

MUNICIPALITY OF ANCHORAGE

ASSEMBLY MEMORANDUM

CLERK'S OFFICE

APPROVED

NO. AM 250-78

Date:

3-21-78

Meeting Date: March 21, 1978

From. Municipal Clerk

Subject: Funding of Community Council Program for Remainder of Fiscal Year 1978

In November of 1977, the Assembly funded the Community Council program of the Clerk's Office for only the first quarter of 1978. At that time, direction was given by the Assembly for review of the program and return prior to the end of the first quarter of 1978 with recommendations on the program and funding for the remainder of the fiscal year.

As some history, the funding recommendations made in 1977 for 1978 were for continuation of the Federation of Community Councils contract and the Municipal Community Council Coordinator. It was pointed out, however, that a duplication of effort was taking place in several areas of the program. For this reason, and because an effective direct communication system could be set up in 1978 between the Municipality and the councils, it was also a goal of the 1978 community council program budget to eliminate the position of the Coordinator at the end of 1978.

In accordance with the Assembly's direction, work on the project was begun in December of 1977. All community councils were made aware of the Assembly's direction and their input as individuals, councils and on working committees was solicited. Three working committees were established to examine a council's relationship with government, each other and the council's own people. Over the past four months, these committees, consisting of representatives from 20 community councils, the Federation staff, the Clerk and the Coordinator met on seventeen different occasions, each committee developing a report, copies of which are attached. These reports were then combined into the proposal which is also attached. The proposal was then sent out to each community council for comment and is now placed before you in its final form. It should be stressed that council input was not only solicited at the beginning and end of the project, but throughout. Not only did the two staffs involved continually request participation, but each of the committees in their work attempted to canvass the opinions of all councils. I believe it is fair to say that all have had ample opportunity and that the attached proposal represents the consensus of opinion.

The proposal for the remainder of 1978 sets forth goals and objectives for the community council program, not only for 1978, but on a continuing basis. These goals and objectives involve not just the councils, but include guidelines for operation of the Federation staff, Municipality and officers of each council as that operation relates to the community council program. In addition, it eliminates the duplication taking place between the Municipal and Federation efforts by combining and streamlining the functions of the two.

It is proposed that this program be administered by contract to the Federation as an incorporated agency. The Federation is a non-partisan organization. Every recognized council has a voting seat on the Board and every organizing council has a non-voting seat. The Board does not direct the action of any council, but meetings serve as an opportunity for councils to share information, resources and common concerns. Participation on the Board is not mandated in order for any council to use the materials, office or resources furnished by the staff; and staff works for the councils. The Federation, as an agency, would hire a program director/manager who would be confirmed by the Assembly. Included in addition to funds for the director/manager are funds for two other full time positions. The functions of this staff are briefly described in the proposal and include the current functions of the Municipal Coordinator. This staff of three is not an increase over the present staffing level of the program. Municipal office space is preferable for the program, however if it cannot be furnished, funds for the lease of other space are included.

As the proposal states, the total amount of funds required for six months of the new program is \$67,412.00. Comparison funding is as follows:

<u>Proposal (6 months)</u>	<u>Existing CC Program</u>
	\$49,300.00 (Municipal)
	<u>32,080.00</u> (FCC Contract)
\$67,412.00	\$81,080.00 (1978, Full year)

Because it will take time for the transition from the new program to a combined function, it is necessary to continue the existing separate structures for the interim. Funding information is as follows:

\$17,890.00	- Additional quarter of Coordinator Budget
<u>10,000.00</u>	- Additional quarter of FCC Contract
\$27,890.00	- Sub-total
<u>\$67,412.00</u>	- Six months of new program
\$95,302.00	- Sub-total, necessary for remainder of 1978
\$67,820.00	- Dollars available from unappropriated portion of Municipal Budget (includes FCC contract)
<u>\$27,482.00</u>	- Supplemental appropriation necessary for remainder of 1978

While the new program appears to be more costly than the existing structure, it may not be so. As mentioned in the proposal, the effort on equipment would be to secure it other than through purchase; and, if purchase is necessary, that is a one-time cost. It is my belief that even if this proposal turns out to be more costly than the existing structure, the lack of duplication of efforts and the better and more efficient service that will be provided to councils by one office will, in the long run, be more cost effective. It is my belief that the proposal attached represents an improved and more effective program and for this reason, your approval of the proposal and necessary funds is requested.

Respectfully submitted:


 Mary Coffey
 Municipal Clerk

PROPOSAL

INTRODUCTION:

The Municipal Charter states "The Assembly by ordinance shall provide for establishment of community councils to afford citizens an opportunity for maximum community involvement and self-determination". The purpose of community councils is to provide a direct and continuing means of citizen participation in government and local affairs.

I. There shall exist between community councils and government a cooperative relationship.

A. The Municipality will give community councils timely, adequate and proper notification of all land use, social and economic proposals which will have a significant impact on all or a substantial portion of council residents. Emphasis should be placed on the initial planning stages of proposals. Adequate response time for community councils will be provided.

B. The Municipality will ensure that community councils are provided an opportunity for input and that community councils are aware that they have an opportunity for input.

C. It shall be recognized that the first concern of councils is local issues, those having significant impact within the boundaries of the individual community council. Because local concerns are numerous and because of the volunteer nature of the community council effort, it may be necessary from time to time for councils to prioritize these concerns. Of second concern to community councils is areawide issues. The primary contact for a community council on an issue affecting it will be those Assembly members directly representing that area.

D. It shall be understood that although community councils have a cooperative relationship with the government, they are not a branch or layer of government.

E. The community councils shall maintain credibility by not allowing misuse of the council organization by, including but not limited to, the following:

1. Special interest groups
2. Withholding of information
3. Personal financial or political gain
4. Intentional non-representation of a cross section of opinion
5. Non-representation of a minority as well as majority opinion

It shall be recognized that councils are not regulatory or legislative bodies and are politically non-partisan.

F. It is the responsibility of councils to educate their citizens with information concerning their government.

G. Councils are obligated to be as truly representative of their area as possible through: (see also Section III)

1. The development of an effective communication system to their people.
 2. Attempting to obtain council leadership from a cross section of the council
 3. Continually seeking the involvement of other service, neighborhood and business organizations within the council boundaries.
- H. Councils are obligated to keep written records of their proceedings. Councils are also obligated to keep the legislative body informed of council action and concerns. The legislative body is as equally obligated to concern itself with the issues and interests of councils.
- II. Community councils shall give the people within their geographical boundaries opportunities to work together for expression and discussion of their opinions, needs and desires in a manner that will have a significant impact on their community's development and services.
- A. Councils shall inform their people and solicit their peoples' input on matters requiring Municipal attention, whether those items are Municipally initiated or council initiated.
 - B. Community councils shall make available to their people all information on all political candidates, issues and balloted items and shall urge increased voter participation at the polls.
(see also statement I E)
 - C. Councils shall widely publicize to their people the council activities and the results of those activities. If governmental action on an issue is not acceptable to the council, the matter shall be diligently pursued until all resources are exhausted.
 - D. Councils shall generate public interest and participation in community matters, activities, projects, problems, planning or any other matter originating within the council area.
 - E. Councils shall gather the opinions (both minority and majority) of its people and convey these opinions to the appropriate person or agency in a timely manner.

 - F. Councils shall be encouraged to provide the opportunity for their people to participate in long range planning within their area.

- III. Community councils shall increase their effectiveness through the opportunity to share common interests, ideas and needs.
- A. Community councils shall be afforded a medium of exchange of the above through council participation on a board of directors composed of representatives from each community council wishing to participate. The board can facilitate communications between councils and foster personal contact between members of participating councils.
 - B. Councils will benefit through mutual participation in workshops and training sessions.
 - C. Councils (residents and government) will benefit through the exchange of news and activities made available through a council wide newsletter, community council page and other use of media (TV, radio and newspaper).

D. Councils need to have a centrally located resource center, resources including but not limited to:

1. Materials (including published materials)
2. Equipment
3. Personnel

This resource center would serve as:

1. Communication center
2. Facility center for office equipment
3. Office and meeting space
4. Historical center for community councils
5. Information and guidance center
6. Assistance to organizing and reorganizing councils and recognized councils
7. Public relations center

To implement the program as described above, the following are required resources:

1. OFFICE

- A. 1200 square feet
- B. Located on a bus route, if possible
- C. Access to or contain adequate parking - 4 spaces
- D. Contain or have access to an open area for larger meetings of 30 to 35 people
- E. Conveniently located within the Municipality

Figured at \$1.25 psf, \$1500.00 per month (6 months) \$9000.00

2. EQUIPMENT

The office currently has one Gestetner printer, one calculator/adding machine, a total of a 4 x 6 work table, a single shelf, 6 filing cabinets, 7 desks, 4 folding chairs, 1 cassette tape recorder, video equipment, hanging chalkboard and a 30 page collator. The majority of this equipment is military surplus or has been donated. None of it can be classified as being in good condition, nevertheless it is usable. For the program outlined on the preceding pages, the following equipment is necessary:

1 Gestetner printer	\$1500.00	
1 Xerox or Sabin copier	5000.00	(lease, per year)
1 Electric Stencil Cutter	1000.00	
2 typewriters	1740.00	
1 mag-card typewriter	3200.00	(lease, per year)
1 4 x 6 work table	280.00	
3 bookcases, 6 to 8 shelves each	600.00	
12 folding chairs	600.00	
1 slide projector	600.00	
1 large bulletin board	50.00	
3 telephones	900.00	(yearly cost)
2 typing stands	100.00	
3 secretarial chairs	480.00	
	<u>16,050.00</u>	
less leases	<u>8,200.00</u>	
	<u>7,850.00</u>	

\$16,050.00

These pieces of equipment are figured on 1977 budget manual prices available to the Municipality. Equipment can be obtained through Municipal surplus. Some of the equipment or fixtures, i.e. bookcases, folding chairs, work table, can be constructed or donated. The effort would be towards donation or construction where possible, prior to purchasing these items. It is thus necessary to keep in mind that some of these dollars may not be expended. It is also necessary to keep in mind that if all equipment is purchased, \$7,850.00 would be a one-time cost.

3. SUPPLIES

This category includes typing supplies, duplicating supplies and all other miscellaneous office supplies. Mailouts and the material for mailouts have been broken out as a separate item.

A. Mailouts	\$4600.00 per year, postage only		
Paper	1500.00		
Labels	2691.00		
Stencils	<u>100.00</u>		
	8891.00 per year	(6 months)	<u>\$4445.00</u>

Mailouts would consist of 3 council-wide mailouts per year per council and six partial mailouts per council per year. The formula developed is based upon the number of family units per council with the ability of one council to trade mailouts with another council.

B. General office supplies, including maintenance contracts.		(6 months)	<u>2400.00</u>
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4. ADS AND NOTICES AND PUBLICATIONS

Ads	\$ 585.00		
Community Council Page	3882.00		
Newsletter	<u>500.00</u>		
	\$4967.00	(6 months)	<u>4967.00</u>

5. STAFF

Three full time positions consisting of:

Director/Manager	\$23,000.00		
Assistant	17,000.00		
General Office	<u>15,000.00</u>		
	\$55,000.00	(6 months)	<u>\$27,500.00</u>

Benefits @ 10%:	5,500.00 per year	(6 months)	<u>\$ 5,500.00</u>
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Staff Responsibilities:

1. Maintain council contact sheets and other publications
2. Foster personal contact, one council to the other
3. Facilitate information sharing
4. Act as a catalyst for council action, will not direct or lead
5. Prepare workshops or assist in preparation of workshops
6. Train councils in preparation of media information, will not prepare for them

7. Handle ads in newspaper and community council page
8. Upon request, maintain records of council activities at central location
9. Coordinate the publication and distribution of a community wide council newsletter
10. Help accumulate necessary resource materials as needs are assessed by councils
11. Keep a file of activities and histories of councils
12. Maintain resource of files of other councils in other cities
13. Maintain contact with national neighborhood organizations
14. Will not function as a layer or branch of government
15. Develop communication lines between councils, councils/resources, councils/government
16. Assist in provision of means for input into appropriate government and agency projects
17. Assist councils with special requests, always in role of facilitator
18. Provide places for councils to collect and disperse information to each other
19. Provide community education re community councils in Anchorage

Additionally, it is recommended that the office space sought be Municipal office space, although not located in City Hall, City Hall Annex, nor the 3500 E. Tudor Building. If Municipal space simply cannot be furnished, then other space can be leased. This proposal would be by contract to the Federation of Community Councils. The Director/Manager would be hired by a subcommittee of the Federation Board, the Clerk serving as a member of that subcommittee. Confirmation of the hiring of the Director/Manager would be by the Assembly.

Contract Cost for Six Months: \$67,412.00

Committee #1 - Assembly project

Original

Committee on relationship of Municipality and Community Councils

Prepared by Committee Secretary, Charlotte Thomas

Committee Members: Mary Coffey, Cheryl Cole, Bob Eagle, Kelly Gay, Tom Henry, Wayne Huston, Charlotte Thomas, Alice Welton

It seems that Councils are satisfied with the relationship as it has developed and is developing. We did not seem to find any interference in the relationship by a coordinating body of Councils, such as the Federation of Community Councils.

The recommendations of the Committee are:

1. The Assembly needs to know that Councils will/should attend to local area issues first. Area-wide issues will follow as to direct impact and importance to the individual Council area.
2. The Municipality (Assembly, Clerk, Mayor, Divisions, Boards and Commissions) must communicate to Councils about local and area-wide issues that will have potential impact on its area. There should be enough notice to the Council to get some sort of reading of the feeling of residents.
3. Regular quarterly or semi-annual meetings should be scheduled with the Assembly and Community Councils, either with individual Councils or representatives from all Councils.

Prepared by Sub-committee Chairman, Bill Mierryk and sub-committee members, Pat Redmond, Charles Ei, Nancy Barnes, Myron Igtanlock, Mary Coffee, Nancy Silverthorne.

TOPIC: How Do Councils Relate to Each Other.

Councils are grass-root, people based organizations. Councils have generally had common interests and common needs. There are many benefits to the Councils and to the Municipality through the coordinated efforts of several Councils.

In order to relate to each other, the councils need a board of representatives of the Councils and a professional staff to work for and support the councils.

1) Direct communications between councils can be facilitated in these ways:

a) The Board can assist direct communications by verbal reports at board meetings. The Board will foster personal contact between members of participating councils. Personal contacts is a key element in councils working together.

b) The staff can assist by maintaining a current contact list of persons active in the councils. This should be distributed monthly to all councils, agencies, and interested parties and groups. The staff will greatly assist the councils to communicate and work together through the knowledge and experience of staff persons. Staff persons will have knowledge of personalities and activities of many other councils and can assist councils in getting together and working together when they want to. In all cases, the effects of any staff should be minimized. The staff should act as a catalyst--to assist and encourage the councils, but not to lead or direct them.

2) Councils can work together through workshops and training sessions.

a) The Board can assist in this by helping to determine areas of interest and concern for council workshops and training. The Board could sometimes assist or provide guidance in the development and presentation of workshops and training.

b) The staff would see that such sessions were developed and presented. In some cases the staff would develop the subject matter and make the presentation. In other cases they would assist or provide guidance to some agency or organization that would make the presentation.

c) Topics could be determined by the Board, by the staff in response to council needs, or by some agency or organization wishing to make information available to the councils.

d) Sessions could be developed and presented by the staff, by a council or councils, or by some agency or organization.

3) Media (public). The media is a resource to the councils and is considered separate because of its importance.

a) Councils are responsible for their individual media contact. Prior media contact should announce meetings and activities. Follow-up media contact should report on what councils are doing. A council can keep up with other council's activities through the media. Complete reports of all council activities in the media would enable all councils to keep up to date on other council's activities.

b) The staff would provide support to the councils through equipment and graphics support located in an accessible office. The staff would not prepare media information, but would assist and train the councils in such activities. The staff would be responsible for the handling of announcements in the Municipal Page and would assist with the preparation of a "Community Council Page". All information in such publications would come from the councils.

4) There should be an exchange of council minutes UPON REQUEST. Councils should be encouraged and trained to keep minutes and written reports of all council activities. Minutes of council activities should upon request of the individual councils be maintained in a central location with a professional staff to keep them available to all interested parties. Reproduction facilities for minutes and reports should be available to councils at no charge.

5) A newsletter should be published by and for the councils to communicate between councils and between councils and other interested parties. Information in the newsletter should be primarily created by the councils. There should be some input from agencies and groups providing resource information to the councils. Board and council participation in a newsletter should be as great as possible. The publication of the newsletter would be a staff function with council participation.

The newsletter should be distributed by mail to a selected list of individuals and agencies. Mail subscriptions should be sought. Councils should distribute to interested persons and organizations in their council area. The newsletter should be available in public places such as libraries and lounges.

6) There should be a central resource center available to the councils with files of council activities, minutes of past activities, and council history. There should be information on what other councils are doing in Anchorage and in other cities in the Country.

The board and staff should work to accumulate resource material now available in different locations. These resources are to be tools for the councils to use. Once developed, it would be primarily a staff function to see that resource materials are maintained in a current and useful fashion.

There may be some future need for regional resource centers. Councils should work with Community Schools for resource and other support.

7) There should be a Board such as the current FCC Board. By-laws of the Board should offer an opportunity but not mandate membership to maintain council status or to receive services of funds.

The purpose of the Board should be to exchange information and to assist the councils as required. Some consideration should be given to a new name for the board.

8) There should be a professional staff to assist councils as requested by the councils. Such a staff should be responsive to the councils that they work for.

The staff should act as a catalyst to develop opportunities for councils, but should not be a level through which the councils would be required to communicate. The staff would work to develop communications between councils, between councils and resources, by locating available resources, and between councils and the government.

In opening communications between the councils and the government, the staff should insure that the Municipality provides an opportunity for input and that appropriate councils are aware that they have an opportunity to make an input. It would also insure that councils have an opportunity to initiate requests to the government. The staff would assist councils in these matters when requested by the councils to do so. At no time would the councils be required to make any input to the government.

OTHER AREA CONCERNS

It is generally recognized that council interests will be first of all on local issues and secondly on areawide matters.

Council input on all issues should be secured at the earliest possible time.

It must be recognized that in many cases council leadership can be an extremely time consuming activity for a volunteer.

February 8, 1978

To FCC Board Members:

Committee Number 3 is dealing with the responsibilities that individual community councils have to the people that they represent. It is concluded by this committee that council's responsibilities can be subdivided into four basic categories:

1. Collect by whatever means necessary all information available on any matter having an effect on the council's area. Procedures and policies should be formulated and implemented which will insure that each branch or office of the municipality will avail this information as soon as it's available to the Community Council affected. This area will be covered in more detail by Committee Number 1.
2. Review any and all information on any matter having an effect on the Council's area, and then make every effort to avail this information to all or any segment of the community affected.
3. Obtain all possible citizen input possible on the matter of interest. A maximum effort should be made to solicit as much input on an opinion as possible so as to preclude the possibility of small or "special interest" groups being erroneously represented as a majority opinion of the council.
4. Consolidate the citizen's input and present an orderly report verbally or in writing to all municipality branches or offices having any interest or input on the matter concerned. Members of the community council should then be advised as to the context of the report, any action or decision made by the municipality, and if said action is not acceptable to the council, the matter should be doggedly pursued until all resources are exhausted.

Using the above four subdivisions as the basic responsibilities of the councils, Committee Number 3 then established the following recommendations as means by which these responsibilities can best be accomplished:

1. Mailouts
The majority of Community Councils are too large geographically for door to door contact as a means of communication. The next alternate in order of its effectiveness would be personal telephone contact however again, the majority of councils have a population such that telephone contact is not practical, particularly on matters effecting the entire council. The next most effective method of councilwide communication is individual mailings to each council resident (or family unit). It is

It is recommended that mailouts be broken into two categories namely (1) council wide and (2) limited or partial mailouts to either a representative group selected from those who will respond or to only a specific portion of the council if the matter in question is not councilwide in its effect or importance. In order to establish a criteria as to the number of mailouts necessary for the council to satisfy its responsibility of communication, the following method was used: Assume a population of 197,000 and assume 3.4 person per family unit (197,000 divided by 3.4 equals 57,900 units). Assume 75% of family units will be covered by community councils or 43,400 units. Assume that each council will make 3 mailouts per year to all family units and that 6 partial mailouts will be made to 1/3 of the family units. This would be equivalent to 5 full coverage mailouts per year by all councils. It is suggested that at least twice each year a mailout be made to each family unit within each council area. This mailout should explain the purpose and goals of the council, identify the boards or officers, contain a time schedule of all council meetings, review what the council has done, describe what the council is doing, and project the future plans of the council. This type mailout would be informative and should result in increased interest and participation by the residents of the council. Partial mailouts could then be made to furnish specific information and solicit input on specific matters requiring council action. Assuming that this approach to mailouts is acceptable, the cost of the annual mailouts has been calculated using three different approaches:

A. Printing and mailouts furnished by the municipality

Printing costs= 3.3¢; mailing=7.7¢; labels=1.0¢; total cost=12¢/copy; 217,000 x \$0.12=\$26,040.00
 plus \$40/council for permit= 800.00
 \$26,840.00

Since the budget amount includes only \$13,000 for mailouts, the total number of mailouts at the municipality cost of 12¢ would be reduced to 13,000-800 equals 101,667 .12

B. Municipality printing with mailouts by FCC (non profit bulk rate)

Municipality printing cost=3.3¢; mailing= 2.1¢; labels=1.0¢; total cost=6.4¢; 217,000 x .064= \$13,888

C. Printing and mailing by FCC

Printing =2.2¢; mailout=2.1¢; labels=1.0¢; total=5.3¢
 217,000 x .053= \$11,401

Assuming that mailouts are accepted as a viable means of communication and of increasing community council participation and interest by the citizens, it is recommended that each community council be allocated a fixed number of mailout units per year based on the number of family

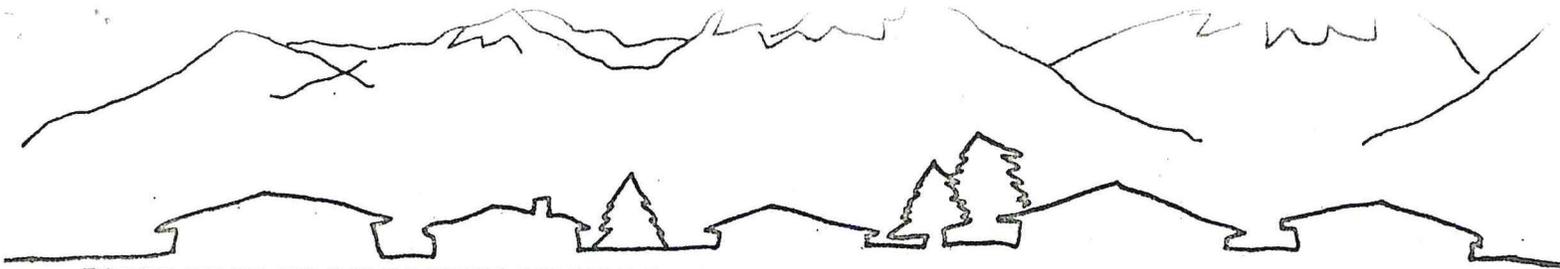
- units within the council area. Councils should then be permitted, upon mutual consent, to transfer any number of unused or unneeded units to other councils for their use. In ordermailouts to have the desired coverage and influence, it is imperative that accurate mailing lists or addresses be available. Monies budgeted for mailouts do not include the costs of obtaining mailing lists. It is very probable that grant funding could be obtained by either the FCC or the Municipality for the preparation of accurate mailing lists for each council. A composite of these mailing lists would probably prove a viable asset to the Municipality.
2. Community Council page

Through the efforts of Nancy Silverthorn in the City Clerk's office, a "Community Council Page" will appear once each month in both the Anchorage Times and the Daily News. This will be a full page reserved solely for community councils at no cost to the councils. This will be an invaluable tool for councils to stimulate interest within their areas, to advise their members of activities and matters of importance, to advise the time and place of council meetings, and to solicit input from council members on matters or issues effecting the council. In order for the "Community Council Page" to be effective, each individual council should assign a committee or work force to solicit, assimilate and submit its material each month for the council page. By utilizing the council page, interest and participation can readily be stimulated by each council. A sample worksheet of the council page is attached showing the recommended format.
 3. Public Service Announcements

There is currently underway a project which should simplify and facilitate Public Service Announcements(PSA). In the past, PSA announcements by councils, particularly for television, has been quite complicated and time consuming, and as a result seldom utilized. It is believed that the radio and television media have been more receptive to PSA by community councils. One of the FCC vistas(Mr. Wolf Porter) is working on a project which should greatly assist community councils in PSA service. Radio and television announcements should be of considerable help in community council publicity and should improve citizen participation.
 4. Workshops

Workbooks; training sessions(Committee Number 2)
 5. Individual Mail Boxes in FCC Office

It is recommended that individual mail boxes be set up in the FCC office for each Community Council. Information would be accumulated on a weekly basis(similar to the packets prepared for each assembly member) and placed into each community council box. The individual councils would assume the responsibility of collecting these packets each week. This recommendation must be coordinated with Committee Number 1 with respect to obtaining all information available from each Municipality branch or office.



FEDERATION OF COMMUNITY COUNCILS

630 W. 4th Ave. Box 10
Anchorage, Alaska 99501

(907) 277-1977

(907) 279-1641

RESOLUTION 78 - 1

WHEREAS, be it hereby resolved that the Federation of Community Councils, at its regularly called Board of Directors meeting on Wednesday, March 8, 1978, recommended that what is called the "Assembly Project," the proposal regarding funding for community councils for 1978, be hereby recommended for adoption, in its entirety, by the Municipal Assembly on Tuesday, March 21, 1978.


Robert W. Robinson
Chairman, Board of Directors

For information purposes, the councils voted in the following manner:

- | | |
|------------------------|----------------------------|
| YES - Chugiak | NO - Turnagain |
| Fairview | |
| Eklutna Valley | Abstaining - Taku/Campbell |
| Tudor Park | |
| Scenic Park | |
| Northeast | |
| South Addition | |
| North Mt. View | |
| Birchwood | |
| Hillside East | |
| Downtown (in absentia) | |

- | | | | | |
|----------------|---|---------------------------|---------------------|-----------------------------|
| North Star | NEIGHBORS UNITE FOR NEIGHBORHOODS: | | | Airport Heights |
| North Mt. View | Campbell Park | <u>Community Councils</u> | | Hillside-East Taku-Campbell |
| Turnagain Arm | South Addition | Government Hill | Tudor Park | Scenic Park |
| Sand Lake | Turnagain | Glen Alps | Birchwood | Girdwood Valley |
| Eagle River | Eagle River Valley | Chugiak | Northeast Anchorage | Fairview |
| Spennard | Old Seward Highway/Oceanview | Russian Jack Park | Downtown | |