Capital Overview

The capital budget consists of capital projects, which are a set of activities that maintain or improve a city asset, often referred to as infrastructure-from buildings, to park trails, to roads. These activities can be new construction, expansion, renovation, or replacement of existing infrastructure. Project costs can include the cost of land, engineering, architectural planning, and contractual services required to complete the project.

Capital projects also include purchase of infrastructure, plant, and equipment that meet the following thresholds:

Capitalize All
> \$100,000
> \$50,000
> \$50,000
> \$5,000
> \$5,000
> \$5,000
> \$1,000
> \$1,000,000
Capitalize All
Capitalize All

Project Budget

The Municipality has two documents that govern planning and funding of capital projects:

- Capital Improvement Budget (CIB) identifies project scope, funding sources, and cost for the upcoming fiscal year; and
- Capital Improvement Program (CIP) has a longer-term outlook that identifies projects for the next six years, including the upcoming fiscal year.

Planning Process

Management & Budget (OMB) prepares a draft of the upcoming year's CIB in March. For each proposed project title, the CIB lists its scope, funding source, amount, and timeline to complete the project. The Mayor's proposed capital budget includes projects identified by municipal departments and citizens that reflect his priorities, which are projects that protect the public's safety and take care of the existing infrastructure.

Typically, starting in March, a survey is distributed to local community councils who prioritize projects as well as identify additional needs. In July, the Mayor's priorities are communicated to departments. By August, municipal departments combine the community council priorities, the Mayor's priorities, and the conditions of existing infrastructure to develop a proposed CIB/CIP draft for the Mayor. The Mayor might then request additional information and make changes, which are reflected in the CIB and CIP that is submitted to the Assembly as the proposed CIB and proposed CIP by the codified due date in early October.

See page 3 for chart of annual CIB and CIP development process.

Approval Process

The Anchorage Municipal Code (AMC) states the timeline for approval of the CIB and CIP:

- 120 days before the end of the fiscal year the Assembly must be provided a preliminary summary of the CIB and CIP (AMC 6.10.040). This summary is high-level and includes the total of the projects by department, year, and funding source;
- 90 days prior to the end of the fiscal year the proposed CIB and CIP are submitted to the Assembly (Section 13.03); and
- The Planning and Zoning Commission is required to review the capital budgets and make recommendations to the Assembly (AMC 21.10.015.A.6).

Once the proposed budgets are formally introduced in early October, the Assembly may hold work sessions to discuss the proposed budgets presented. Two public hearings are also required, which may be held in October and November, at which the public can testify.

In late November or early December, the Assembly takes final action on the proposed budgets. As part of this process, the Assembly can revise and adjust the capital budgets. The general government capital budget/capital program will be adopted at least 21 days prior to the end of the fiscal year of the Municipality (AMC 6.10.040).

See pages 4 and 5 for the 2023 Budget Preparation Calendar.

Annual Capital Improvement Budget (CIB)^[1] and Capital Improvement Program (CIP)^[2] Development Process

	JAN	FEB	MAR	APR	MAY	ng of E	JUL	AUG	SEP	ОСТ	NOV	DEC	
	JAN	I LED	MAK	AFK	WAT	JUN						NOV	DEC
									CIB/CIP RI	EVIEW			
BUDGET PROCESS			Community Council Survey developed	Community of Survey di CC Survey re	stributed	MOA Depts be developing Cl	B/CIP	MOA Depts generate complete draft of CIB/CIP	OMB analysis Mayor review/comments	Preliminary and proposed CIB/CP prepared and introduced to Assembly Commissions review		Assembly amendments	Approved CIB/CIP published
												Final approval	
BONDS	Final administration Bond propositions developed and introduced to Assembly		Final Bond fa sheet distribut		Bond election certified	Assembly appropriation of Bonds							Bond propositions drafted (from approved CIB/CIP)
STATE [3] / FEDERAL GRANTS	Legislative program approved by Assembly and delivered to Legislators	Federal funding priorities developed/ delivered to Congress	Liaison with Leg		Capital Budget Bill passed	Governor reviews Capital Budget Bill	State Gra	ants awarded				Legislative develo	

^[1] Refers to the current budget year, i.e., the next calendar year

^[2] Refers to the six year program including the current budget year and an additional five years

^[3] Grant funding requests are detailed in the CIB/CIP; State grant requests are subsequently summarized for the Legislature in a document referred to as the MOA Legislative Program; grants approved by the Legislature are included in the Capital Budget bill and forwarded to the Governor; grants included in the Capital Budget bill and not vetoed by the Governor become effective July 1.

Municipality of Anchorage

Operating & Capital Budgets -- General Government / Utilities / Enterprises DRAFT 2023 Budget Preparation Calendar at August 18, 2022

Action	Due Date	Ref	Category
Community Council Surveys Available Online	25-Mar		Capital
Rollover of QuesticaBudget (prior-year revised to budget-year proposed operating and capital)	1-Jun		All
Community Council Surveys due to OMB	15-Jun		Capital
Questica budget available to departments	6-Jul		All
OMB distributes Mayor's guidance and priorities to departments to include: operating, O&M schedules, Service Area budgets, PVRs, and CIB/CIP etc.	6-Jul		All
Trainings - QB, Mayor's guidance, Budget Process, etc.	Jul 6 - 29		All
Controller to provide OMB for all departments: interfund loan schedules	29-Jul		All
Public Finance to provide OMB for all departments: bond P&I projections, debt schedules, bond payouts for next year, cash pool impacts/investment earnings, etc.	29-Jul		All
All departments submit proposed changes to OMB to include: department narratives (descriptions/goals/business plans/etc), operating, O&M schedules, Service Area budgets, PVRs, and CIB/CIP etc.	5-Aug		All
OMB compiles summaries of department budget changes for Mayor review	10-Aug		All
OMB sends preliminary CIB - Bonds to Finance for bond council review	10-Aug		Capital
Mayor meets with departments and reviews budget proposals	Aug 11 - 19		All
Public Finance to provide OMB bond council review impacts	17-Aug		Capital
OMB discussions with Mayor and Execs	23-Aug		All
Mayor's decisions on proposed CIB/CIP to OMB	2-Sep		Capital
("120 Day Memo") Mayor's <u>preliminary</u> budget information to Assembly and online (revenues, tax limit, service priorities, reorganizations, utility/enterprise business plans, update to utility/enterprise strategic business plans, and proposed CIPs)	2-Sep	(A)	All
OMB Completes Proposed CIB/CIP book for Exec Review	9-Sep		Capital
Exec final decisions on Proposed CIB/CIP book	14-Sep		Capital
OMB finalizes Proposed CIB/CIP book and Assembly documents	16-Sep		Capital
OMB submits budgets and Six-Year Fiscal Program to Assembly and online (NLT October 2)	30-Sep	(B)	All
Formal introduction of Mayor's budgets to Assembly	11-Oct		All
Assembly Worksession 1 of 2 - General Government Operating & Capital	14-Oct		All
Planning & Zoning Commission recommendations on CIB/CIP; (first Monday after Assembly introduction of Mayor's CIB/CIP)	17-Oct		Capital
Assembly Worksession 2 of 2 - General Government Operating & Capital	21-Oct		All
Assembly Public Hearing # 1 on proposed budgets	25-Oct	(C)	All
Assembly Public Hearing # 2 on proposed budgets	9-Nov		All

Municipality of Anchorage

Operating & Capital Budgets -- General Government / Utilities / Enterprises DRAFT 2023 Budget Preparation Calendar at August 18, 2022

Action	Due Date	Ref	Category
Assembly Worksession - Assembly proposed amendments	18-Nov		All
Administration prepares S-Version	21-Nov		All
Assembly Budget Approval Meeting - Assembly amendments and adoption of budgets	22-Nov	(D)	All

Note: All dates are subject to change.

Α

6.10.040 Submittal and adoption of municipal operating and capital budget. September

- A. At least 120 days before the end of the fiscal year the Mayor shall submit to the Assembly the following:
- 1. A preliminary general government capital budget/capital program and utilities capital budget/capital program.
- 2. Proposed utility business plans and update to utility strategic plans.
- 3. Preliminary general government revenue plan, tax limitation, and administration service priorities.
- **4.** Major departmental consolidations, reorganizations or establishments necessitating changes to Chapter 3.10 or 3.20, pertaining to executive organization, and required by proposed budgets for the next fiscal year.

В

Section 13.02. Six-Year Fiscal Program. October

At least 90 days before the end of the fiscal year of the municipality the mayor shall submit to the assembly, with recommendations from the planning commission, a six-year program for public services, fiscal policies and capital improvements of the municipality. The program shall include estimates of the effect of capital improvement projects on maintenance, operation and personnel costs. The assembly shall hold at least one public hearing on the six-year program prior to adoption.

Section 13.03. Operating and capital budget. October

At least 90 days before the end of the fiscal year of the municipality the Mayor shall submit to the Assembly a proposed operating and capital budget for the next fiscal year. The form and content of the budget shall be consistent with the proposed six-year program. The Mayor shall submit with the budget an analysis of the fiscal implications of all tax levies and programs.

С

Section 13.04. Budget hearing.

The Assembly shall hold at least two public hearings on the proposed operating and capital budget for the next fiscal year, including one hearing at least 21 days after the budget is submitted to the Assembly, and one hearing at least seven but not more than 14 days prior to

D

6.10.040 Submittal and adoption of municipal operating and capital budget.

B. The general government capital budget/capital program will be adopted at least 21 days prior to the end of the fiscal year of the

Funding Sources

General Obligation (GO) Bonds - GO bonds require voter approval and are placed before voters at the April election. Once approved and the bonds are sold, re-payment is included in the operating budget as debt service. As part of the bond approval process, the Municipality is required to disclose to voters any operations and maintenance (O&M) costs associated with each project. O&M and debt service to repay the bonds are excluded from the Municipality's tax limit.

Bond funding is used to purchase "bricks and mortar" type items with long useful lives. Bond funding can also be used to extend the life of an asset, but not repair it. Bond funding cannot generally be used to purchase assets with very short lives, but if there are sufficient long-term assets being financed at the same time, a review can be done to verify that there is sufficient amortization in the early years to repay the debt on those short-term items.

Annual debt issuance will be in accordance with the Municipality's formal Debt Management Policy approved by the Anchorage Assembly on July 12, 2016, on Assembly Resolution AR 2016-190, As Amended.

See page 7 for history of voter approved GO bonds.

State Grants - Requests for state funding are included in the Municipality's "Legislative Program" that is compiled by the Mayor, approved by the Assembly, and submitted to Anchorage area legislators and the Governor. The goal is to have funding for these projects included in the State of Alaska's capital budget as grants to the Municipality. If approved, these grants are typically effective on July 1, the start of the State's fiscal year.

See page 8 for history of State legislative grants awarded to the Municipality.

Federal grants - Applied for on an individual project basis and awarded based on the Federal agency's timetable.

Other - Other funding sources include mill levy and operating transfers that are approved in the Municipality's operating budget and are available as early as January. Also, tax-exempt financing, inter-fund loans, or donations are typical in this category. For tax-exempt financing, the term of the loan should not exceed the useful life of the asset nor the period over which it is depreciated (tangible asset) or amortized (intangible asset).

These other types of funding sources are primarily used when projects do not qualify for bonding or state or federal grants or the bonding or state or federal grant options have been exhausted. If the project is approved, the Assembly will decide on the terms and rates for the loans at the appropriation.

Operations & Maintenance (O&M)

Capital investments may generate operating costs or savings which may be one-time or ongoing and may be absorbed within the operating budget. However, these costs may change as decisions and actions regarding asset control and upkeep are made with the goal of increasing efficiency, reliability, and safety. Efficiency investments will often reduce overall operating costs. Reliability and safety investments might increase overall operating cost. Capturing these costs at the initiative level will help ensure sound decisions.

General Obligation Bond Propositions History of Voter Approved

(in millions)

			Parks and Recreation,	
	Roads and	Public	Library, and	
Year	Transit	Safety	Museum	Total
2022	36.0	3.3	3.9	43.2
2021	38.2	5.5	5.1	48.8
2020	46.1	7.2	9.3	62.6
2019	35.2	10.8	4.0	50.0
2018	35.6	4.6	7.3	47.5
2017	36.9	4.0	3.7	44.6
2016	36.6	7.9	3.4	47.9
2015	17.3	8.3	2.8	28.3
2014	22.1	2.5	2.6	27.1
2013	21.1	2.1	2.5	25.6
2012	27.5	1.6	2.8	31.8
2011	30.9	2.3	-	33.2
2010	31.3	1.9	-	33.2
2009	40.2	2.5	-	42.7
2008	45.5	4.7	8.9	59.1
2007	36.4	7.0	5.0	48.4
2006	41.1	2.0	-	43.1
2005	46.4	0.5	-	46.9
2004	46.5	8.9	-	55.4
2003	40.0	2.9	-	42.9
2002	34.7	10.7	1.0	46.4
2001	33.9	8.3	4.8	47.0
2000	28.8	6.3	8.0	43.1
Total	808.2	115.7	74.9	998.7

State Legislative Grants History of Awards to the Municipality of Anchorage

Year	Capital Bill No.	Fire	Police	Health & Human Services	Transit	Project Management & Engineering	Parks & Rec, Library, Museum	Facilities/ Misc	Other *	Total
2022	HB281	-	-	-	-	3,501,864	723,936	-	201,000,000	205,225,800
2021	HB69	40,804	-	_	-	3,108,735	37,124	-	25,000	3,211,663
2020	HB205**	-	-	-	-	-	-	-	-	-
2019	SB 2002	-	-	-	-	484,000	-	-	-	484,000
2018	SB 142	-	2,000,000	-	-	-	-	-	20,000,000	22,000,000
2017	SB 23**	-	-	-	-	-	-	-	-	-
2016	SB 138**	-	-	-	-	-	-	-	-	-
2015	SB 26**	-	-	-	-	-	-	-	-	-
2014	SB 119	-	-	-	-	37,936,581	250,000	41,948,370	-	80,134,951
2013	SB 18	1,550,000	-	-	-	65,910,244	1,313,000	38,492,500	-	107,265,744
2012	SB 160	3,266,700	3,100,000	-	1,075,000	106,125,250	6,963,150	31,267,375	98,500,000	250,297,475
2011	SB 46	1,477,100	3,466,300	-	-	49,527,850	80,000	551,150	30,000,000	85,102,400
2010	SB 230	150,000	450,000	-	250,000	47,901,000	2,206,000	13,125,000	10,155,000	74,237,000
2009	SB 75	-	-	-	-	-	-	1,000,000	-	1,000,000
2008	SB 221/256	54,400	40,000	-	-	81,895,500	1,620,000	16,491,000	2,940,000	103,040,900
2007	SB 53	190,000	567,500	-	1,300,000	39,102,000	1,525,000	2,120,000	4,111,000	48,915,500
2006	SB 231	9,197,500	236,000	-	320,000	28,125,000	11,065,800	2,500,000	10,000,000	61,444,300
2005	SB 46	666,500	100,000	-	-	35,325,000	615,000	7,000,000	1,010,000	44,716,500
2004	SB 283	-	100,000	-	-	424,000	-	-	125,000	649,000
2003	SB 100	-	75,000	-	-	1,169,083	50,000	-	-	1,294,083
2002	SB 2006	440,000	-	55,000	-	7,217,252	30,000	2,150,000	376,294	10,268,546
2001	SB 29	367,800	30,000	200,000	-	8,336,000	125,167	1,250,000	-	10,308,967
2000	SB 192	484,000	500,000	-	-	820,000	1,568,398	970,000	-	4,342,398
1999	SB 32	1,180,000	-	-	-	400,000	1,600,000	1,110,000	-	4,290,000
1998	SB 231	25,000	-	-	-	2,048,996	1,994,484	1,131,158	-	5,199,638
1998	SB 231	-	-	-	-	(1,253,446)	-	-	-	(1,253,446)
1997	SB 107	245,000		-	-	1,323,043	1,685,207	2,980,000	-	6,233,250
	Total	19,334,804	10,664,800	255,000	2,945,000	519,427,951	33,452,266	164,086,553	378,242,294	1,128,408,668

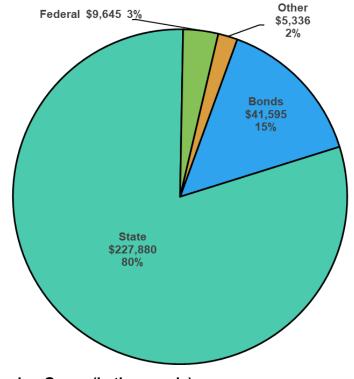
^{*} Includes grants to Port of Alaska

^{**} The Municipality did not receive any State Legislative grants in 2015 (SFY 2016), 2016 (SFY 2017), 2017 (SFY 2018), and 2020 (SFY 2021).

2023 Capital Improvement Budget

2023 Proposed Funding Sources (in thousands)

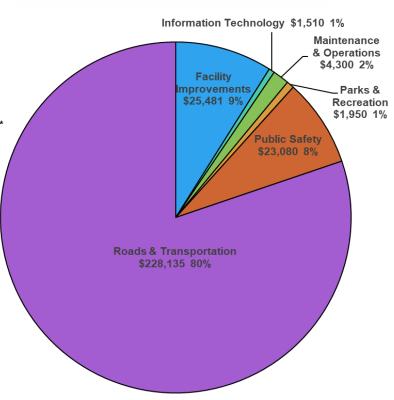
Catego	ry	\$	%
Bonds		\$ 41,595	15%
State		\$ 227,880	80%
Federal		\$ 9,645	3%
Other	_	\$ 5,336	2%
	Total	\$ 284,456	100%



2023 Proposed Project Totals by Functioning Group (in thousands)

Category	\$	%
Facility Improvements	\$ 25,481	9%
Information Technology	\$ 1,510	1%
Maintenance & Operations	\$ 4,300	2%
Parks & Recreation	\$ 1,950	1%
Public Safety	\$ 23,080	8%
Roads & Transportation	\$ 228,135	80%
Total	\$ 284,456	100% *

^{*}Does not sum to 100% due to rounding



Significant Non-Routine Capital Projects

Most of the approved capital budget is for routine-projects such as paving roads and rehabilitation of municipal facilities. There are a few significant non-routine projects that are one-time in nature; some may have significant impact on the operating budget as defined in the project details.

64th Ave Upgrade - Brayton Dr to Quinhagak St – \$12,000,000

This project will upgrade and reconstruct a local road serving Polaris K-12 Alternative School and the Rilke Schule. Improvements are expected to include reconstruction where required because of road condition and construction of curb and sidewalk facilities where missing. Street lighting will be upgraded to current standards. (Page PME - 26)

Anchorage Area-Wide Radio Network Infrastructure Upgrade – \$3,400,000

The Anchorage Wide Area Radio Network (AWARN) is the land mobile radio system of about 4,000 radios used by all Municipal public safety, utility, and general government departments. These upgrades and replacements will replace components of the fixed system that have reached the end of their service life, having been in use since 2007. Additional modifications and replacements are necessary to maintain the security level of the system. The security requirements are determined by the military and Federal law enforcement users of the system. As new threats and hacking techniques are discovered changes to the system that encrypt messages are introduced. Because AWARN is a joint use system to maintain our ability to interoperate with the partner agencies, such as the Federal Bureau of Investigation (FBI), Military, Police, and Alaska State Troopers we must make these upgrades. (Pages MO -6-7)

Chugach State Park Access Improvements – \$5,000,000

The project will design, and construct access improvements as identified in the Chugach State Park Alternate Access study. The grant funding may be used for planning, study, design, utility work, obtaining rights of way and easements, construction, and any activity associated with enhancing access to Chugach State Park per recommendations and priority as established in the Chugach Park Access Plan. (Page PME - 61)

Downtown Lighting and Signals Upgrades – \$3,000,000

The project will identify the electrical needs in the district and develop a plan for a systematic overhaul of the lighting and signals. Design and construct the recommended upgrades. The 2023 bond funding is for improvements on 4th Avenue between E Street and G Street. The estimated cost of this segment is \$4.5 million. Design, easement acquisition, and utilities were funded with prior year bonds. A 2023 construction bid is anticipated. (Page PME - 72)

Major Trail Connectors – \$1,300,000

Two projects will considerably improve the trail connectivity throughout Anchorage: Fish Creek Trail to the Ocean project (\$150,000) and Tony Knowles Coastal Trail to Ship Creek Trail Connection (\$1,150,000). (Pages PR - 18 and PR - 33)

2023 - 2028 Capital Improvement Program

The 2023-2028 Capital Improvement Program (CIP) is a compilation of capital projects proposed for design and/or construction, or purchase and installation during the next six years. For each project proposed, the following items have been included:

- a narrative description of each project;
- the estimated cost of the project or phase of the project;
- the financial effect of the project on operation and maintenance costs

The 2023-2028 CIP was formulated with the participation of Community Councils. Many recommendations have been incorporated into the CIP and noted on the projects of the Community Councils' priority ranking. Informational meetings and review sessions will be held with interested citizen groups, the Planning and Zoning Commission, and the Assembly. Also reflected in the document are needs identified by the staff of the general government departments who would oversee the projects.

Anchorage School District and municipal utility and enterprise departments present separate capital budget/program documents; historical financial data reflected in this document does not include the Anchorage School District or municipal utilities, unless specifically noted.

2023 - 2028 O&M

As capital requests are reviewed, awareness of potential operating costs associated with projects is identified at an individual project detail level for the year(s) after the work is complete. For 2023 – 2028 CIP O&M, the identified costs are increases to the operating budget due to addition of facilities expansion (utilities, etc.) and road improvements (street maintenance). Yearly costs by departments are projected as follows:

2023 - 2028 Capital Improvement Program Operations & Maintenance Estimate

(In Thousands)

Department	2023	2024	2025	2026	2027	2028	Total
Information Technology	13	567	760	714	653	1,551	4,258
Library	693	693	693	-	-	-	2,079
Maintenance & Operations	30	41	51	60	30	30	242
Parks & Recreation	188	188	201	208	-	-	785
Project Management &	363	62	62	112	62	47	708
Engineering							
Traffic Engineering	65	65	65	65	65	65	390
Total	1,352	1,616	1,832	1,159	810	1,693	8,462

