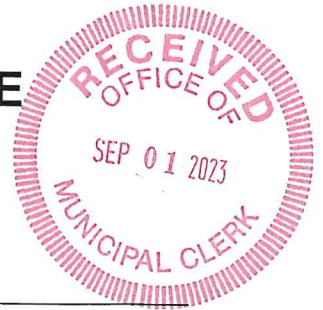




MUNICIPALITY OF ANCHORAGE

MEMORANDUM



September 1, 2023

TO: Anchorage Assembly

FROM: Mayor Dave Bronson 

SUBJECT: 2024 Preliminary Data – 120 Day Memo

Anchorage Municipal Code 6.10.040 (A) requires the Administration to provide preliminary information regarding the 2024 budget for general government, utilities, and enterprises at least 120 days prior to the end of the preceding fiscal year. The required information included in this memo is:

- Preliminary 2024 revenue estimate
- Preliminary 2024 tax limit calculation
- Administration's priorities including major departmental changes
- Preliminary 2024 Capital Improvement Budgets (CIB) and 2024-2029 Capital Improvement Programs (CIP) for general government (GG), utilities, and enterprise, including a detailed project list as well as total estimated cost and funding source per project
- Preliminary utility and enterprise plans

Preliminary 2024 Revenue Estimate:

Attachment A is the preliminary Revenue Estimate.

The preliminary non-property tax revenue estimates supporting GG show the removal of the Marijuana Sales Tax, an increase of \$1.7 million in Room Tax, an increase of \$3.7 million in State Community Assistance Program revenue, and suggest that the other existing revenue streams are currently anticipated to be relatively flat in total, to 2023 budgeted revenues. The 2024 projected revenues will continue to be evaluated and any updated projections will be included in the 2024 Proposed budget.

Alcoholic Beverages Sales Tax (supporting first responders, combatting sexual assault/domestic violence, and substance misuse treatment and preventing/addressing homelessness) and Marijuana Sales Tax (supporting childcare and early education programs), are currently projected to be flat in 2024 from the 2023 budgeted amounts.

Final calculations and projections for the 2024 revenues are still underway and will be included in the submittal of the Proposed 2024 budget. As in previous years, revenue

projections may be re-calculated before the 2024 budget is adopted and again before first-quarter budget amendments are presented in April 2024.

Preliminary 2024 Tax Limit Calculation:

Attachment B is the preliminary Tax Limit calculation.

- The calculation first creates the limit on all taxes that can be collected. It starts with the prior-year amount of all taxes collected, less prior year judgements and debt service. That amount is then adjusted for population, inflation, new construction, voter-approved ballot measures, judgements, and debt, which contribute to the total amount of all taxes that can be collected for the Areawide, Fire, Police, Roads, and Parks & Recreation funds, which are considered the five major funds.
- The calculation then subsequently continues to create the limit on property taxes by backing out the non-property tax taxes (automobile tax, tobacco tax, motor vehicle rental tax, fuel excise tax, payment in lieu of taxes, and MUSA/MESA) from the limit on all taxes (tax cap). Thus, every dollar increase in revenue in non-property tax taxes translates into a dollar decrease in property taxes, and vice versa.

The Tax Limit will be updated for the 2024 Proposed budget and will be finalized in April during the first quarter amendment process, at which time 2024 property tax rates will be set.

Administration's Priorities:

Since taking office, my administration has been committed to serving the public by prioritizing public safety, economic development, the Port of Alaska, property taxes and introducing a responsible budget. My administration and the dedicated public servants who work for the municipality are committed to rebuilding our great city and we owe it to the citizens of Anchorage to prepare a thoughtful, efficient budget. We hold ourselves accountable to the people of Anchorage and the hard-working taxpayers who make our city our home.

With the 2024 budget before us, my top priority of protecting property taxpayers continues to remain at the forefront. Taxing to the cap and raising taxes on already burdened property owners continue to be non-starters for my administration. I've emphasized the need to find efficiency, eliminate regulations, and deliver a higher quality of services to the people we work for.

The administration has worked in concert with all departments and has prepared a reduced budget that maintains the level of public services the residents of Anchorage have come to expect. My proposed 2024 budget comes under the tax cap and prioritizes public safety while retaining core government services and protecting Anchorage taxpayers. I look forward to working with the assembly and the public on my administration's 2024 budget and encourage us all to remain committed to coming in under the tax cap.

Preliminary GG 2024 CIB and 2024-2029 CIP Attachments

- C1: CIB by department and funding source
- C2: CIB by department and project

- D1: CIP by department and year
- D2: CIP by department and funding source
- D3: CIP by department and project

Preliminary Utility and Enterprise Business Plans Attachments

- E: Business Plans

Preliminary Utility and Enterprise 2024 CIB and 2024-2029 CIP Attachments

- F-1: CIB by department and funding source
- F-2: CIB by department and project

- G-1: CIP by department and year
- G-2: CIP by department and funding source
- G-3: CIP by department and project

**2024 Preliminary Data - 120 Day Memo
Attachment A**

General Government Revenue

Description	2023 Revised	2024 Preliminary	Increase / (Decrease)
Non-Property Taxes in Tax Limitation			
Automobile Tax	10,400,000	10,300,000	(100,000)
Tobacco Tax	21,500,000	21,500,000	-
Marijuana Sales Tax	5,700,000	-	(5,700,000)
Motor Vehicle Rental Tax	10,000,000	9,000,000	(1,000,000)
Fuel Excise Tax	14,400,000	14,400,000	-
Payment in Lieu of Taxes (Utility, State, Federal)	11,000,000	11,000,000	-
MUSA/MESA	19,300,000	19,300,000	-
Total Non-Property Taxes in Tax Limitation	92,300,000	85,500,000	(6,800,000)
Room Tax	37,900,000	39,600,000	1,700,000
State, Federal Revenues	17,000,000	20,700,000	3,700,000
Program, Fees, Interest, Other	60,700,000	61,100,000	400,000
Transfers from Other Funds	21,500,000	21,200,000	(300,000)
Total Non-Property Tax Revenue	229,400,000	228,100,000	(1,300,000)
Alcoholic Beverage Sales Tax	16,000,000	16,000,000	-
Marijuana Sales Tax	-	5,700,000	5,700,000

2024 Preliminary Data - 120 Day Memo Tax Limit Calculation Attachment B

Anchorage Municipal Charter 14.03 and Anchorage Municipal Code 12.25.040

Line	2023 at Revised	2024 PRELIMINARY at 120 Day Memo	Line
1	<u>Step 1: Building Base with Taxes Collected the Prior Year</u>		1
2			2
3			3
4			4
5			5
6			6
7			7
8			8
9			9
10	Step 1 Total	409,069,458	10
11	<u>Step 2: Back out Prior Year's Exclusions Not Subject to Tax Limit</u>		11
12			12
13			13
14			14
15	Step 2 Total	(63,667,484)	15
16			16
17	Tax Limit Base (before Adjustment for Population and CPI)	345,401,974	17
18			18
19	<u>Step 3: Adjust for Population, Inflation</u>		19
20			20
21			21
22	Step 3 Total	8,289,650	22
23			23
24	The Base for Calculating Following Year's Tax Limit	353,691,624	24
25			25
26	<u>Step 4: Add Taxes for Current Year Items Not Subject to Tax Limit</u>		26
27			27
28			28
29			29
30			30
31	Step 4 Total	57,439,853	31
32			32
33	Limit on ALL Taxes that can be collected	411,131,477	33
34			34
35	<u>Step 5: To determine limit on property taxes, back out other taxes</u>		35
36			36
37			37
38			38
39			39
40			40
41			41
42			42
43	Step 5 Total	(85,472,150)	43
44			44
45	Limit on PROPERTY Taxes that can be collected	325,659,327	45
46			46
47	Add General Government use of tax capacity within the Tax Cap	294,773	47
48			48
49	Limit on PROPERTY Taxes that can be collected within the Tax Cap	325,954,100	49
50			50
51	<u>Step 6: Determine property taxes to be collected if different than Limit on Property Taxes that can be collected</u>		51
52			52
53			53
54	Property taxes TO BE COLLECTED	TBD	54

2024 Preliminary Data - 120 Day Memo
Attachment C-1

**2024 Capital Improvement Budget
Department Summary by Funding Source**

(in thousands)

<u>Department</u>	<u>Bonds</u>	<u>State</u>	<u>Federal</u>	<u>Other</u>	<u>Total</u>
Community Development	-	-	-	50	50
Fire	700	-	-	-	700
Information Technology	-	-	-	3,760	3,760
Library	50	-	-	-	50
Maintenance & Operations	2,700	29,585	3,700	2,900	38,885
Parks & Recreation	2,750	-	-	400	3,150
Police	1,500	-	-	-	1,500
Project Management & Engineering	44,160	189,100	5,700	600	239,560
Public Transportation	1,860	-	10,963	-	12,823
Public Works Administration	-	3,000	-	-	3,000
Traffic Engineering	1,500	2,000	-	-	3,500
Total	55,220	223,685	20,363	7,710	306,978

**2024 Preliminary Data - 120 Day Memo
Attachment C-2**

**2024 Capital Improvement Budget
All Projects - Alphabetically**

(in thousands)

Projects	Department	Bonds	State	Federal	Other	Total
1% for Art Conservation	CD	-	-	-	50	50
15th Ave at Sitka St Pedestrian Crossing Improvements	PME	-	1,000	-	-	1,000
36th Ave Resurfacing Phase II - Latouche St to Lake Otis Pkwy	PME	3,800	-	-	-	3,800
42nd Ave Upgrade - Lake Otis Pkwy to Florina St	PME	8,600	-	-	-	8,600
64th Ave Upgrade - Brayton Dr to Quinhagak St	PME	-	12,000	-	-	12,000
68th Ave Reconstruction - Brayton Dr to Lake Otis Pkwy	PME	-	12,000	-	-	12,000
88th Ave Upgrade - Jewel Lake Park to Jewel Lake Rd	PME	-	6,000	-	-	6,000
8th Ave at A St and C St Pedestrian Safety	PME	-	2,000	-	-	2,000
ADA Improvements	PME	1,000	-	-	-	1,000
AFD Vehicle Maintenance Facility Upgrades	MO	-	500	-	-	500
Airport Heights Elementary School Walkway Connector - Condos to 16th Ave	PME	-	600	-	-	600
Alaska Railroad Crossing Rehabs	PME	1,750	-	-	-	1,750
AMATS: 4th Ave Signals and Lighting - Cordova St to Ingra St	PME	510	-	1,000	-	1,510
AMATS: 88th Ave Surface Rehab - Abbott Rd to Lake Otis Pkwy	PME	150	-	-	-	150
AMATS: Academy Dr/Vanguard Dr Area Traffic Circulation Improvements - Brayton Dr to Abbott Rd	PME	-	-	1,000	-	1,000
AMATS: Chugach Way Upgrade - Spenard Rd to Arctic Blvd	PME	-	-	1,200	-	1,200
AMATS: Spenard Rd Rehabilitation - Benson Blvd to Minnesota Dr	PME	-	-	2,500	-	2,500
AMATS: Spenard Rd Rehabilitation - Northwood Drive to Minnesota Dr	PME	150	-	-	-	150
Anchorage Area-Wide Radio Network Infrastructure Upgrade	MO	1,700	-	1,700	-	3,400
Anchorage Golf Course	MO	-	6,075	-	-	6,075
Anchorage Historical Properties Renovations	MO	-	2,340	-	-	2,340
Anchorage Roads & Drainage Service Area (ARDSA) Storm Drainage Deficiencies	PME	1,000	-	-	-	1,000
Anchorage Signal System, Signage, and Safety Improvements	TRF	500	-	-	-	500
APD / General Government Fleet Vehicle Replacement	MO	1,000	-	2,000	2,300	5,300
APD Elmore Roof Reconstruction	PD	1,000	-	-	-	1,000
APD Elmore Station Heating Delivery System Renovation	PD	500	-	-	-	500
APDES Stormwater Maintenance Equipment	MO	-	2,875	-	-	2,875
Application Service Life Cycle	IT	-	-	-	100	100
ARDSA Alley Paving	PME	600	-	-	-	600
ARDSA Road and Drainage Rehabilitation Annual Program	PME	2,000	-	-	-	2,000
ARDSA Sound Barrier/Retaining Wall Replacement	PME	500	-	-	-	500
ARDSA Street Light Improvements	PME	500	-	-	-	500
Basher Dr Upgrade with Trail - Campbell Airstrip Trailhead to South Bivouac Trailhead	PME	-	5,000	-	-	5,000
Ben Boeke Ice Arena Upgrades	MO	-	1,075	-	-	1,075
Boniface Pkwy Pedestrian Improvements - 22nd Ave to Debarrr Rd	PME	-	4,000	-	-	4,000
Campbell Creek Trail Rehabilitation and Way Finding	PR	300	-	-	-	300
Canyon Rd Improvements - Upper DeArmoun Rd to Chugach State Park	PME	-	5,000	-	-	5,000
CBERRRSA Residential Pavement Rehabilitation	PME	-	3,000	-	-	3,000
CBERRRSA Snow Storage Site Development	PME	-	8,000	-	-	8,000
Chester Creek Complex Facility Safety, and ADA Upgrades	PR	100	-	-	-	100
Chugach State Park Access Improvements	PME	-	6,000	-	-	6,000
Chugiak - Eagle River Areawide Aquifer Study	PME	-	1,000	-	-	1,000
Chugiak - Eagle River Areawide Drainage Plan	PME	-	1,000	-	-	1,000
Citation Rd Upgrade - Eagle River Lp Rd to Eagle River Ln	PME	-	12,000	-	-	12,000
Cordova St ADA Improvements - 3rd Ave to 16th Ave	PME	-	1,000	-	-	1,000
Dempsey Anderson Ice Arena Upgrades	MO	-	1,000	-	-	1,000

CD - Community Development; DS - Development Services; FD - Fire; HD - Health; IT - Information Technology; LIB - Library; MO - Maintenance & Operations; PD - Police; PME - Project Management & Engineering; PR - Parks & Recreation; PT - Public Transportation; PW - Public Works; PWA - Public Works Administration; TRF - Traffic Engineering;

**2024 Preliminary Data - 120 Day Memo
Attachment C-2**

**2024 Capital Improvement Budget
All Projects - Alphabetically**

(in thousands)

Projects	Department	Bonds	State	Federal	Other	Total
Dena'ina Center	MO	-	1,325	-	-	1,325
Desktop Lifecycle Management	IT	-	-	-	60	60
Deteriorated Properties Remediation	MO	-	400	-	-	400
Dowling Rd Surface Rehab - Lake Otis Pkwy to Elmore Rd	PME	2,000	-	-	-	2,000
Downtown Lighting and Signals Upgrades	PME	4,000	-	-	-	4,000
Eagle River/Chugiak Road and Drainage Rehab	PME	-	1,400	-	600	2,000
East Northern Lights Blvd Pedestrian Overpass ADA Improvements at Rogers Park Elementary	PME	-	10,000	-	-	10,000
Egan Center Upgrades	MO	-	175	-	-	175
Facility Safety Upgrades	PR	100	-	-	-	100
Facility Safety/Code Upgrades	MO	-	2,000	-	-	2,000
Fairview Area Alley Paving	PME	-	2,000	-	-	2,000
Fairview Recreation Center Improvements	PR	250	-	-	-	250
Fire Ambulance Replacement	FD	700	-	-	-	700
Fish Creek Trail to the Ocean	PR	50	-	-	-	50
Flooding, Glaciation, and Drainage Annual Program	PME	2,000	-	-	-	2,000
Gilmore and Prosperity Estates Subd Area Road Resurfacing	PME	-	2,000	-	-	2,000
Girdwood Airport Access Road Upgrade	PME	-	3,600	-	-	3,600
Girdwood Comprehensive Road and Drainage Study	PME	-	250	-	-	250
Golden View Dr Upgrade - Rabbit Creek Rd to Romania Dr	PME	-	22,000	-	-	22,000
Infrastructural Life Cycle Replacement	IT	-	-	-	600	600
Intersection Resurfacing	PME	200	-	-	-	200
Laviento Dr Extension/Reconstruction - King St to 87th Ave	PME	-	3,000	-	-	3,000
Leary Bay Cir Drainage Improvements	PME	250	-	-	-	250
Little Campbell Creek Basin Improvements	PME	-	1,000	-	-	1,000
Loussac Library - Alaska Room Window Repairs/Replacements	LIB	50	-	-	-	50
Low Impact Development Annual Program	PME	250	-	-	-	250
Maintenance Shop - Old Glenn Hwy	PR	-	-	-	400	400
Major Municipal Facility Fire Alarm System Panel Replacement	MO	-	2,000	-	-	2,000
Major Municipal Facility Infrastructure Repairs	MO	-	-	-	600	600
Major Municipal Facility Roof Replacement	MO	-	1,415	-	-	1,415
Maplewood St Upgrade - Rogers Park Ct to North End	PME	-	3,000	-	-	3,000
Mt. Iliamna School Demolition	PWA	-	3,000	-	-	3,000
North Fairview Bike and Pedestrian Safety Improvements	PME	-	1,500	-	-	1,500
Northern Lights Blvd Sound Barrier Fence Phase III - Seward Hwy to Lake Otis Pkwy	PME	-	500	-	-	500
Northern Lights Blvd Surface Rehab - Lake Otis Pkwy to Bragaw St	PME	7,000	-	-	-	7,000
Northwood Dr Extension - Dimond Blvd to Strawberry Rd	PME	-	20,000	-	-	20,000
Oberg Rd Safety Trail - Deer Park Dr to Oberg Park	PME	-	3,000	-	-	3,000
Old Seward Hwy/Huffman Rd Area Local Road Rehab	PME	-	1,000	-	-	1,000
Opal Dr Road and Drainage Reconstruction	PME	-	2,000	-	-	2,000
Pavement and Subbase Rehabilitation	PME	1,200	-	-	-	1,200
Pedestrian Safety and Rehabilitation Annual Program	PME	500	1,000	-	-	1,500
Performing Arts Center Upgrades	MO	-	2,705	-	-	2,705
Peters Creek Starner Bridge Replacement	PME	-	1,500	-	-	1,500
Playground Development - All-Inclusive	PR	150	-	-	-	150
Pokey Cir Area Drainage Improvements	PME	100	-	-	-	100
Queensgate Subdivision Area Road Reconstruction	PME	-	9,000	-	-	9,000
Reeve Blvd Street Maintenance Facility	MO	-	2,300	-	-	2,300
Russian Jack Springs Park Safety and ADA Improvements	PR	300	-	-	-	300
SAP Migration to S/4 HANA	IT	-	-	-	3,000	3,000
School Zone Safety	TRF	500	1,000	-	-	1,500
Security Fencing at Old ANMC Hospital Property	MO	-	200	-	-	200

CD - Community Development; DS - Development Services; FD - Fire; HD - Health; IT - Information Technology; LIB - Library; MO - Maintenance & Operations; PD - Police; PME - Project Management & Engineering; PR - Parks & Recreation; PT - Public Transportation; PW - Public Works; PWA - Public Works Administration; TRF - Traffic Engineering;

**2024 Preliminary Data - 120 Day Memo
Attachment C-2**

**2024 Capital Improvement Budget
All Projects - Alphabetically**

(in thousands)

Projects	Department	Bonds	State	Federal	Other	Total
Senate District E Residential Pavement Rehabilitation	PME	-	3,000	-	-	3,000
Senate District F Residential Pavement Rehabilitation	PME	-	3,000	-	-	3,000
Senate District G Residential Pavement Rehabilitation	PME	-	3,000	-	-	3,000
Senate District H Residential Pavement Rehabilitation	PME	-	3,000	-	-	3,000
Senate District I Residential Pavement Rehabilitation	PME	-	3,000	-	-	3,000
Senate District J Residential Pavement Rehabilitation	PME	-	3,000	-	-	3,000
Senate District K Residential Pavement Rehabilitation	PME	-	3,000	-	-	3,000
Silverado Way Road and Drainage Improvements	PME	600	-	-	-	600
Stairway Replacement - Saturday Market to ARR Depot	PME	-	750	-	-	750
Sullivan Arena Facility Upgrades	MO	-	2,700	-	-	2,700
Tony Knowles Coastal Trail to Ship Creek Trail Connection	PR	1,500	-	-	-	1,500
Traffic Calming and Safety Improvements	TRF	500	1,000	-	-	1,500
Transit Facilities, Centers, and Bus Stop Improvements	PT	960	-	6,024	-	6,984
Transit Fleet/Support Equipment/Support Vehicle Replacement & Expansion	PT	900	-	4,939	-	5,839
Underground Contaminated Site Remediation	MO	-	500	-	-	500
West Anchorage Snow Disposal Site	PME	5,000	-	-	-	5,000
West Bluff Dr/Ocean Dock Rd Area Storm Drain	PME	500	-	-	-	500
Total		55,220	223,685	20,363	7,710	306,978

CD - Community Development; DS - Development Services; FD - Fire; HD - Health; IT - Information Technology; LIB - Library; MO - Maintenance & Operations; PD - Police; PME - Project Management & Engineering; PR - Parks & Recreation; PT - Public Transportation; PW - Public Works; PWA - Public Works Administration; TRF - Traffic Engineering;

**2024 Preliminary Data - 120 Day Memo
Attachment D-1**

**2024 - 2029 Capital Improvement Program
Department Summary by Year**

(in thousands)

Department	2024	2025	2026	2027	2028	2029	Total
Community Development	50	50	50	50	50	-	250
Fire	700	8,250	25,900	7,000	2,550	500	44,900
Information Technology	3,760	1,760	1,660	460	760	460	8,860
Library	50	3,300	5,150	200	-	-	8,700
Maintenance & Operations	38,885	39,090	17,275	17,669	30,687	600	144,206
Parks & Recreation	3,150	6,200	4,900	4,500	4,500	4,050	27,300
Police	1,500	13,100	-	-	-	-	14,600
Project Management & Engineering	239,560	112,230	122,700	153,400	78,950	75,400	782,240
Public Transportation	12,823	12,015	7,793	7,793	7,793	-	48,217
Public Works Administration	3,000	-	-	-	-	-	3,000
Traffic Engineering	3,500	4,500	4,500	4,500	4,500	4,500	26,000
Total	306,978	200,495	189,928	195,572	129,790	85,510	1,108,273

**2024 Preliminary Data - 120 Day Memo
Attachment D-2**

**2024 - 2029 Capital Improvement Program
Department Summary by Funding Source**

(in thousands)

Department	Bonds	State	Federal	Other	Total
Community Development	-	-	-	250	250
Fire	44,900	-	-	-	44,900
Information Technology	-	-	-	8,860	8,860
Library	5,700	3,000	-	-	8,700
Maintenance & Operations	28,830	66,910	3,700	44,766	144,206
Parks & Recreation	26,100	-	-	1,200	27,300
Police	14,600	-	-	-	14,600
Project Management & Engineering	303,340	354,600	120,700	3,600	782,240
Public Transportation	9,085	-	39,132	-	48,217
Public Works Administration	-	3,000	-	-	3,000
Traffic Engineering	14,000	12,000	-	-	26,000
Total	446,555	439,510	163,532	58,676	1,108,273

**2024 Preliminary Data - 120 Day Memo
Attachment D-3**

**2024 - 2029 Capital Improvement Program
Community Development Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Community Development						
1% for Art Conservation	2024	-	-	-	50	50
	2025	-	-	-	50	50
	2026	-	-	-	50	50
	2027	-	-	-	50	50
	2028	-	-	-	50	50
		-	-	-	250	250
	Total	-	-	-	250	250

**2024 Preliminary Data - 120 Day Memo
Attachment D-3**

**2024 - 2029 Capital Improvement Program
Fire Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Fire						
Fire Ambulance Replacement	2024	700	-	-	-	700
	2025	500	-	-	-	500
	2026	700	-	-	-	700
	2027	500	-	-	-	500
	2028	700	-	-	-	700
	2029	500	-	-	-	500
			3,600	-	-	-
Fire Engine Replacement	2025	1,200	-	-	-	1,200
	2026	1,200	-	-	-	1,200
	2028	1,250	-	-	-	1,250
			3,650	-	-	-
Fire Water Craft Rescue Equipment	2025	100	-	-	-	100
Fire Water Tender Replacement	2025	1,200	-	-	-	1,200
	2028	600	-	-	-	600
		1,800	-	-	-	1,800
New Fire Station #16	2025	500	-	-	-	500
	2026	6,500	-	-	-	6,500
			7,000	-	-	-
Replace Fire Station #11 in Eagle River	2025	1,500	-	-	-	1,500
	2026	6,500	-	-	-	6,500
		8,000	-	-	-	8,000
Replace Fire Station #12	2025	1,500	-	-	-	1,500
	2026	9,500	-	-	-	9,500
			11,000	-	-	-
Replace/Combine Fire Stations #8 and #10 Upper Hillside	2026	1,500	-	-	-	1,500
	2027	6,500	-	-	-	6,500
		8,000	-	-	-	8,000
Specialty Response Vehicles	2025	1,000	-	-	-	1,000
Training Center Burn Prop and Audio Visual Refresh	2025	750	-	-	-	750
Total		44,900	-	-	-	44,900

**2024 Preliminary Data - 120 Day Memo
Attachment D-3**

**2024 - 2029 Capital Improvement Program
Information Technology Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total	
Information Technology							
Application Service Life Cycle	2024	-	-	-	100	100	
	2025	-	-	-	100	100	
	2026	-	-	-	100	100	
	2027	-	-	-	100	100	
	2028	-	-	-	100	100	
	2029	-	-	-	100	100	
			-	-	-	600	600
Desktop Lifecycle Management	2024	-	-	-	60	60	
	2025	-	-	-	60	60	
	2026	-	-	-	60	60	
	2027	-	-	-	60	60	
	2028	-	-	-	60	60	
	2029	-	-	-	60	60	
			-	-	-	360	360
Infrastructural Life Cycle Replacement	2024	-	-	-	600	600	
	2025	-	-	-	600	600	
	2026	-	-	-	500	500	
	2027	-	-	-	300	300	
	2028	-	-	-	600	600	
	2029	-	-	-	300	300	
			-	-	-	2,900	2,900
SAP Migration to S/4 HANA	2024	-	-	-	3,000	3,000	
	2025	-	-	-	1,000	1,000	
	2026	-	-	-	1,000	1,000	
			-	-	-	5,000	5,000
	Total		-	-	-	8,860	8,860

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**2024 - 2029 Capital Improvement Program
Library Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Library						
Chugiak-Eagle River Carpet Replacement	2026	150	-	-	-	150
Learning Commons Renovation	2025	200	-	-	-	200
Loussac Library - Alaska Room Window Repairs/Replacements	2024	50	-	-	-	50
Loussac Library Children's Area Renovation	2025	2,250	-	-	-	2,250
Loussac Library Electric Mobil Shelving Downgrade	2027	50	-	-	-	50
Loussac Library Pathway to Cuddy Park	2027	150	-	-	-	150
Mountain View Library - Upgrades and Addition	2025	350	-	-	-	350
Muldoon Library Relocation	2025	500	-	-	-	500
	2026	2,000	3,000	-	-	5,000
		2,500	3,000	-	-	5,500
Total		5,700	3,000	-	-	8,700

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**2024 - 2029 Capital Improvement Program
Maintenance & Operations Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Maintenance & Operations						
AFD Vehicle Maintenance Facility Upgrades	2024	-	500	-	-	500
Anchorage Area-Wide Radio Network Infrastructure Upgrade	2024	1,700	-	1,700	-	3,400
	2025	3,000	-	-	-	3,000
	2026	690	-	-	-	690
	2027	940	-	-	-	940
	2028	2,950	-	-	-	2,950
		9,280	-	1,700	-	10,980
Anchorage Golf Course	2024	-	6,075	-	-	6,075
	2025	-	500	-	-	500
	2026	-	625	-	-	625
	2027	-	1,500	-	-	1,500
	2028	-	2,500	-	-	2,500
		-	11,200	-	-	11,200
Anchorage Historical Properties Renovations	2024	-	2,340	-	-	2,340
Anchorage Senior Center Renovations	2025	1,350	-	-	-	1,350
APD / General Government Fleet Vehicle Replacement	2024	1,000	-	2,000	2,300	5,300
	2025	-	-	-	6,430	6,430
	2026	-	-	-	6,860	6,860
	2027	-	-	-	7,594	7,594
	2028	-	-	-	17,982	17,982
		1,000	-	2,000	41,166	44,166
APDES Stormwater Maintenance Equipment	2024	-	2,875	-	-	2,875
Ben Boeke Ice Arena Upgrades	2024	-	1,075	-	-	1,075
	2025	-	380	-	-	380
	2026	-	230	-	-	230
	2027	-	100	-	-	100
	2028	-	100	-	-	100
		-	1,885	-	-	1,885
Chugiak Eagle River Senior Center Generator Replacement	2025	1,000	-	-	-	1,000
Chugiak Senior Center Phase II and III	2025	14,000	-	-	-	14,000
Dempsey Anderson Ice Arena Upgrades	2024	-	1,000	-	-	1,000
	2025	-	1,000	-	-	1,000

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**2024 - 2029 Capital Improvement Program
Maintenance & Operations Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Dempsey Anderson Ice Arena Upgrades	2026	-	225	-	-	225
	2027	-	175	-	-	175
	2028	-	250	-	-	250
			-	2,650	-	-
Dena'ina Center	2024	-	1,325	-	-	1,325
	2025	-	1,000	-	-	1,000
	2026	-	275	-	-	275
	2027	-	300	-	-	300
	2028	-	225	-	-	225
		-	3,125	-	-	3,125
Deteriorated Properties Remediation	2024	-	400	-	-	400
	2025	-	900	-	-	900
		-	1,300	-	-	1,300
Egan Center Upgrades	2024	-	175	-	-	175
	2025	-	75	-	-	75
	2026	-	200	-	-	200
	2027	-	675	-	-	675
		-	1,125	-	-	1,125
Facility Safety/Code Upgrades	2024	-	2,000	-	-	2,000
	2025	-	2,000	-	-	2,000
	2026	-	2,000	-	-	2,000
	2027	-	2,000	-	-	2,000
	2028	-	2,000	-	-	2,000
		-	10,000	-	-	10,000
Major Municipal Facility Fire Alarm System Panel Replacement	2024	-	2,000	-	-	2,000
	2025	-	1,000	-	-	1,000
		-	3,000	-	-	3,000
Major Municipal Facility Infrastructure Repairs	2024	-	-	-	600	600
	2025	-	-	-	600	600
	2026	-	-	-	600	600
	2027	-	-	-	600	600
	2028	-	-	-	600	600
	2029	-	-	-	600	600
		-	-	-	3,600	3,600
Major Municipal Facility Roof Replacement	2024	-	1,415	-	-	1,415
	2025	-	1,350	-	-	1,350

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**2024 - 2029 Capital Improvement Program
Maintenance & Operations Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Major Municipal Facility Roof Replacement	2026	-	1,200	-	-	1,200
	2027	-	450	-	-	450
	2028	-	1,200	-	-	1,200
		-	5,615	-	-	5,615
Performing Arts Center Upgrades	2024	-	2,705	-	-	2,705
	2025	-	2,080	-	-	2,080
	2026	-	2,105	-	-	2,105
	2027	-	2,205	-	-	2,205
	2028	-	2,055	-	-	2,055
		-	11,150	-	-	11,150
Pool Filtration System & Building Controls	2025	550	-	-	-	550
	2026	550	-	-	-	550
	2027	550	-	-	-	550
	2028	550	-	-	-	550
		2,200	-	-	-	2,200
Reeve Blvd Street Maintenance Facility	2024	-	2,300	-	-	2,300
Security Fencing at Old ANMC Hospital Property	2024	-	200	-	-	200
Sullivan Arena Facility Upgrades	2024	-	2,700	-	-	2,700
	2025	-	1,375	-	-	1,375
	2026	-	1,215	-	-	1,215
	2027	-	580	-	-	580
	2028	-	275	-	-	275
		-	6,145	-	-	6,145
Underground Contaminated Site Remediation	2024	-	500	-	-	500
	2025	-	500	-	-	500
	2026	-	500	-	-	500
		-	1,500	-	-	1,500
Total		28,830	66,910	3,700	44,766	144,206

**2024 Preliminary Data - 120 Day Memo
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**2024 - 2029 Capital Improvement Program
Parks & Recreation Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Parks & Recreation						
Abbott Loop Neighborhood Park Improvements	2025	400	-	-	-	400
Athletic Field Safety Improvements	2025	200	-	-	-	200
	2027	200	-	-	-	200
	2028	200	-	-	-	200
		600	-	-	-	600
Beach Lake Park NW ¼ Section 25	2025	-	-	-	100	100
Campbell Creek Trail Rehabilitation and Way Finding	2024	300	-	-	-	300
	2025	600	-	-	-	600
	2027	1,500	-	-	-	1,500
		2,400	-	-	-	2,400
Cemetery	2025	200	-	-	-	200
Centennial Campground Improvements	2026	450	-	-	-	450
Charles Smith Memorial Park	2028	100	-	-	-	100
	2029	250	-	-	-	250
		350	-	-	-	350
Cheney Lake Park	2026	200	-	-	-	200
	2028	300	-	-	-	300
		500	-	-	-	500
Chester Creek Complex Facility Safety, and ADA Upgrades	2024	100	-	-	-	100
	2025	100	-	-	-	100
	2027	100	-	-	-	100
	2028	350	-	-	-	350
	2029	350	-	-	-	350
		1,000	-	-	-	1,000
Cuddy Family Midtown Park Warming Facility	2029	250	-	-	-	250
Delaney Park Improvements	2025	250	-	-	-	250
	2027	300	-	-	-	300
	2028	300	-	-	-	300
		850	-	-	-	850
Didlika Park	2029	250	-	-	-	250
Eastchester Park	2025	300	-	-	-	300
	2026	300	-	-	-	300
		600	-	-	-	600

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**2024 - 2029 Capital Improvement Program
Parks & Recreation Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
ER Town Square Park - Pathway and Parking Rehabilitation	2026	-	-	-	100	100
ERC Maintenance Equipment	2025	-	-	-	100	100
	2026	-	-	-	50	50
		-	-	-	150	150
Facility Safety Upgrades	2024	100	-	-	-	100
	2025	100	-	-	-	100
	2026	100	-	-	-	100
	2027	100	-	-	-	100
	2028	100	-	-	-	100
	2029	100	-	-	-	100
		600	-	-	-	600
Fairview Recreation Center Improvements	2024	250	-	-	-	250
	2026	250	-	-	-	250
		500	-	-	-	500
Far North Bicentennial Park	2026	205	-	-	-	205
	2027	500	-	-	-	500
	2028	500	-	-	-	500
		1,205	-	-	-	1,205
Fish Creek Trail to the Ocean	2024	50	-	-	-	50
	2025	2,000	-	-	-	2,000
		2,050	-	-	-	2,050
Goose Lake Park Improvements	2025	500	-	-	-	500
	2026	600	-	-	-	600
	2027	200	-	-	-	200
		1,300	-	-	-	1,300
Government Hill Neighborhood Park	2027	500	-	-	-	500
Johns Park	2028	250	-	-	-	250
Kincaid Park	2028	500	-	-	-	500
	2029	500	-	-	-	500
		1,000	-	-	-	1,000
Lyn Ary Park	2028	450	-	-	-	450
Maintenance Shop - Old Glenn Hwy	2024	-	-	-	400	400
Margaret E. Sullivan Park	2025	200	-	-	-	200
	2026	400	-	-	-	400
	2027	400	-	-	-	400
		1,000	-	-	-	1,000

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**2024 - 2029 Capital Improvement Program
Parks & Recreation Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
McDonald Center - Driveway Rehabilitation	2026	-	-	-	250	250
Mirror Lake - Parking Lot Rehabilitation and Striping	2025	-	-	-	100	100
Multi-Use Trails & Pedestrian Bridge Upgrades	2026	595	-	-	-	595
	2028	500	-	-	-	500
	2029	500	-	-	-	500
		1,595	-	-	-	1,595
Oberg Soccer Fields - Parking Rehabilitation and Safety/Security Lighting	2025	-	-	-	100	100
Playground Development - All-Inclusive	2024	150	-	-	-	150
	2026	300	-	-	-	300
	2028	300	-	-	-	300
	2029	300	-	-	-	300
		1,050	-	-	-	1,050
Russian Jack Springs Park Safety and ADA Improvements	2024	300	-	-	-	300
	2025	300	-	-	-	300
	2026	350	-	-	-	350
	2027	450	-	-	-	450
		1,400	-	-	-	1,400
Ruth Arcand Park	2028	250	-	-	-	250
	2029	200	-	-	-	200
		450	-	-	-	450
Sand Lake Dock	2025	250	-	-	-	250
Section 36	2028	400	-	-	-	400
	2029	400	-	-	-	400
		800	-	-	-	800
Sitka Street Park	2029	500	-	-	-	500
Spenard Neighborhood Parks	2029	450	-	-	-	450
Spenard Recreation Center Improvements	2025	400	-	-	-	400
	2027	250	-	-	-	250
		650	-	-	-	650
Taku Lake Park	2026	400	-	-	-	400
Tony Knowles Coastal Trail to Ship Creek Trail Connection	2024	1,500	-	-	-	1,500

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2024 - 2029 Capital Improvement Program
Parks & Recreation Department

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Whisper Faith Kovach Park	2026	350	-	-	-	350
	Total	26,100	-	-	1,200	27,300

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**2024 - 2029 Capital Improvement Program
Police Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Police						
APD Downtown Headquarters Generator Upgrade	2025	3,000	-	-	-	3,000
APD Elmore Roof Reconstruction	2024	1,000	-	-	-	1,000
APD Elmore Station Drainage Reconstruction	2025	500	-	-	-	500
APD Elmore Station Exterior Building Painting	2025	500	-	-	-	500
APD Elmore Station Heating Delivery System Renovation	2024	500	-	-	-	500
	2025	1,500	-	-	-	1,500
		2,000	-	-	-	2,000
APD Elmore Station Parking Lot Pavement Rehabilitation	2025	2,000	-	-	-	2,000
APD Emergency Vehicle Operations Course (EVOC) Pad	2025	5,600	-	-	-	5,600
Total		14,600	-	-	-	14,600

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**2024 - 2029 Capital Improvement Program
Project Management & Engineering Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Project Management & Engineering						
11th Ave/12th Ave Area Road Reconstruction - East of Valley St	2026	500	-	-	-	500
	2028	6,000	-	-	-	6,000
		6,500	-	-	-	6,500
120th Ave Upgrade - Johns Rd to Old Seward Hwy	2027	6,400	-	-	-	6,400
15th Ave at Sitka St Pedestrian Crossing Improvements	2024	-	1,000	-	-	1,000
36th Ave Resurfacing Phase II - Latouche St to Lake Otis Pkwy	2024	3,800	-	-	-	3,800
42nd Ave Upgrade - Lake Otis Pkwy to Florina St	2024	8,600	-	-	-	8,600
	2027	3,000	-	-	-	3,000
		11,600	-	-	-	11,600
46th Ave Retaining Wall - Fairbanks St to Gambell St	2025	200	-	-	-	200
	2027	300	-	-	-	300
		500	-	-	-	500
48th Ave Reconstruction Old Seward Hwy to International Airport Rd	2025	1,500	-	-	-	1,500
	2026	5,200	-	-	-	5,200
		6,700	-	-	-	6,700
64th Ave and Meadow St Area Drainage Improvements	2025	1,000	-	-	-	1,000
	2026	5,000	-	-	-	5,000
		6,000	-	-	-	6,000
64th Ave Upgrade - Brayton Dr to Quinhagak St	2024	-	12,000	-	-	12,000
68th Ave Reconstruction - Brayton Dr to Lake Otis Pkwy	2024	-	12,000	-	-	12,000
76th Ave Surface Rehab - King St to Old Seward Hwy	2025	500	-	-	-	500
	2028	1,500	-	-	-	1,500
		2,000	-	-	-	2,000
88th Ave Upgrade - Jewel Lake Park to Jewel Lake Rd	2024	-	6,000	-	-	6,000
8th Ave at A St and C St Pedestrian Safety	2024	-	2,000	-	-	2,000
ADA Improvements	2024	1,000	-	-	-	1,000

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**2024 - 2029 Capital Improvement Program
Project Management & Engineering Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
ADA Improvements	2025	1,000	-	-	-	1,000
	2026	1,000	-	-	-	1,000
	2027	1,000	-	-	-	1,000
	2028	1,000	-	-	-	1,000
	2029	1,000	-	-	-	1,000
			6,000	-	-	-
Airport Heights Elementary School Walkway Connector - Condos to 16th Ave	2024	-	600	-	-	600
Alaska Railroad Crossing Rehabs	2024	1,750	-	-	-	1,750
	2025	1,000	-	-	-	1,000
	2026	1,000	-	-	-	1,000
	2027	1,000	-	-	-	1,000
	2028	1,000	-	-	-	1,000
	2029	1,000	-	-	-	1,000
		6,750	-	-	-	6,750
AMATS: 32nd Ave Reconstruction - Lois Dr to Minnesota Dr	2025	100	-	1,000	-	1,100
	2027	500	-	5,000	-	5,500
			600	-	6,000	-
AMATS: 3rd Ave Signals and Lighting Upgrades - E St to Cordova St	2026	850	-	-	-	850
	2027	-	-	9,200	-	9,200
			850	-	9,200	-
AMATS: 4th Ave Signals and Lighting - Cordova St to Ingra St	2024	510	-	1,000	-	1,510
	2026	900	-	10,000	-	10,900
			1,410	-	11,000	-
AMATS: 5th Ave Signals and Lighting Upgrade - L St to H St	2025	100	-	1,000	-	1,100
	2027	900	-	10,000	-	10,900
			1,000	-	11,000	-
AMATS: 88th Ave Surface Rehab - Abbott Rd to Lake Otis Pkwy	2024	150	-	-	-	150
AMATS: Academy Dr/Vanguard Dr Area Traffic Circulation Improvements - Brayton Dr to Abbott Rd	2024	-	-	1,000	-	1,000
	2025	500	-	4,000	-	4,500
	2027	600	-	13,700	-	14,300
			1,100	-	18,700	-

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**2024 - 2029 Capital Improvement Program
Project Management & Engineering Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
AMATS: Chugach Way Upgrade - Spenard Rd to Arctic Blvd	2024	-	-	1,200	-	1,200
	2026	600	-	800	-	1,400
	2027	-	-	9,600	-	9,600
		600	-	11,600	-	12,200
AMATS: Mountain Air Dr - Rabbit Creek Rd to E 164th Ave	2025	180	-	1,500	-	1,680
	2027	1,000	-	13,000	-	14,000
		1,180	-	14,500	-	15,680
AMATS: Spenard Rd Rehabilitation - Benson Blvd to Minnesota Dr	2024	-	-	2,500	-	2,500
	2025	1,000	-	-	-	1,000
	2026	-	-	20,000	-	20,000
		1,000	-	22,500	-	23,500
AMATS: Spenard Rd Rehabilitation - Northwood Drive to Minnesota Dr	2024	150	-	-	-	150
	2026	1,400	-	16,200	-	17,600
		1,550	-	16,200	-	17,750
Anchorage Roads & Drainage Service Area (ARDSA) Storm Drainage Deficiencies	2024	1,000	-	-	-	1,000
	2025	1,000	-	-	-	1,000
	2026	1,000	-	-	-	1,000
	2027	1,000	-	-	-	1,000
	2028	1,000	-	-	-	1,000
	2029	1,000	-	-	-	1,000
		6,000	-	-	-	6,000
ARDSA Alley Paving	2024	600	-	-	-	600
	2025	600	-	-	-	600
	2026	600	-	-	-	600
	2027	600	-	-	-	600
	2028	600	-	-	-	600
	2029	600	-	-	-	600
		3,600	-	-	-	3,600
ARDSA Road and Drainage Rehabilitation Annual Program	2024	2,000	-	-	-	2,000
	2025	2,000	-	-	-	2,000
	2026	2,000	-	-	-	2,000
	2027	2,000	-	-	-	2,000
	2028	2,000	-	-	-	2,000

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**2024 - 2029 Capital Improvement Program
Project Management & Engineering Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
ARDSA Road and Drainage Rehabilitation Annual Program	2029	2,000	-	-	-	2,000
		12,000	-	-	-	12,000
ARDSA Sound Barrier/Retaining Wall Replacement	2024	500	-	-	-	500
	2025	500	-	-	-	500
	2026	500	-	-	-	500
	2027	500	-	-	-	500
	2028	500	-	-	-	500
	2029	500	-	-	-	500
		3,000	-	-	-	3,000
ARDSA Street Light Improvements	2024	500	-	-	-	500
	2025	500	-	-	-	500
	2026	500	-	-	-	500
	2027	500	-	-	-	500
	2028	500	-	-	-	500
	2029	500	-	-	-	500
		3,000	-	-	-	3,000
Azurite Ct/E 84th Ct Area Surface Rehab	2028	500	-	-	-	500
	2029	1,500	-	-	-	1,500
		2,000	-	-	-	2,000
Basel St Surface Rehabilitation - 72nd Ave to Lore Rd	2025	500	-	-	-	500
Basher Dr Upgrade with Trail - Campbell Airstrip Trailhead to South Bivouac Trailhead	2024	-	5,000	-	-	5,000
Beaver Pl/Baxter Rd Surface Rehab - 16th Ave to Northern Lights Blvd	2028	2,300	-	-	-	2,300
Boniface Pkwy Pedestrian Improvements - 22nd Ave to Debarr Rd	2024	-	4,000	-	-	4,000
Canyon Rd Improvements - Upper DeArmoun Rd to Chugach State Park	2024	-	5,000	-	-	5,000
Carriage Dr Area Drainage Improvements	2026	2,000	-	-	-	2,000
Casey Cusack Loop Culvert and Sidewalk Installation	2025	100	-	-	-	100
CBERRRSA Residential Pavement Rehabilitation	2024	-	3,000	-	-	3,000
	2025	-	3,000	-	-	3,000

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**2024 - 2029 Capital Improvement Program
Project Management & Engineering Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
CBERRRSA Residential Pavement Rehabilitation	2026	-	3,000	-	-	3,000
	2027	-	3,000	-	-	3,000
	2028	-	3,000	-	-	3,000
	2029	-	3,000	-	-	3,000
		-	18,000	-	-	18,000
CBERRRSA Snow Storage Site Development	2024	-	8,000	-	-	8,000
Chugach State Park Access Improvements	2024	-	6,000	-	-	6,000
Chugiak - Eagle River Areawide Aquifer Study	2024	-	1,000	-	-	1,000
Chugiak - Eagle River Areawide Drainage Plan	2024	-	1,000	-	-	1,000
Citation Rd Upgrade - Eagle River Lp Rd to Eagle River Ln	2024	-	12,000	-	-	12,000
College Gate Elementary School Area Pedestrian Improvements	2025	1,000	-	-	-	1,000
Constitution St/Northfleet Dr Area Storm Drain Improvements	2026	1,500	-	-	-	1,500
Cordova St ADA Improvements - 3rd Ave to 16th Ave	2024	-	1,000	-	-	1,000
Cordova St Reconstruction - 48th Ave to International Airport Rd	2027	1,500	-	-	-	1,500
	2029	2,500	-	-	-	2,500
		4,000	-	-	-	4,000
Country Woods Subdivision Area Road Reconstruction	2029	750	-	-	-	750
Coventry Dr Area Storm Drain Improvements	2025	250	-	-	-	250
	2027	2,250	-	-	-	2,250
		2,500	-	-	-	2,500
DeBarr Rd Surface Rehab - Lake Otis Pkwy to Airport Heights Rd	2025	2,200	-	-	-	2,200
Dowling Rd Surface Rehab - Lake Otis Pkwy to Elmore Rd	2024	2,000	-	-	-	2,000
Downtown Lighting and Signals Upgrades	2024	4,000	-	-	-	4,000
	2025	4,000	-	-	-	4,000
	2026	4,000	-	-	-	4,000
	2027	4,000	-	-	-	4,000

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**2024 - 2029 Capital Improvement Program
Project Management & Engineering Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Downtown Lighting and Signals Upgrades	2028	4,000	-	-	-	4,000
	2029	4,000	-	-	-	4,000
		24,000	-	-	-	24,000
Duben Ave Upgrade - Muldoon Rd to Bolin St	2025	1,800	-	-	-	1,800
	2028	5,000	-	-	-	5,000
	2029	6,100	-	-	-	6,100
		12,900	-	-	-	12,900
E 23rd Ave/Eagle St Area Reconstruction	2028	5,700	-	-	-	5,700
E 74th Ave/Nancy St/75th Ave Road Reconstruction	2025	1,300	-	-	-	1,300
	2028	4,000	-	-	-	4,000
		5,300	-	-	-	5,300
Eagle River/Chugiak Road and Drainage Rehab	2024	-	1,400	-	600	2,000
	2025	-	1,400	-	600	2,000
	2026	-	1,400	-	600	2,000
	2027	-	1,400	-	600	2,000
	2028	-	1,400	-	600	2,000
	2029	-	1,400	-	600	2,000
		-	8,400	-	3,600	12,000
Eagle St Surface Rehab - 3rd Ave to 6th Ave	2027	-	1,000	-	-	1,000
East Northern Lights Blvd Pedestrian Overpass ADA Improvements at Rogers Park Elementary	2024	-	10,000	-	-	10,000
Fairview Area Alley Paving	2024	-	2,000	-	-	2,000
Fish Creek Improvements Phase V - Cook Inlet to Lake Otis Pkwy	2025	100	-	-	-	100
	2029	2,000	-	-	-	2,000
		2,100	-	-	-	2,100
Flooding, Glaciation, and Drainage Annual Program	2024	2,000	-	-	-	2,000
	2025	2,000	-	-	-	2,000
	2026	2,000	-	-	-	2,000
	2027	2,000	-	-	-	2,000
	2028	2,000	-	-	-	2,000
	2029	2,000	-	-	-	2,000
		12,000	-	-	-	12,000

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**2024 - 2029 Capital Improvement Program
Project Management & Engineering Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Forest Park Roadway Surface & Shoulder Rehabilitation	2025	500	-	-	-	500
Four Seasons Mobile Home Park Area Storm Drain Improvements	2025	700	-	-	-	700
	2027	3,300	-	-	-	3,300
		4,000	-	-	-	4,000
Geneva Woods South Subd Area Drainage Improvements	2025	600	-	-	-	600
	2029	2,000	-	-	-	2,000
		2,600	-	-	-	2,600
Gilmore and Prosperity Estates Subd Area Road Resurfacing	2024	-	2,000	-	-	2,000
Girdwood Airport Access Road Upgrade	2024	-	3,600	-	-	3,600
Girdwood Comprehensive Road and Drainage Study	2024	-	250	-	-	250
Girdwood RSA Road and Drainage System Rehabilitation	2025	-	2,500	-	-	2,500
Glacier Creek Bridge at Winner Creek	2025	-	1,000	-	-	1,000
Golden View Dr Upgrade - Rabbit Creek Rd to Romania Dr	2024	-	22,000	-	-	22,000
	2027	-	14,000	-	-	14,000
		-	36,000	-	-	36,000
Greenbelt Dr Reconstruction	2025	4,000	-	-	-	4,000
Intersection Resurfacing	2024	200	-	-	-	200
	2025	200	-	-	-	200
	2026	200	-	-	-	200
	2027	200	-	-	-	200
	2028	200	-	-	-	200
	2029	200	-	-	-	200
		1,200	-	-	-	1,200
Lake Otis Pkwy Surface Rehab - Abbott Rd to Huffman Rd	2025	3,000	-	-	-	3,000
Lake Otis Pkwy Surface Rehabilitation - 68th Ave to Abbott Rd	2026	4,000	-	-	-	4,000
	2027	4,000	-	-	-	4,000
		8,000	-	-	-	8,000
Laviento Dr Extension/Reconstruction - King St to 87th Ave	2024	-	3,000	-	-	3,000
Leary Bay Cir Drainage Improvements	2024	250	-	-	-	250

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**2024 - 2029 Capital Improvement Program
Project Management & Engineering Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Little Campbell Creek Basin Improvements	2024	-	1,000	-	-	1,000
	2025	-	1,000	-	-	1,000
	2026	-	1,000	-	-	1,000
	2027	-	1,000	-	-	1,000
	2028	-	1,000	-	-	1,000
	2029	-	1,000	-	-	1,000
		-	6,000	-	-	6,000
Lois Dr Upgrade - Benson Blvd to 32nd Ave	2025	4,500	-	-	-	4,500
Low Impact Development Annual Program	2024	250	-	-	-	250
	2025	250	-	-	-	250
	2026	250	-	-	-	250
	2027	250	-	-	-	250
	2028	250	-	-	-	250
	2029	250	-	-	-	250
		1,500	-	-	-	1,500
Maplewood St Upgrade - Rogers Park Ct to North End	2024	-	3,000	-	-	3,000
Mesquite Cir and E 80th Ave Area Lighting Improvements	2025	300	-	-	-	300
Mountain Road Improvements - Hickling Cir to Sleepy Cir	2025	2,300	-	-	-	2,300
Nomen Subdivision Area Road Reconstruction	2028	500	-	-	-	500
	2029	1,000	-	-	-	1,000
		1,500	-	-	-	1,500
Norann Subdivision Area Road Reconstruction	2025	4,300	-	-	-	4,300
North Fairview Bike and Pedestrian Safety Improvements	2024	-	1,500	-	-	1,500
Northern Lights Blvd Sound Barrier Fence Phase III - Seward Hwy to Lake Otis Pkwy	2024	-	500	-	-	500
Northern Lights Blvd Surface Rehab - Lake Otis Pkwy to Bragaw St	2024	7,000	-	-	-	7,000
Northern Lights Blvd Surface Rehabilitation - Bragaw St to Boniface Pkwy	2029	5,000	-	-	-	5,000
Northwood Dr Extension - Dimond Blvd to Strawberry Rd	2024	-	20,000	-	-	20,000

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**2024 - 2029 Capital Improvement Program
Project Management & Engineering Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Oberg Rd Safety Trail - Deer Park Dr to Oberg Park	2024	-	3,000	-	-	3,000
Old Seward Hwy/Huffman Rd Area Local Road Rehab	2024	-	1,000	-	-	1,000
Opal Dr Road and Drainage Reconstruction	2024	-	2,000	-	-	2,000
Patterson St Improvements - Debarr Rd to Chester Creek	2025	200	-	-	-	200
	2028	1,200	-	-	-	1,200
		1,400	-	-	-	1,400
Pavement and Subbase Rehabilitation	2024	1,200	-	-	-	1,200
	2025	1,200	-	-	-	1,200
	2026	1,200	-	-	-	1,200
	2027	1,200	-	-	-	1,200
	2028	1,200	-	-	-	1,200
	2029	1,200	-	-	-	1,200
		7,200	-	-	-	7,200
Pedestrian Safety and Rehabilitation Annual Program	2024	500	1,000	-	-	1,500
	2025	1,000	1,000	-	-	2,000
	2026	1,000	1,000	-	-	2,000
	2027	1,000	1,000	-	-	2,000
	2028	1,000	1,000	-	-	2,000
	2029	1,000	1,000	-	-	2,000
		5,500	6,000	-	-	11,500
Peters Creek Starnier Bridge Replacement	2024	-	1,500	-	-	1,500
Pettis Rd Surface Rehabilitation - Bonnie Jean Ct to Ellen Ave	2029	500	-	-	-	500
Pleasant Valley Subdivision Road Reconstruction Phase II	2025	500	-	-	-	500
	2028	5,500	-	-	-	5,500
		6,000	-	-	-	6,000
Pokey Cir Area Drainage Improvements	2024	100	-	-	-	100
	2025	1,000	-	-	-	1,000
		1,100	-	-	-	1,100
Potter Valley Rd Surface Rehab - Old Seward Hwy to Greece Dr	2027	300	-	-	-	300
Providence Dr/University Dr Surface Rehab - Lake Otis Pkwy to east end	2025	1,000	-	-	-	1,000

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**2024 - 2029 Capital Improvement Program
Project Management & Engineering Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Providence Dr/University Dr Surface Rehab - Lake Otis Pkwy to east end	2026	6,000	-	-	-	6,000
	2028	3,000	-	-	-	3,000
		10,000	-	-	-	10,000
Queensgate Subdivision Area Road Reconstruction	2024	-	9,000	-	-	9,000
Quinhagak St Upgrade - E Dowling Rd to Askeland Dr	2025	4,000	-	-	-	4,000
Regal Mountain Dr Area Reconstruction	2029	500	-	-	-	500
Senate District E Residential Pavement Rehabilitation	2024	-	3,000	-	-	3,000
	2025	-	3,000	-	-	3,000
	2026	-	3,000	-	-	3,000
	2027	-	3,000	-	-	3,000
	2028	-	3,000	-	-	3,000
	2029	-	3,000	-	-	3,000
		-	18,000	-	-	18,000
Senate District F Residential Pavement Rehabilitation	2024	-	3,000	-	-	3,000
	2025	-	3,000	-	-	3,000
	2026	-	3,000	-	-	3,000
	2027	-	3,000	-	-	3,000
	2028	-	3,000	-	-	3,000
	2029	-	3,000	-	-	3,000
		-	18,000	-	-	18,000
Senate District G Residential Pavement Rehabilitation	2024	-	3,000	-	-	3,000
	2025	-	3,000	-	-	3,000
	2026	-	3,000	-	-	3,000
	2027	-	3,000	-	-	3,000
	2028	-	3,000	-	-	3,000
	2029	-	3,000	-	-	3,000
		-	18,000	-	-	18,000
Senate District H Residential Pavement Rehabilitation	2024	-	3,000	-	-	3,000
	2025	-	3,000	-	-	3,000
	2026	-	3,000	-	-	3,000
	2027	-	3,000	-	-	3,000
	2028	-	3,000	-	-	3,000

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**2024 - 2029 Capital Improvement Program
Project Management & Engineering Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Senate District H Residential Pavement Rehabilitation	2029	-	3,000	-	-	3,000
		-	18,000	-	-	18,000
Senate District I Residential Pavement Rehabilitation	2024	-	3,000	-	-	3,000
	2025	-	3,000	-	-	3,000
	2026	-	3,000	-	-	3,000
	2027	-	3,000	-	-	3,000
	2028	-	3,000	-	-	3,000
	2029	-	3,000	-	-	3,000
			-	18,000	-	-
Senate District J Residential Pavement Rehabilitation	2024	-	3,000	-	-	3,000
	2025	-	3,000	-	-	3,000
	2026	-	3,000	-	-	3,000
	2027	-	3,000	-	-	3,000
	2028	-	3,000	-	-	3,000
	2029	-	3,000	-	-	3,000
			-	18,000	-	-
Senate District K Residential Pavement Rehabilitation	2024	-	3,000	-	-	3,000
	2025	-	3,000	-	-	3,000
	2026	-	3,000	-	-	3,000
	2027	-	3,000	-	-	3,000
	2028	-	3,000	-	-	3,000
	2029	-	3,000	-	-	3,000
			-	18,000	-	-
Silverado Way Road and Drainage Improvements	2024	600	-	-	-	600
Small Boat Harbor Access Rd Upgrade - Ship Creek to Small Boat Harbor	2027	600	-	-	-	600
Spruce St Upgrade/Extension - Dowling Rd to 68th Ave	2025	700	-	-	-	700
	2029	5,300	-	-	-	5,300
		6,000	-	-	-	6,000
Stairway Replacement - Saturday Market to ARR Depot	2024	-	750	-	-	750
Tasha Dr Reconstruction	2025	850	-	-	-	850
	2026	3,500	-	-	-	3,500
		4,350	-	-	-	4,350

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**2024 - 2029 Capital Improvement Program
Project Management & Engineering Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Turnagain St Upgrade - Northern Lights Blvd to 35th Ave	2029	1,000	-	-	-	1,000
W 32nd and Calais Dr Road Improvements - C St to Denali St	2025	1,200	-	-	-	1,200
	2027	9,000	-	-	-	9,000
		10,200	-	-	-	10,200
W Dimond Blvd Upgrade Phase II - Jodhpur Rd to Westpark Dr	2025	-	10,000	-	-	10,000
Waldron/Alpenhorn Surface Rehab - Brayton Dr to Lake Otis Pkwy	2027	500	-	-	-	500
	2029	3,000	-	-	-	3,000
		3,500	-	-	-	3,500
West Anchorage Snow Disposal Site	2024	5,000	-	-	-	5,000
	2025	6,000	-	-	-	6,000
		11,000	-	-	-	11,000
West Bluff Dr/Ocean Dock Rd Area Storm Drain	2024	500	-	-	-	500
	2026	1,000	-	-	-	1,000
		1,500	-	-	-	1,500
Whitney Dr Upgrade - North C St to Post Rd	2027	500	-	-	-	500
	2029	1,000	-	-	-	1,000
		1,500	-	-	-	1,500
Wisconsin St Surface Rehab - Northern Lights Blvd to Spenard Rd	2028	500	-	-	-	500
Total		303,340	354,600	120,700	3,600	782,240

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**2024 - 2029 Capital Improvement Program
Public Transportation Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Public Transportation						
Transit Facilities, Centers, and Bus Stop Improvements	2024	960	-	6,024	-	6,984
	2025	1,300	-	6,615	-	7,915
	2026	775	-	2,918	-	3,693
	2027	775	-	2,918	-	3,693
	2028	775	-	2,918	-	3,693
			4,585	-	21,393	-
Transit Fleet/Support Equipment/Support Vehicle Replacement & Expansion	2024	900	-	4,939	-	5,839
	2025	900	-	3,200	-	4,100
	2026	900	-	3,200	-	4,100
	2027	900	-	3,200	-	4,100
	2028	900	-	3,200	-	4,100
			4,500	-	17,739	-
Total		9,085	-	39,132	-	48,217

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**2024 - 2029 Capital Improvement Program
Public Works Administration Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Public Works Administration						
Mt. Iliamna School Demolition	2024	-	3,000	-	-	3,000
	Total	-	3,000	-	-	3,000

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**2024 - 2029 Capital Improvement Program
Traffic Engineering Department**

(in thousands)

Projects	Year	Bonds	State	Federal	Other	Total
Traffic Engineering						
Anchorage Signal System, Signage, and Safety Improvements	2024	500	-	-	-	500
	2025	500	-	-	-	500
	2026	500	-	-	-	500
	2027	500	-	-	-	500
	2028	500	-	-	-	500
	2029	500	-	-	-	500
			3,000	-	-	-
School Zone Safety	2024	500	1,000	-	-	1,500
	2025	1,000	1,000	-	-	2,000
	2026	1,000	1,000	-	-	2,000
	2027	1,000	1,000	-	-	2,000
	2028	1,000	1,000	-	-	2,000
	2029	1,000	1,000	-	-	2,000
			5,500	6,000	-	-
Traffic Calming and Safety Improvements	2024	500	1,000	-	-	1,500
	2025	1,000	1,000	-	-	2,000
	2026	1,000	1,000	-	-	2,000
	2027	1,000	1,000	-	-	2,000
	2028	1,000	1,000	-	-	2,000
	2029	1,000	1,000	-	-	2,000
			5,500	6,000	-	-
Total		14,000	12,000	-	-	26,000

Anchorage Hydropower Business Plan

Mission

Provide energy that is safe and reliable to meet purchase power agreement requirements.

Services

Anchorage Hydropower owns 53.33% of the generation assets of the Eklutna Hydroelectric Project. Anchorage Hydropower sells all of its electric output to Chugach Electric Association and Matanuska Electric Association pursuant to purchase power agreements. Anchorage Hydropower is currently subject to economic regulation by the Regulatory Commission of Alaska.

Business Goals

- Provide electricity to satisfy the purchase power agreements.
- Maintain \$3 million cash reserve in accordance with Regulatory Commission of Alaska Order U-19-020(39).
- Maintain 180 days of cash on hand to cover operating expenses.
- Maintain equity and earn net income at a level sufficient to continue to ensure the long-term financial stability of the utility.
- Operate the electrical system with optimum economic efficiency and strict adherence to environmental standards.

Strategies to Achieve Goals

- Implement industry best practices and streamline business processes to ensure the financial and operational integrity of the utility.
- Contract with an individual with knowledge of the Railbelt generation and transmission system and prudent utility practice to advise on power plant operations.
- Work collaboratively as owners of the Eklutna Hydropower Project to implement predictive maintenance program to reduce or eliminate outages and interruptions

Performance Measures to Track Progress in Achieving Goals

1. Maintain positive Net Income

Anchorage Water & Wastewater Utility Business Plan

Mission

Providing safe and reliable water and wastewater service today and into the future.

Services

Anchorage Water & Wastewater Utility (AWWU) is the largest water and wastewater utility in Alaska. AWWU currently serves the Municipality of Anchorage extending from Eklutna to as far south as Girdwood. Although they share one workforce, AWWU operates as two separate economic and regulated entities: the Anchorage Water Utility (AWU) and the Anchorage Wastewater Utility (ASU).

Business Goals

AWWU prepared an updated strategic plan in 2016. The plan includes the following goals:

- Be responsive to the needs of the community
- Be the model of innovation and efficiency in service to the public
- Be a responsible steward of ratepayer funds
- Be the employer of choice for existing and future staff

Strategies to Achieve Goals

AWWU has identified the following customer commitments which represent the outcomes or accomplishments of the Utilities' activities as viewed by the customer:

1. Provide safe drinking water that meets or exceeds all standards.
2. Protect the environment through appropriate wastewater collection, treatment, and disposal.
3. Provide reliable service.
4. Have timely, professional, and courteous interactions with customers.
5. Manage finances responsibly and transparently.
6. Set rates that fairly reflect the cost of providing service and maintaining infrastructure.
7. Deliver services affordably to promote a strong Anchorage economy.
8. Invest wisely to minimize risk and maintain service levels.
9. Continuously improve the efficiency of our operations.
10. Anticipate change and prepare for the future.

Performance Measures to Track Progress in Achieving Goals

AWWU measures progress in achieving these customer commitments using quantifiable performance measures, including the following:

1. Compliance with all State and Federal drinking water, wastewater and clean air standards.
2. Number of planned and unplanned water outages.
3. Sanitary sewer overflows.
4. Number of reportable injuries and accidents.
5. Execution of capital improvement budget.
6. Debt to equity ratio.

Merrill Field Airport Business Plan

Mission

Merrill Field Airport (MRI) is committed to operating and maintaining a safe and efficient airport that meets the aviation and business needs of the community. New branding: "Welcome to Merrill Field-The gateway to Alaska's Interior."

Services

Merrill Field is a primary commercial service airport that serves as a general aviation reliever for Anchorage International Airport. It is the second busiest airport in Alaska, second only to Ted Stevens International. There were 31,905 passenger enplanements at MRI in 2022.

Business Goals

- Enhance the Airport's role as the major general aviation transportation facility serving Anchorage and outlying areas within Alaska by providing services that promote and encourage use of the Airport.
- Develop an overall Airport strategy that attracts airport users and aviation support services to Merrill Field while encouraging private sector investment.
- Practice sound fiscal management to enable Merrill Field to increase its value, both to its customers and to its owner, the Municipality of Anchorage.
- Take advantage of new technologies to maximize the use and efficiency of resources.
- Understand and be responsive to our customers to better meet their needs by providing the services and facilities they desire. This includes maintaining facilities in a fully functional, efficient, and safe condition by continually improving utility, quality, and appearance.
- Maximize the use of Federal Aviation Administration (FAA) Airport Improvement Program (AIP) grants to provide facilities to safely and adequately meet the needs of general aviation.
- Meet requisite FAA Airport Improvement Program (AIP) grant assurances.
- Enhance operating revenues by increasing lease and parking rates, while encouraging new tenants and new business enterprises.
- Decrease expenses caused by leaseholder damage to airport infrastructure.
- Increase flight operations safety at Merrill Field by developing instrument flight procedures.

Strategies to Achieve Goals

Merrill Field's strategic plan provides a framework to achieve results for stakeholders:

1. Promote a proactive nuisance noise mitigation policy called "Fly Friendly." MRI asks pilots to follow established noise-reducing practices, including implementation of a late night 'Quiet Hours' protocol, which restricts Touch & Go operations to one take-off and one landing per pilot at MRI between the hours of 10PM and 7AM (local). Maintain a close working relationship and coordinate with the MRI FAA Air Traffic Control Tower.
2. Maintain positive relations with neighboring Community Councils by encouraging their comments and actively addressing their concerns.
3. Work in close coordination with the Municipal Airports Aviation Advisory Commission (MAAAC), Fixed Based Operators, Airport tenants, and the FAA.
4. Continue to aggressively seek and obtain FAA grant funding for the MRI Airport Capital Improvement Program.
5. Pursue State of Alaska grant funding to provide matching funds to leverage FAA grants.
6. Provide infrastructure to meet customer demand.

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7. Maintain revenues at a level adequate to cover inflation, fund MOA and FAA mandated costs, and meet airport objectives by:
 - a. increasing facility productivity.
 - b. adjusting user fees and/or lease rates when required.
8. Minimize expenses by:
 - a. Reducing or eliminating services where the impact is minimal.
 - b. Employing economies of scale whenever possible.
 - c. Performing functions in-house when cost-efficient to do so and workloads permit.
9. Take advantage of new technology:
 - a. Continue refinement and enhancement of existing programs to facilitate better data resource management, including enabling fiber optic cabling and surveillance cameras airport wide.
 - b. Continue replacing computer hardware, as required, to ensure the efficient processing of data.
 - c. Investigate tie-down permit management software.
10. Maintain database and management reporting capabilities.
11. Maintain runways, taxiways, and tie-down aprons in a safe and secure condition.
12. Expeditiously and systematically remove snow from airport surfaces. Ensure Notices to Air Missions (NOTAMs) and Air Traffic Information Service (ATIS) are proactive, accurate, and current.
13. Continue long term planning, development, and construction of quality airport facilities through the Airport Master Plan process.
14. Provide technical assistance to lessees on issues associated with federally mandated environmental programs.
15. Reduce the number of runway incursions (Vehicle/Pedestrian Deviations or VPDs).
16. Manage and develop Orca St properties to maintain and maximize lease rental revenue.
17. Pursue development of new lease lots and encourage development of commercial aviation facilities on current leaseholds.
18. Perform asphalt crack sealing of runways/taxiways/apron areas to extend the life expectancy of these surfaces.
19. Fund pre-grant expenses for engineering services on grant-eligible projects.
20. Enhance the utility of existing tiedown aprons, taxiways, and roadways.
21. Expand aircraft aprons and taxiways as needed to meet demand.
22. Actively market Airport facilities and services.
23. Acquire planned acquisition of identified parcels southwest of the Runway 16/34 safety area to ensure compatible land use as listed on the master plan.
24. Identify high priority projects to be included in the FAA 5-Year Airport Capital Improvement Plan (ACIP), thereby helping MRI to more effectively compete nationally for AIP funding.
25. Secure engineering services for project design, contract specifications, bid award, and construction supervision.
26. Rehab the Orca street buildings owned by MRI to improve their appearance and marketability, leading to increased airport revenues and presenting a better appearance to our Fairview neighbors.

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Performance Measures to Track Progress in Achieving Goals

Merrill Field measures progress in achieving these customer commitments using the following set of quantifiable performance measures:

1. Number of Occupied Aircraft Parking Spaces – representing the number of parking spaces that Merrill Field owns and that contribute directly to Merrill Field Operating Revenue.
2. Percentage of lease spaces currently leased – representing the number of lease properties that are occupied and contributing directly to Merrill Field Operating Revenue
3. Number of Airport Operations (Takeoffs, landings, touch-n-go operations, instrument approaches and airport overflights) and passenger enplanements – qualifying Merrill Field for annual FAA AIP funding.
4. Percentage of operating surfaces above the minimum PCI value (pavement condition index) – measuring when ground surfaces will qualify for rehab/replacement projects.

Port of Alaska Business Plan

Mission

The Port of Alaska (Port) is committed to provide a modern, safe, and efficient facility to support the movement of goods throughout the State of Alaska, to support the Department of Defense as one of 18 Commercial Strategic Seaports, and to support federal and state disaster response and recovery plans as needed.

Services

The Port is a landlord port committed to providing safe, efficient, and dependable facilities and support services to our private and public sector customers. The staff of the Port is responsible for maintaining all the land, docks, and municipal buildings that encompass the Port of Alaska.

Business Goals

- Provide Port operating expertise and management to the Port of Alaska Modernization Program (PAMP) with the PAMP Engineering Manager serving as Project Administrator.
- Plan for future facility and service needs of business and public entity customers.
- Conduct periodic facility condition surveys to anticipate age-related challenges and to ensure uninterrupted operations and safety.
- Maintain affordable and competitive tariff rates sufficient to cover operating and capital requirements.
- Provide a safe work environment for both employees and tenants.
- Maintain financially sound operating ratios.
- Deliver accurate and timely billings to tenants and customers, demand timely payments from all users.
- Provide required level of port security under U.S. Coast Guard/Homeland Security directives through a consortium of private tenants and the Port.

Strategies to Achieve Goals

1. Provide year-round access to suitable terminals and docks for movement of containers, dry bulk cargo, and liquid bulk cargo to include petroleum products.
2. Provide seasonal maintenance of and access to the Ship Creek Small Boat Launch.
3. Plan, develop, and operate facilities to accommodate market growth and modernization.
4. Monitor the scheduling of all vessels that call on the Port.
5. Provide centralized Port and tenant security services and emergency management leadership.
6. As a landlord port, manage short-term permits (revocable use permits) and long-term leases of land and buildings.
7. Maintain and ensure uninterrupted 24/7/365 availability of Port owned facilities.
8. Ensure environmental quality of the land within the Port boundaries
9. Assess and manage the collection of all tariffs and user fees associated with vessels calling on the Port and land tenant operations.
10. Manage Foreign Trade Zone (FTZ) 160 and all FTZ applicants.
11. Coordinate U.S. Army Corps of Engineers dredging of channel, turning basin, and dock face dredging to provide for safe commerce.
12. Host official U.S. Navy, U.S. Coast Guard, National Oceanic Atmospheric Administration (NOAA), foreign navy, and Arctic research vessels on behalf of the Municipality of Anchorage, as needed.

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Performance Measures to Track Progress in Achieving Goals

Progress in achieving goals will be measured by:

1. Overtime hours and pay compared to base compensation for current vs prior year.
2. Operating Net Income YTD for current vs prior year.
3. Reportable incidents for current vs prior year (# of incidents, loss of time & cost).

Solid Waste Services Business Plan

Mission

Providing safe, efficient and innovative solid waste management for the Municipality of Anchorage (MOA).

Services

The Refuse Collection Utility (RCU) provides garbage and recycling collection to the former City of Anchorage service area, which is approximately 20% of the population of the MOA. Since at least 1952, there has been mandatory service for all customers of the RCU service area. The RCU provides seven types of service: commercial dumpster; commercial recycling; automated garbage roll cart service; recycling roll cart service; residential organics; residential and commercial glass collection; and, limited can and bag service.

The Solid Waste Disposal Utility (SWDU) serves the entire MOA. The services include the disposal of solid waste, the collection of household hazardous waste, and the promotion of community recycling and sustainability. Municipal solid waste is received at three transfer stations located within the MOA. Waste generated in the community of Girdwood is transported from the Girdwood Transfer Station (GTS) to the Central Transfer Station (CTS) in Anchorage. All waste from the CTS is transported to the Anchorage Regional Landfill (ARL) for final disposal.

Business Goals

- Increase overall customer satisfaction rating.
- Reduce number of missed pick-ups by Solid Waste Services (SWS).
- Reduce the average customer wait time.
- Maximize the usage of landfill gas collected for beneficial purposes.
- Decrease the per capita amount of trash disposed at ARL.
- Expand the lifespan of ARL and maximize airspace utilization.
- Fully maximize existing collection and transfer truck routes through the leveraging of technology.
- Reduce loss time accidents and workman compensation claims.
- Create opportunities for employee development via training opportunities.
- Reduce greenhouse gas emissions across the MOA.

Strategies to Achieve Goals

- Invest in our business and community through the completion of the construction project for a State-of-the-Art transfer facility.
- Continue to leverage new SWS on-board vehicle computer systems.
- Streamline and improve CTS and ARL site traffic patterns. Leverage the modernized fleet and fuel technologies.
- Utilize alternative daily cover material and improve waste compaction with on-board computing systems in heavy equipment at ARL.
- Communicate more effectively with employees about training opportunities and make them available.
- Develop a leachate evaporator system fueled by landfill gas to beneficially use the excess gas capacity.
- Promote the diversion of food waste, yard waste, metals, plastics, paper and cardboard.
- Improve recycling options for businesses and apartment buildings within the SWS service area.

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- Standardize recycling outreach and labeling throughout the MOA.

Performance Measures to Track Progress in Achieving Goals

1. Disposal Costs Offset by Landfill Gas Revenue.
2. Garbage to Dirt Ratio.
3. Landfill Closure Date.

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Utility / Enterprise
2024 Capital Improvement Budget
Department Summary by Funding Source
(in thousands)

Department	Debt	State	Federal	Equity	Total
Anchorage Hydropower Utility	-	-	-	325	325
Anchorage Wastewater Utility	5,000	-	-	11,175	16,175
Anchorage Water Utility	20,522	-	-	12,000	32,522
Merrill Field Airport	-	-	11,135	747	11,882
Port of Alaska	-	280	-	3,600	3,880
SWS Disposal	-	-	-	10,195	10,195
SWS Refuse	-	-	-	610	610
Total	25,522	280	11,135	38,652	75,589

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2024 Capital Improvement Budget
Anchorage Hydropower Utility Department

(in thousands)

<u>Projects</u>	<u>Debt</u>	<u>State</u>	<u>Federal</u>	<u>Equity</u>	<u>Total</u>
Fish & Wildlife	-	-	-	325	325
Total	-	-	-	325	325

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**2024 Capital Improvement Budget
Anchorage Wastewater Utility Department**

(in thousands)

Projects	Debt	State	Federal	Equity	Total
Alaska Department of Transportation-MOA Emergency	-	-	-	1,000	1,000
Closed Circuit Television Equipment Replacement	-	-	-	65	65
Controlnet to Ethernet Migration	-	-	-	320	320
Credit Union Drive Pipe Rehabilitation & Replacement	-	-	-	1,500	1,500
Customer Information System Replacement	-	-	-	500	500
Eagle River Wastewater Treatment Facility Ultraviolet and Washwater Upgrades	-	-	-	600	600
East 42nd Lake Otis Piper Mainline Cleanout Replacement	-	-	-	80	80
Excavation Crew 2 Wheeled Excavator	-	-	-	600	600
Facility Equipment	-	-	-	1,000	1,000
Facility Plant	-	-	-	1,000	1,000
Geographic Information System Application Development	-	-	-	45	45
Girdwood Sewer Rehabilitation & Replacement	-	-	-	1,000	1,000
Heavy Rolling Stock	-	-	-	750	750
Hydraulic Model Upgrades	-	-	-	50	50
Information Technology Administrative Systems SWR Pool	-	-	-	65	65
Information Technology Infrastructure	-	-	-	300	300
Miscellaneous Information Technology Systems	-	-	-	15	15
Plant Oversize & Betterments	-	-	-	10	10
Powder Reserve Sewer Access Project	-	-	-	1,125	1,125
Pump Station 12 Force Main Interceptor C Gravity Junction Rehabilitation	2,500	-	-	-	2,500
Pump Station 2 Rehabilitation	2,500	-	-	-	2,500
Safety Improvements SWR	-	-	-	100	100
Supervisory Control and Data Acquisition Network Improvements	-	-	-	300	300
Supervisory Control and Data Acquisition Network Segmentation	-	-	-	250	250
Vehicles	-	-	-	500	500
Total	5,000	-	-	11,175	16,175

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**2024 Capital Improvement Budget
Anchorage Water Utility Department**

(in thousands)

Projects	Debt	State	Federal	Equity	Total
Alaska Department of Transportation-MOA Emergency	-	-	-	1,000	1,000
Alyeska Subdivision Water Access	75	-	-	-	75
Chlorine Analyzer Upgrade	-	-	-	1,050	1,050
Customer Information System Replacement	-	-	-	500	500
Eagle River Fire Protection Water Storage Tank	2,500	-	-	-	2,500
Eagle River Regional High Production Well	1,625	-	-	-	1,625
East 42nd Lake Otis to Piper Water Rehabilitation	3,100	-	-	-	3,100
Eklutna Water Transmission Main Valve Vault Rehabilitation	-	-	-	2,250	2,250
Eklutna Water Treatment Facility Motor Control Center Upgrade	5,085	-	-	-	5,085
Eklutna Water Treatment Facility Supervisory Control and Data Acquisition Backbone/Fire Improvements	1,775	-	-	300	2,075
Eldon Subdivision Water Access	438	-	-	-	438
Emergency Water Fill Station	438	-	-	-	438
Excavation Crew 1 Wheeled Excavator	-	-	-	600	600
Facility Equipment	-	-	-	1,000	1,000
Facility Plant	-	-	-	1,000	1,000
Geographic Information System Application Development	-	-	-	45	45
Girdwood Donner Intertie	1,073	-	-	-	1,073
Heavy Rolling Stock	-	-	-	750	750
Huffman Road Fire Protection Pipeline	300	-	-	-	300
Hydraulic Model Upgrades	-	-	-	50	50
Information Technology Administrative Systems WTR Pool	-	-	-	65	65
Information Technology Infrastructure	-	-	-	300	300
Miscellaneous Information Technology Systems	-	-	-	15	15
Plant Oversize & Betterments	-	-	-	10	10
Port Tank Farm Water Main Replacement	-	-	-	450	450
Reservoir 1 and 2 Ice Shedding	-	-	-	550	550
Romig Park Water Utility Aquisition	1,625	-	-	-	1,625
Safety Improvements WTR	-	-	-	100	100
Sand Lake Subdivision Water Access	1,750	-	-	-	1,750
Strategic Pressure Initiative Miscellaneous Pressure Regulating Valves Replacement	-	-	-	300	300
Supervisory Control and Data Acquisition Equipment	-	-	-	300	300
Terraces Subdivision Fire Protection Pipeline	738	-	-	-	738
Vehicles	-	-	-	500	500
Water Meter Upgrades	-	-	-	400	400
Well 4 Upgrade	-	-	-	165	165
West Klatt Road Water Improvements	-	-	-	300	300
Total	20,522	-	-	12,000	32,522

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2024 Capital Improvement Budget
Merrill Field Airport Department

(in thousands)

<u>Projects</u>	<u>Debt</u>	<u>State</u>	<u>Federal</u>	<u>Equity</u>	<u>Total</u>
Acquire Safety and/or Security Equipment (RSAT Phase 6)	-	-	305	21	326
Acquire Snow Removal Equipment	-	-	830	56	886
Rehab RWY 7/25 Construction	-	-	10,000	670	10,670
Total	-	-	11,135	747	11,882

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2024 Capital Improvement Budget
Port of Alaska Department

(in thousands)

Projects	Debt	State	Federal	Equity	Total
Port Equipment	-	-	-	550	550
Storm Drain Enhancements	-	-	-	2,500	2,500
US Army Corps of Engineers Permit Requirements	-	280	-	-	280
Wharf Pile Enhancements - Fenders	-	-	-	550	550
Total	-	280	-	3,600	3,880

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**2024 Capital Improvement Budget
SWS Disposal Department**

(in thousands)

Projects	Debt	State	Federal	Equity	Total
15th Ave Lift Station	-	-	-	150	150
ARL Cash Booth & Scales	-	-	-	4,100	4,100
ARL Gate and Upgrade to Card Security	-	-	-	75	75
ARL Perimeter road paving	-	-	-	110	110
ARL Slope seeding, Tarps, Pumping	-	-	-	75	75
Design and Construction of Gas Collection System at Anchorage Regional Landfill	-	-	-	800	800
Disposal Pickups and Light Duty Vehicles	-	-	-	55	55
Disposal Tanker, Truck, Tractors to Haul Trash and Leachate	-	-	-	1,125	1,125
Driver Assisted Terminal (DAT)	-	-	-	500	500
Furniture for New CTS Facility	-	-	-	150	150
Glass Crusher	-	-	-	10	10
Merril Field Blower and Gas Collection & Control System	-	-	-	100	100
Purchase Tarp Deployment System for Landfill	-	-	-	25	25
Radios	-	-	-	62	62
Replacement Dozers, Loaders, Compactors and Dump Trucks to Operate the Landfill	-	-	-	2,108	2,108
Temporary Maintenance Building	-	-	-	750	750
Total	-	-	-	10,195	10,195

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2024 Capital Improvement Budget
SWS Refuse Department

(in thousands)

<u>Projects</u>	<u>Debt</u>	<u>State</u>	<u>Federal</u>	<u>Equity</u>	<u>Total</u>
Replace Dumpsters and Roll Carts	-	-	-	335	335
Replace Recycle Roll Carts and Yard Waste Carts	-	-	-	25	25
Upgrade Tower Program	-	-	-	250	250
Total	-	-	-	610	610

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**Utility / Enterprise
2024 - 2029 Capital Improvement Program
Department Summary by Year**

(in thousands)

Department	2024	2025	2026	2027	2028	2029	Total
Anchorage Hydropower Utility	325	325	325	325	325	-	1,625
Anchorage Wastewater Utility	16,175	11,182	8,100	9,480	21,225	7,130	73,292
Anchorage Water Utility	32,522	10,170	16,927	12,010	9,085	8,630	89,344
Merrill Field Airport	11,882	1,203	8,640	-	-	-	21,725
Port of Alaska	3,880	2,780	2,780	2,780	2,780	-	15,000
SWS Disposal	10,195	7,035	6,395	2,724	2,625	-	28,974
SWS Refuse	610	780	1,090	710	740	-	3,930
Total	75,589	33,475	44,257	28,029	36,780	15,760	233,890

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**Utility / Enterprise
2024 - 2029 Capital Improvement Program
Department Summary by Funding Source**

(in thousands)

Department	Debt	State	Federal	Equity	Total
Anchorage Hydropower Utility	-	-	-	1,625	1,625
Anchorage Wastewater Utility	15,225	-	-	58,067	73,292
Anchorage Water Utility	25,449	-	-	63,895	89,344
Merrill Field Airport	-	-	20,362	1,363	21,725
Port of Alaska	-	1,400	-	13,600	15,000
SWS Disposal	-	-	-	28,974	28,974
SWS Refuse	-	-	-	3,930	3,930
Total	40,674	1,400	20,362	171,454	233,890

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**2024 - 2029 Capital Improvement Program
Anchorage Hydropower Utility Department**

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Plant						
Fish & Wildlife	2024	-	-	-	325	325
	2025	-	-	-	325	325
	2026	-	-	-	325	325
	2027	-	-	-	325	325
	2028	-	-	-	325	325
		-	-	-	1,625	1,625
	Total	-	-	-	1,625	1,625

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**2024 - 2029 Capital Improvement Program
Anchorage Wastewater Utility Department**

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
ADOT-MOA Emergency						
Alaska Department of Transportation- MOA Emergency	2024	-	-	-	1,000	1,000
	2025	-	-	-	1,000	1,000
	2026	-	-	-	1,000	1,000
	2027	-	-	-	1,000	1,000
	2028	-	-	-	1,000	1,000
	2029	-	-	-	1,000	1,000
		-	-	-	6,000	6,000
Equipment						
Facility Equipment	2024	-	-	-	1,000	1,000
	2025	-	-	-	1,000	1,000
	2026	-	-	-	1,000	1,000
	2027	-	-	-	1,000	1,000
	2028	-	-	-	1,000	1,000
	2029	-	-	-	1,000	1,000
		-	-	-	6,000	6,000
Facility Plant	2024	-	-	-	1,000	1,000
	2025	-	-	-	1,000	1,000
	2026	-	-	-	1,000	1,000
	2027	-	-	-	1,000	1,000
	2028	-	-	-	1,000	1,000
	2029	-	-	-	1,000	1,000
		-	-	-	6,000	6,000
Global Positioning System Unit Upgrades	2027	-	-	-	25	25
Information Technology Infrastructure	2024	-	-	-	300	300
	2025	-	-	-	300	300
	2026	-	-	-	300	300
	2027	-	-	-	300	300
	2028	-	-	-	300	300
	2029	-	-	-	300	300
		-	-	-	1,800	1,800
Management Information Systems						
Customer Information System Replacement	2024	-	-	-	500	500
	2025	-	-	-	2,000	2,000
		-	-	-	2,500	2,500
Depreciation Study	2029	-	-	-	50	50

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**2024 - 2029 Capital Improvement Program
Anchorage Wastewater Utility Department**

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Geographic Information System Application Development	2024	-	-	-	45	45
	2026	-	-	-	45	45
	2028	-	-	-	45	45
		-	-	-	135	135
Hydraulic Model Upgrades	2024	-	-	-	50	50
	2025	-	-	-	50	50
	2026	-	-	-	50	50
	2027	-	-	-	50	50
	2028	-	-	-	50	50
	2029	-	-	-	50	50
	-	-	-	300	300	
Information Technology Administrative Systems SWR Pool	2024	-	-	-	65	65
	2025	-	-	-	65	65
	2026	-	-	-	65	65
	2027	-	-	-	65	65
	2028	-	-	-	65	65
	2029	-	-	-	65	65
	-	-	-	390	390	
Miscellaneous Information Technology Systems	2024	-	-	-	15	15
	2025	-	-	-	15	15
	2026	-	-	-	15	15
	2027	-	-	-	15	15
	2028	-	-	-	15	15
	2029	-	-	-	15	15
	-	-	-	90	90	
Plant						
3rd and Reeve Boulevard Sewer Main	2026	-	-	-	500	500
	2027	-	-	-	1,500	1,500
		-	-	-	2,000	2,000
Asplund Wastewater Treatment Facility Supervisory Control and Data Acquisition Gas Panel Replacement	2027	-	-	-	250	250
Closed Circuit Television Equipment Replacement	2024	-	-	-	65	65
Controlnet to Ethernet Migration	2024	-	-	-	320	320
	2025	-	-	-	320	320

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**2024 - 2029 Capital Improvement Program
Anchorage Wastewater Utility Department**

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Controlnet to Ethernet Migration	2026	-	-	-	320	320
		-	-	-	960	960
Credit Union Drive Pipe Rehabilitation & Replacement	2024	-	-	-	1,500	1,500
Eagle River Wastewater Treatment Heating, Ventilation, and Air Conditioning and Safety Improvement	2028	2,400	-	-	-	2,400
Eagle River Wastewater Treatment Facility Biological Process Improvements	2028	1,360	-	-	-	1,360
Eagle River Wastewater Treatment Facility Building, Site and Headworks Improvements	2028	760	-	-	-	760
Eagle River Wastewater Treatment Facility Control Panel Improvements	2028	1,130	-	-	-	1,130
Eagle River Wastewater Treatment Facility Motor Control Center, Electrical Panel, and Lighting Impro	2028	350	-	-	1,165	1,515
Eagle River Wastewater Treatment Facility Tertiary Filter Improvements	2028	2,725	-	-	-	2,725
Eagle River Wastewater Treatment Facility Ultraviolet and Washwater Upgrades	2024	-	-	-	600	600
East 42nd Lake Otis Piper Mainline Cleanout Replacement	2024	-	-	-	80	80
Eldon Subdivision Sewer Access	2025	-	-	-	250	250
Girdwood Sewer Rehabilitation & Replacement	2024	-	-	-	1,000	1,000
	2025	-	-	-	1,000	1,000
	2026	-	-	-	1,000	1,000
	2027	-	-	-	1,000	1,000
	2028	-	-	-	1,000	1,000
	2029	-	-	-	1,000	1,000
		-	-	-	6,000	6,000
Girdwood Wastewater Treatment Facility Strategic Major Maintenance	2027	-	-	-	1,000	1,000
	2028	-	-	-	1,000	1,000
	2029	-	-	-	1,000	1,000
		-	-	-	3,000	3,000
King Street Grit Facility Upgrades	2028	-	-	-	500	500
Large Diameter Sewer Manholes	2028	-	-	-	2,200	2,200

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**2024 - 2029 Capital Improvement Program
Anchorage Wastewater Utility Department**

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Plant Oversize & Betterments	2024	-	-	-	10	10
	2026	-	-	-	10	10
	2028	-	-	-	10	10
			-	-	-	30
Powder Reserve Sewer Access Project	2024	-	-	-	1,125	1,125
Pump Station 12 Force Main Interceptor C Gravity Junction Rehabilitation	2024	2,500	-	-	-	2,500
Pump Station 2 Rehabilitation	2024	2,500	-	-	-	2,500
Pump Station 55 Abandonment	2027	-	-	-	500	500
	2028	1,500	-	-	-	1,500
		1,500	-	-	500	2,000
River's Edge Regional Sewer Access	2025	-	-	-	782	782
Safety Improvements SWR	2024	-	-	-	100	100
	2025	-	-	-	100	100
	2026	-	-	-	100	100
	2027	-	-	-	100	100
	2028	-	-	-	100	100
	2029	-	-	-	100	100
			-	-	-	600
Sand Lake Subdivision Sewer Access	2025	-	-	-	1,500	1,500
Supervisory Control and Data Acquisition Network Improvements	2024	-	-	-	300	300
	2025	-	-	-	300	300
	2026	-	-	-	300	300
	2027	-	-	-	300	300
	2028	-	-	-	300	300
	2029	-	-	-	300	300
			-	-	-	1,800
Supervisory Control and Data Acquisition Network Segmentation	2024	-	-	-	250	250
	2025	-	-	-	250	250
	2026	-	-	-	250	250
	2027	-	-	-	125	125
			-	-	-	875
Worst Subdivision Sewer Lining	2026	-	-	-	895	895
Vehicles/Fleet						
Excavation Crew 2 Wheeled Excavator	2024	-	-	-	600	600

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**2024 - 2029 Capital Improvement Program
Anchorage Wastewater Utility Department**

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Heavy Rolling Stock	2024	-	-	-	750	750
	2025	-	-	-	750	750
	2026	-	-	-	750	750
	2027	-	-	-	750	750
	2028	-	-	-	750	750
	2029	-	-	-	750	750
			-	-	-	4,500
Vehicles	2024	-	-	-	500	500
	2025	-	-	-	500	500
	2026	-	-	-	500	500
	2027	-	-	-	500	500
	2028	-	-	-	500	500
	2029	-	-	-	500	500
			-	-	-	3,000
Total		15,225	-	-	58,067	73,292

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**2024 - 2029 Capital Improvement Program
Anchorage Water Utility Department**

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
ADOT-MOA Emergency						
Alaska Department of Transportation- MOA Emergency	2024	-	-	-	1,000	1,000
	2025	-	-	-	1,000	1,000
	2026	-	-	-	1,000	1,000
	2027	-	-	-	1,000	1,000
	2028	-	-	-	1,000	1,000
	2029	-	-	-	1,000	1,000
		-	-	-	6,000	6,000
Equipment						
Facility Equipment	2024	-	-	-	1,000	1,000
	2025	-	-	-	1,000	1,000
	2026	-	-	-	1,000	1,000
	2027	-	-	-	1,000	1,000
	2028	-	-	-	1,000	1,000
	2029	-	-	-	1,000	1,000
		-	-	-	6,000	6,000
Facility Plant	2024	-	-	-	1,000	1,000
	2025	-	-	-	1,000	1,000
	2026	-	-	-	1,000	1,000
	2027	-	-	-	1,000	1,000
	2028	-	-	-	1,000	1,000
	2029	-	-	-	1,000	1,000
		-	-	-	6,000	6,000
Global Positioning System Unit Upgrades	2027	-	-	-	25	25
Information Technology Infrastructure	2024	-	-	-	300	300
	2025	-	-	-	300	300
	2026	-	-	-	300	300
	2027	-	-	-	300	300
	2028	-	-	-	300	300
	2029	-	-	-	300	300
		-	-	-	1,800	1,800
Supervisory Control and Data Acquisition Equipment	2024	-	-	-	300	300
	2025	-	-	-	300	300
	2026	-	-	-	300	300
	2027	-	-	-	300	300
	2028	-	-	-	300	300

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**2024 - 2029 Capital Improvement Program
Anchorage Water Utility Department**

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Supervisory Control and Data Acquisition Equipment	2029	-	-	-	300	300
		-	-	-	1,800	1,800
Water Meter Upgrades	2024	-	-	-	400	400
	2025	-	-	-	400	400
		-	-	-	800	800
Facilities						
Eklutna Water Treatment Facility Architectural Structural Improvements	2027	-	-	-	850	850
Eklutna Water Treatment Facility Building Improvements	2027	-	-	-	1,030	1,030
Eklutna Water Treatment Facility Fluoride Improvements	2027	-	-	-	1,500	1,500
Eklutna Water Treatment Facility Motor Control Center Upgrade	2024	5,085	-	-	-	5,085
Eklutna Water Treatment Facility Process Improvements	2026	355	-	-	1,445	1,800
Eklutna Water Treatment Facility Supervisory Control and Data Acquisition Backbone/Fire Improvements	2024	1,775	-	-	300	2,075
Headquarters Lighting Upgrades	2025	-	-	-	120	120
Management Information Systems						
Customer Information System Replacement	2024	-	-	-	500	500
	2025	-	-	-	2,000	2,000
		-	-	-	2,500	2,500
Depreciation Study	2029	-	-	-	50	50
Geographic Information System Application Development	2024	-	-	-	45	45
	2026	-	-	-	45	45
	2028	-	-	-	45	45
		-	-	-	135	135
Hydraulic Model Upgrades	2024	-	-	-	50	50
	2025	-	-	-	50	50
	2026	-	-	-	50	50
	2027	-	-	-	50	50
	2028	-	-	-	50	50

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**2024 - 2029 Capital Improvement Program
Anchorage Water Utility Department**

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Hydraulic Model Upgrades	2029	-	-	-	50	50
		-	-	-	300	300
Information Technology Administrative Systems WTR Pool	2024	-	-	-	65	65
	2025	-	-	-	65	65
	2026	-	-	-	65	65
	2027	-	-	-	65	65
	2028	-	-	-	65	65
	2029	-	-	-	65	65
			-	-	-	390
Miscellaneous Information Technology Systems	2024	-	-	-	15	15
	2025	-	-	-	15	15
	2026	-	-	-	15	15
	2027	-	-	-	15	15
	2028	-	-	-	15	15
	2029	-	-	-	15	15
			-	-	-	90
No Category						
Excavation Crew 1 Wheeled Excavator	2024	-	-	-	600	600
Huffman Road Fire Protection Pipeline	2024	300	-	-	-	300
Plant						
520 440 Zone Conversion	2027	-	-	-	750	750
	2028	-	-	-	1,500	1,500
		-	-	-	2,250	2,250
570 600 Zone Conversion	2027	-	-	-	350	350
Alyeska Subdivision Water Access	2024	75	-	-	-	75
Anchorage Townsite 5th 8th Avenue Water Upgrade	2029	-	-	-	2,000	2,000
Booster 20 Access Improvements	2026	-	-	-	100	100
Bragaw 16th Debarr Water Upgrade	2028	-	-	-	1,950	1,950
Chlorine Analyzer Upgrade	2024	-	-	-	1,050	1,050
Controlnet to Ethernet Migration	2025	-	-	-	320	320
	2026	-	-	-	320	320
		-	-	-	640	640
Eagle River Fire Protection Water Storage Tank	2024	2,500	-	-	-	2,500

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**2024 - 2029 Capital Improvement Program
Anchorage Water Utility Department**

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Eagle River Regional High Production Well	2024	1,625	-	-	-	1,625
East 42nd Lake Otis to Piper Water Rehabilitation	2024	3,100	-	-	-	3,100
East 7th Lane Pine Water Rehabilitation	2026	1,712	-	-	-	1,712
Eklutna Water Transmission Main Valve Vault Rehabilitation	2024	-	-	-	2,250	2,250
Eklutna Water Transmission Main Valve Vault Rehabilitation Phase II	2025	-	-	-	1,000	1,000
	2026	-	-	-	4,250	4,250
		-	-	-	5,250	5,250
Eldon Subdivision Water Access	2024	438	-	-	-	438
Emergency Water Fill Station	2024	438	-	-	-	438
Girdwood Donner Intertie	2024	1,073	-	-	-	1,073
Girdwood Reservoir Improvements	2028	-	-	-	500	500
	2029	-	-	-	1,500	1,500
		-	-	-	2,000	2,000
Gold Kings Water Main Replacement	2026	-	-	-	200	200
High Pressure Hydrants Underground Pressure Regulating Valves	2025	-	-	-	250	250
Kirby Place Water Service	2025	-	-	-	250	250
Plant Oversize & Betterments	2024	-	-	-	10	10
	2026	-	-	-	10	10
	2028	-	-	-	10	10
		-	-	-	30	30
Port Tank Farm Water Main Replacement	2024	-	-	-	450	450
Pressure Regulatory Valve Rock Catchers	2025	-	-	-	200	200
Red Currant Water Upgrade	2026	760	-	-	-	760
Reservoir 1 and 2 Ice Shedding	2024	-	-	-	550	550
Romig Park Water Utility Aquisition	2024	1,625	-	-	-	1,625
Safety Improvements WTR	2024	-	-	-	100	100
	2025	-	-	-	100	100
	2026	-	-	-	100	100
	2027	-	-	-	100	100
	2028	-	-	-	100	100

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**2024 - 2029 Capital Improvement Program
Anchorage Water Utility Department**

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Safety Improvements WTR	2029	-	-	-	100	100
		-	-	-	600	600
Sand Lake Subdivision Water Access	2024	1,750	-	-	-	1,750
Strategic Pressure Initiative Miscellaneous Pressure Regulating Valves Replacement	2024	-	-	-	300	300
	2025	-	-	-	300	300
	2026	-	-	-	300	300
	2027	-	-	-	300	300
			-	-	-	1,200
Supervisory Control and Data Acquisition Network Segmentation	2025	-	-	-	250	250
	2026	-	-	-	250	250
	2027	-	-	-	125	125
			-	-	-	625
Terraces Subdivision Fire Protection Pipeline	2024	738	-	-	-	738
The Ponds Water Main Upgrade	2026	1,500	-	-	-	1,500
Well 4 Upgrade	2024	-	-	-	165	165
West Klatt Road Water Improvements	2024	-	-	-	300	300
Wright East 46th Avenue Water Intertie	2026	600	-	-	-	600
	2027	-	-	-	2,000	2,000
			600	-	-	2,000
Vehicles/Fleet						
Heavy Rolling Stock	2024	-	-	-	750	750
	2025	-	-	-	750	750
	2026	-	-	-	750	750
	2027	-	-	-	750	750
	2028	-	-	-	750	750
	2029	-	-	-	750	750
			-	-	-	4,500
Vehicles	2024	-	-	-	500	500
	2025	-	-	-	500	500
	2026	-	-	-	500	500
	2027	-	-	-	500	500
	2028	-	-	-	500	500
	2029	-	-	-	500	500
			-	-	-	3,000

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2024 - 2029 Capital Improvement Program
Anchorage Water Utility Department

(in thousands)

Total	25,449	-	-	63,895	89,344
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**2024 - 2029 Capital Improvement Program
Merrill Field Airport Department**

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Equipment						
Acquire Snow Removal Equipment	2024	-	-	830	56	886
Safety Improvements						
Rehab RWY 7/25 Construction	2024	-	-	10,000	670	10,670
Rehabilitate Taxiway A and Taxiway N - Design	2025	-	-	1,127	76	1,203
Rehabilitate Taxiway N - Construction	2026	-	-	6,600	440	7,040
Security						
Acquire Safety and/or Security Equipment (RSAT Phase 6)	2024	-	-	305	21	326
	2026	-	-	1,500	100	1,600
		-	-	1,805	121	1,926
Total		-	-	20,362	1,363	21,725

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**2024 - 2029 Capital Improvement Program
Port of Alaska Department**

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Equipment						
Port Equipment	2024	-	-	-	550	550
Port of Alaska Dock Enhancements						
Wharf Pile Enhancements - Fenders	2024	-	-	-	550	550
Port of Alaska Industrial Park Enhancements						
Storm Drain Enhancements	2024	-	-	-	2,500	2,500
	2025	-	-	-	2,500	2,500
	2026	-	-	-	2,500	2,500
	2027	-	-	-	2,500	2,500
	2028	-	-	-	2,500	2,500
		-	-	-	12,500	12,500
Port of Alaska Modernization Program (PAMP)						
US Army Corps of Engineers Permit Requirements	2024	-	280	-	-	280
	2025	-	280	-	-	280
	2026	-	280	-	-	280
	2027	-	280	-	-	280
	2028	-	280	-	-	280
		-	1,400	-	-	1,400
	Total	-	1,400	-	13,600	15,000

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**2024 - 2029 Capital Improvement Program
SWS Disposal Department**

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Disposal						
Design and Construction of Gas Collection System at Anchorage Regional Landfill	2024	-	-	-	800	800
	2025	-	-	-	900	900
	2026	-	-	-	1,000	1,000
	2027	-	-	-	1,100	1,100
	2028	-	-	-	1,100	1,100
			-	-	-	4,900
Disposal Pickups and Light Duty Vehicles	2024	-	-	-	55	55
	2025	-	-	-	132	132
	2026	-	-	-	150	150
			-	-	-	337
Disposal Tanker, Truck, Tractors to Haul Trash and Leachate	2024	-	-	-	1,125	1,125
	2025	-	-	-	1,440	1,440
	2026	-	-	-	2,655	2,655
			-	-	-	5,220
Purchase Tarp Deployment System for Landfill	2024	-	-	-	25	25
	2026	-	-	-	25	25
	2028	-	-	-	25	25
			-	-	-	75
Replacement Dozers, Loaders, Compactors and Dump Trucks to Operate the Landfill	2024	-	-	-	2,108	2,108
	2025	-	-	-	4,550	4,550
	2026	-	-	-	2,550	2,550
	2027	-	-	-	1,593	1,593
			-	-	-	10,801
Replacement of Trackless Tractor, Cherry Pickers, Tire Shredder	2028	-	-	-	1,500	1,500
Disposal Recycling						
Glass Crusher	2024	-	-	-	10	10
No Category						
15th Ave Lift Station	2024	-	-	-	150	150
ARL Cash Booth & Scales	2024	-	-	-	4,100	4,100
ARL Gate and Upgrade to Card Security	2024	-	-	-	75	75

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**2024 - 2029 Capital Improvement Program
SWS Disposal Department**

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
ARL Perimeter road paving	2024	-	-	-	110	110
ARL Slope seeding, Tarps, Pumping	2024	-	-	-	75	75
Computers	2025	-	-	-	13	13
	2026	-	-	-	15	15
	2027	-	-	-	31	31
			-	-	-	59
Driver Assisted Terminal (DAT)	2024	-	-	-	500	500
Furniture for New CTS Facility	2024	-	-	-	150	150
Merril Field Blower and Gas Collection & Control System	2024	-	-	-	100	100
Radios	2024	-	-	-	62	62
Temporary Maintenance Building	2024	-	-	-	750	750
	Total	-	-	-	28,974	28,974

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**2024 - 2029 Capital Improvement Program
SWS Refuse Department**

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
No Category						
Upgrade Tower Program	2024	-	-	-	250	250
Refuse Collection						
Replace Dumpsters and Roll Carts	2024	-	-	-	335	335
	2025	-	-	-	335	335
	2026	-	-	-	335	335
	2027	-	-	-	335	335
	2028	-	-	-	335	335
		-	-	-	1,675	1,675
Replacement of Refuse Frontloaders and Sideloaders, and light duty vehicles	2025	-	-	-	420	420
	2026	-	-	-	730	730
	2027	-	-	-	350	350
	2028	-	-	-	380	380
		-	-	-	1,880	1,880
Refuse Collection Recycling						
Replace Recycle Roll Carts and Yard Waste Carts	2024	-	-	-	25	25
	2025	-	-	-	25	25
	2026	-	-	-	25	25
	2027	-	-	-	25	25
	2028	-	-	-	25	25
		-	-	-	125	125
Total		-	-	-	3,930	3,930