugiak/Birch wd/ER RR	Eagle River / Chugiak Parks & Rec	Multiple: Special Assmt. SAs, and LRSA	Building Safety	Public Finance Investment	Convention Center Operations Reserve	Heritage Land Bank	Revenue Bond Payment- Performing Arts Center	Self- Insurance	Management Information Systems	Budget
97	-	-	-	-	333	-	-	-	-	22,568
-	-	-	-	-	-	-	-	-	-	245
25	462	-	21	1,297	-	518	-	20	-	28,218
-	-	-	24	-	-	-	-	-	-	5,968
0	34	26	(33)	18	(39)	47	6	236	(155)	1,195
-	-	-	5,320	-	-	-	-	-	-	8,769
2	22	-	1	1,567	-	17	286	-	-	3,611
-	-	-	-	-	-	-	-	-	-	2,018
-	-	-	-	-	-	-	-	-	-	228
-	-	12	-	-	-	-	-	-	-	5,287
186	16	21	-	-	13,814	-	-	-	-	28,146
-	-	-	-	-	-	-	-	-	-	89,491
7,023	4,058	5,894	-	-	-	-	-	-	-	317,580
-	2	-	-	-	-	-	-	-	-	1,780
7,332	4,594	5,952	5,333	2,882	14,108	582	292	256	(155)	515,103
-	-	-	-	-	-	-	-	-	-	5,459
-	-	-	6,485	-	-	-	-	-	-	15,188
-	-	-	-	-	-	-	-	-	-	454
-	-	-	-	-	-	-	-	-	-	3,062
-	-	-	-	-	-	-	-	-	-	769
-	-	-	-	2,310	-	-	-	-	-	13,384
-	-	829	-	-	-	-	-	-	-	104,064
-	-	-	-	-	-	-	-	-	-	12,984
-	-	-	-	-	-	-	-	-	-	6,694
-	-	-	-	-	-	-	-	-	32,229	33,883
-	-	-	-	-	-	-	-	-	-	761
-	-	-	-	-	-	-	-	-	-	1,051
-	-	-	-	-	-	-	-	-	-	1,829
-	-	-	-	-	-	-	-	-	-	7,687
-	-	-	-	-	-	-	300	12,331	-	25,476
-	3,756	-	-	-	-	-	-	-	-	31,988
-	-	1,524	-	-	-	-	-	-	-	128,470
-	-	-	-	-	-	-	-	-	-	26,445
7,217	-	3,249	-	-	-	-	-	-	-	106,122
-	-	-	-	-	-	-	-	-	-	1,922
-	-	-	-	-	-	726	-	-	-	8,311
-	-	-	-	-	-	-	-	-	-	448
-	-	-	-	-	13,562	-	-	-	-	13,562
7,217	3,756	5,602	6,485	2,310	13,562	726	300	12,331	32,229	550,015
115	838	350	1,037	218	-	276	-	(10,912)	(28,296)	(27,944)
115	838	350	1,037	218	-	276	-	(10,912)	(28,296)	(27,944)
-	-	-	(2,188)	354	547	(420)	(8)	(1,164)	(4,088)	(6,968)