

Executive Summary
Proposed 1984 Municipal Budget



MUNICIPALITY OF ANCHORAGE

MUNICIPALITY OF ANCHORAGE

1984 Proposed Budget

TONY KNOWLES, Mayor

ASSEMBLY

Paul B. Baer, Chairman

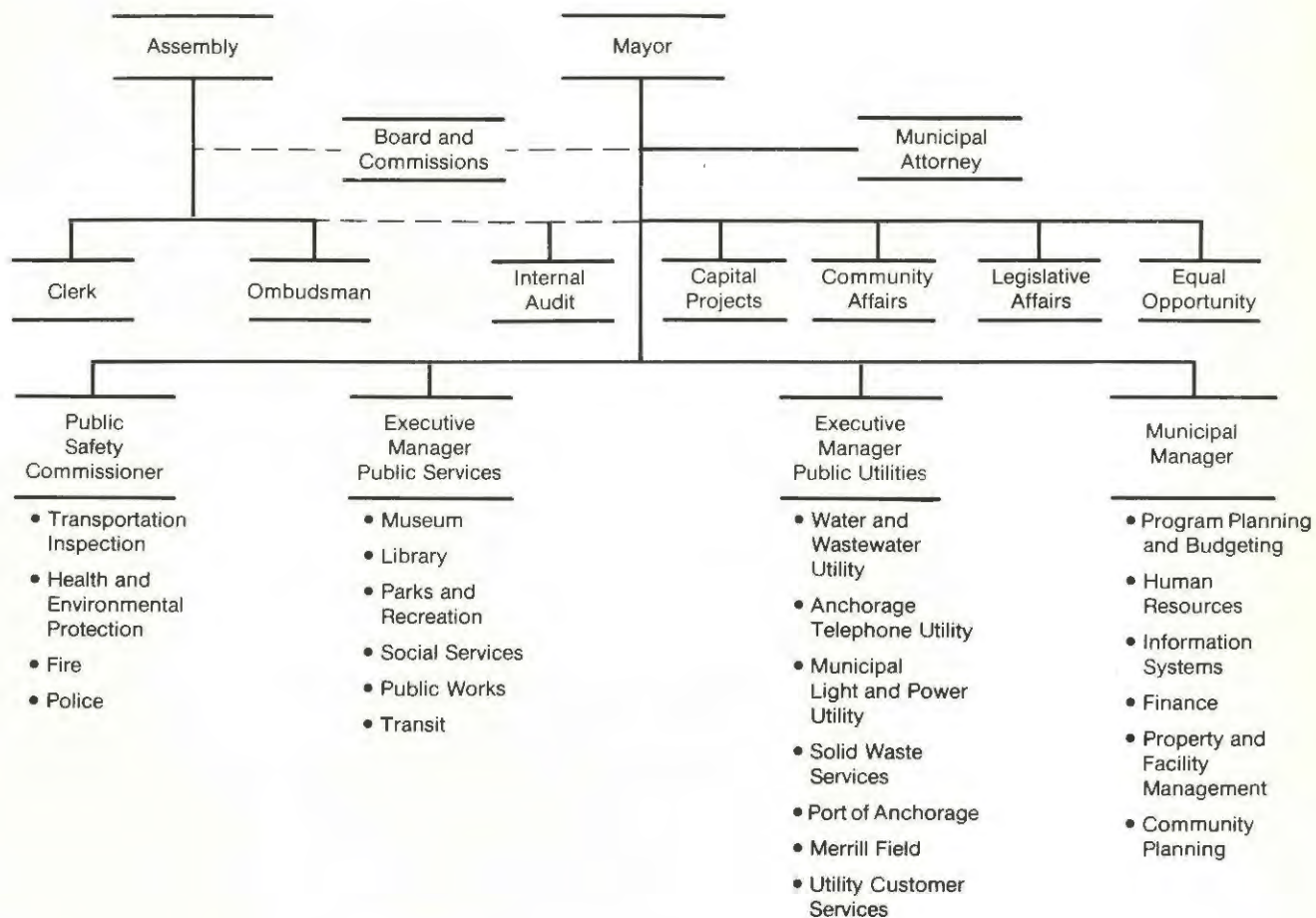
Jane Angvik	Bernard L. Marsh	Lidia Selkregg
Fred Chiei, Jr.	Carol Maser	Don Smith
Heather Flynn	Rick Mystrom	Dave Walsh
	Gerry O' Connor	

ASSEMBLY-APPOINTED STAFF

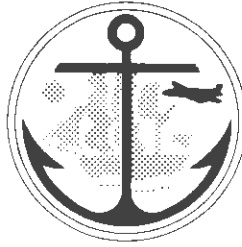
Ruby Smith Municipal Clerk
Wayne Mabry Ombudsman

EXECUTIVE MANAGERS

Chip Dennerlein	Executive Manager of Public Services
John Franklin	Commissioner of Public Safety
John Harshman	Executive Manager of Public Utilities
Barbara Steckel	Municipal Manager
Jerry Wertzbaugher	Municipal Attorney



Municipality of Anchorage



POUCH 6-650
ANCHORAGE, ALASKA 99502-0650
(907) 264-4431

TONY KNOWLES,
MAYOR

OFFICE OF THE MAYOR

October 2, 1983

To the Residents of Anchorage:

In the past two years, 43,085 new residents have come to Anchorage. This 23% increase in our population makes us the fastest growing city of more than 100,000 in the nation. After a period of actual population decline between 1975 - 1980, Anchorage is currently in a period of growth that makes other booms such as the pipeline construction pale by comparison.

The formula for our success as a city depends on our ability to provide essential services. The 1984 budget, including the operating and capital budgets for general government and municipal utilities, the initial elements of that formula, squarely address that challenge.

The operating budget of 1984 represents a cost controlled continuance of services emphasizing public safety, transportation improvement, and support for new community facilities. It represents a 3.3% increase in the 1983 budget and for the first time in municipal history represents a per capita decrease in all general government costs.

The capital budget of 1984 continues the "back to the basics" approach of the 1983 budget emphasizing road improvements, the Eklutna water project, wastewater plant improvements, public safety facilities, and recreational development.

The utilities budgets include capital programs necessary to accommodate community growth and the supporting operational budget. Major developments will be taking place in all areas of water, wastewater, solid waste, power, port and airport.

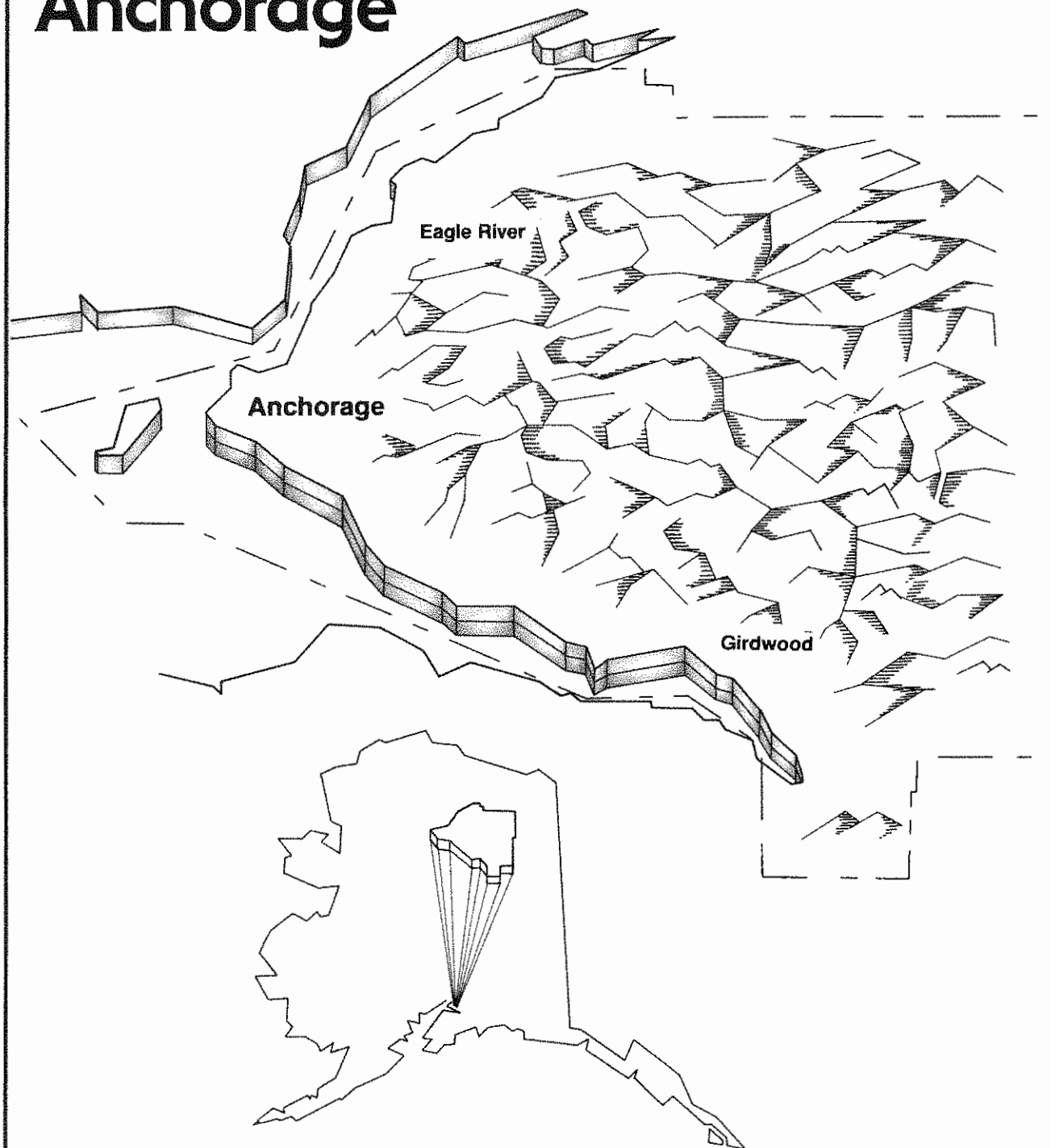
I am pleased with the balanced direction of our budgets. However, I am concerned with the rapid decline of state revenues for municipal assistance. A per capita decline of 25% in all state revenues, coupled with declines in federal and other revenues, creates a substantial increase in property taxes even though our expenditures increase less than four percent. Local governments all across Alaska are found with similar situations. Essential services should receive a fair share of our revenues and I will work towards that goal.

A good budget represents a formula for our success as a city. It is with that goal in mind that I respectfully present the 1984 budget to you, the residents of Anchorage, for your consideration.

A handwritten signature in dark ink, appearing to read "Tony Knowles". The signature is fluid and cursive, with a large initial "T" and "K".

Tony Knowles,
Mayor

Municipality of Anchorage

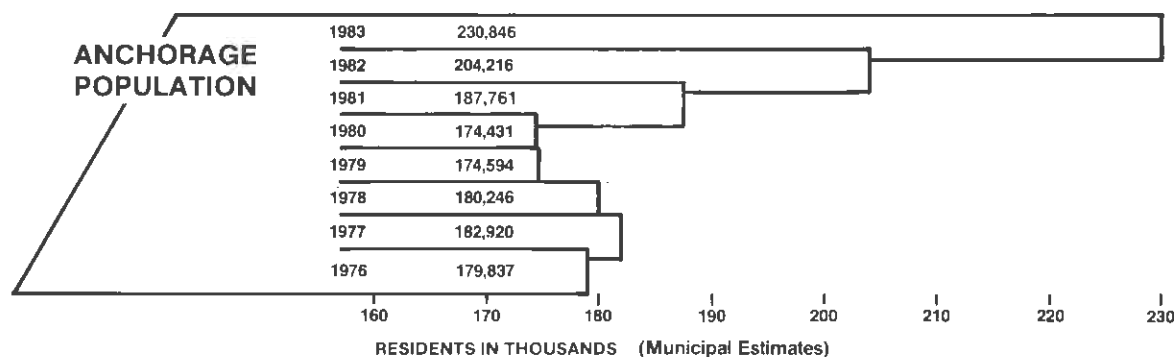


MUNICIPALITY OF ANCHORAGE

COMMUNITY PROFILE

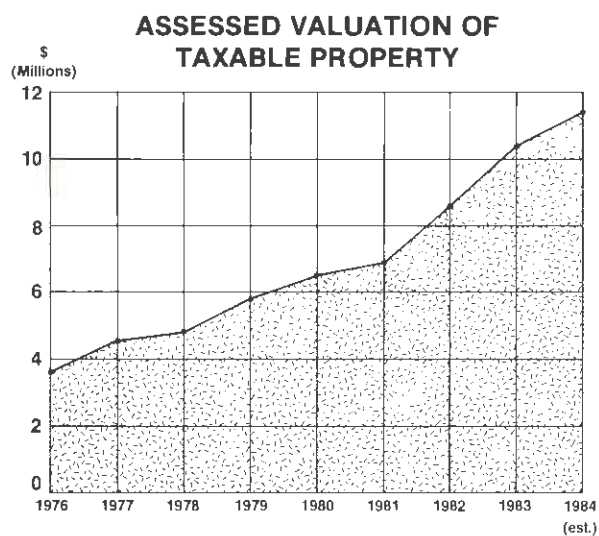
GENERAL FACTS

Incorporation	September 16, 1975
Form of Government	Unified, Home Rule — Mayor/Assembly
Area	1955 Square Miles
Population	230,846 (1983 est.)

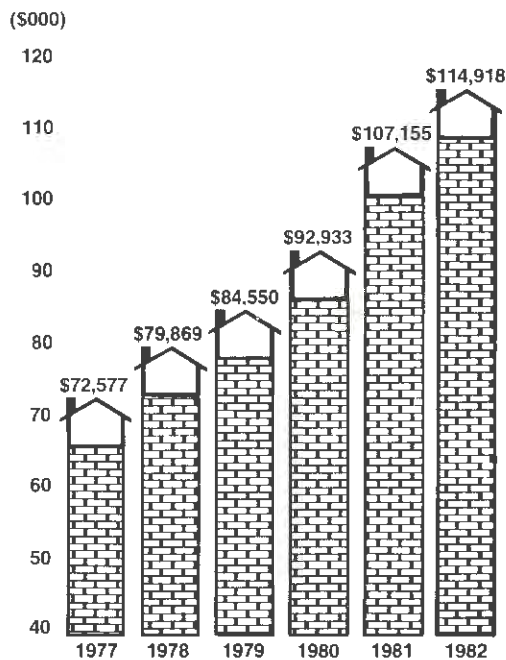


ASSESSED VALUATION OF TAXABLE PROPERTY

1983	1984	% Change
\$10,407,877,000	\$11,460,000,000 (est.)	10.1%



AVERAGE SELLING PRICE OF A HOME



REAL PROPERTY PARCELS APPRAISED

1978	1979	1980	1981	1982	1983	1984
61,000	63,000	66,000	68,000	71,200	72,000	76,000 (est.)

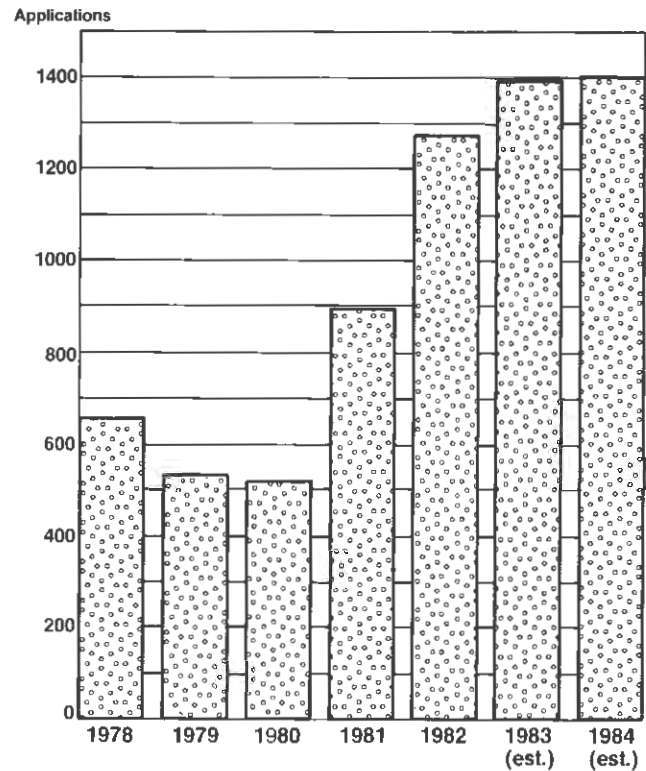
LAND AND HOUSING

LAND USE

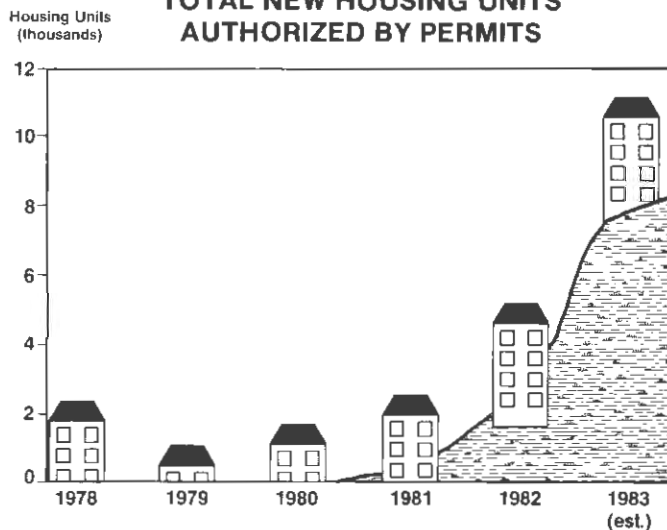
	*Developed Land (By Actual Use)		*Undeveloped Land (By Zone)	
	Acres	Percent	Acres	Percent
Residential (Single to Multi-Family)	13,509	41%	13,899	51%
Commercial	1,300	4%	1,137	4%
Industrial	1,444	5%	2,395	9%
Public Lands and Institutions	16,092	50%	2,420	9%
Unrestricted	N/A	N/A	7,505	27%
	32,345	100%	27,356	100%

*Anchorage Bowl - 1980

ZONING, CONDITIONAL USE AND SUBDIVISION APPLICATIONS PROCESSED



TOTAL NEW HOUSING UNITS AUTHORIZED BY PERMITS



HOUSING PROFILE

	1982	1983*	% Change
Single Family	32,010	34,433	7.6%
Duplexes	6,866	8,608	25.4%
3-4 Plexes	6,574	7,457	13.4%
5+ Plexes	16,510	18,552	12.4%
Mobile Homes	8,144	8,207	0.8%
TOTAL	70,104	77,257	10.2%

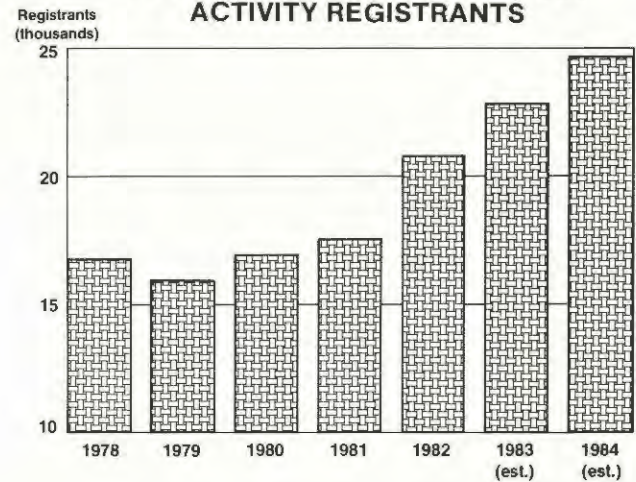
*Preliminary Data

COMMUNITY SERVICE DELIVERY

FIRE/EMS ALARMS



COMMUNITY SCHOOL PROGRAM ACTIVITY REGISTRANTS



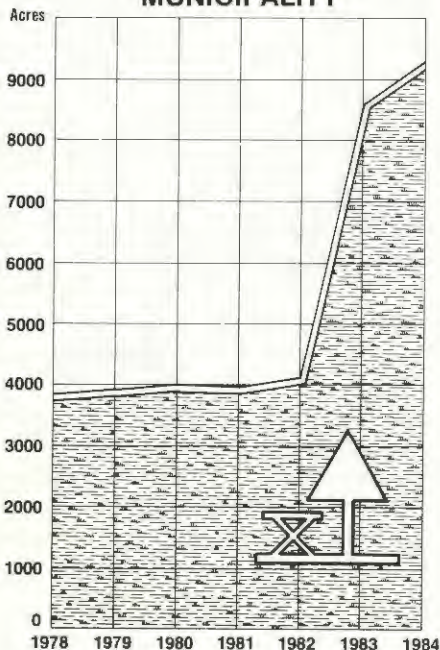
PARKS/TRAILS/OPEN SPACE

	1978	1980	1982	1984
Municipal Parks	93	103	123	153
Bike Trails (Municipally Maintained)	55 Miles			
Green Belts	915 Acres			
Ski Trails - Lighted	12 KM			
Softball/Baseball Fields	35			
Tennis Courts	59			

POLICE DEPARTMENT REQUESTS FOR SERVICE



PARK ACRES MAINTAINED BY MUNICIPALITY



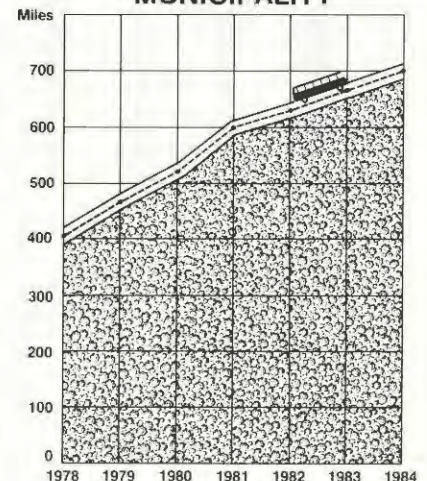
ROAD MILES MAINTAINED

425	ARDSA*
212	LRSA**
637	Total Miles

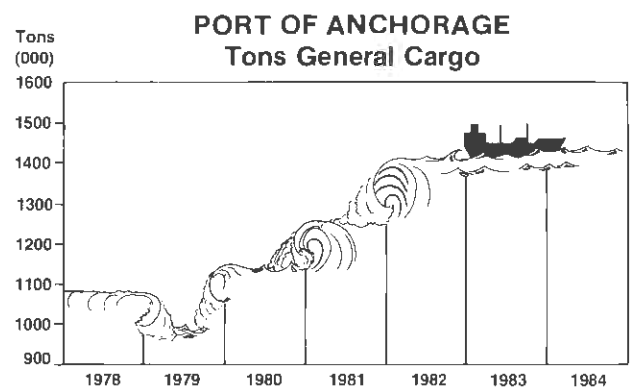
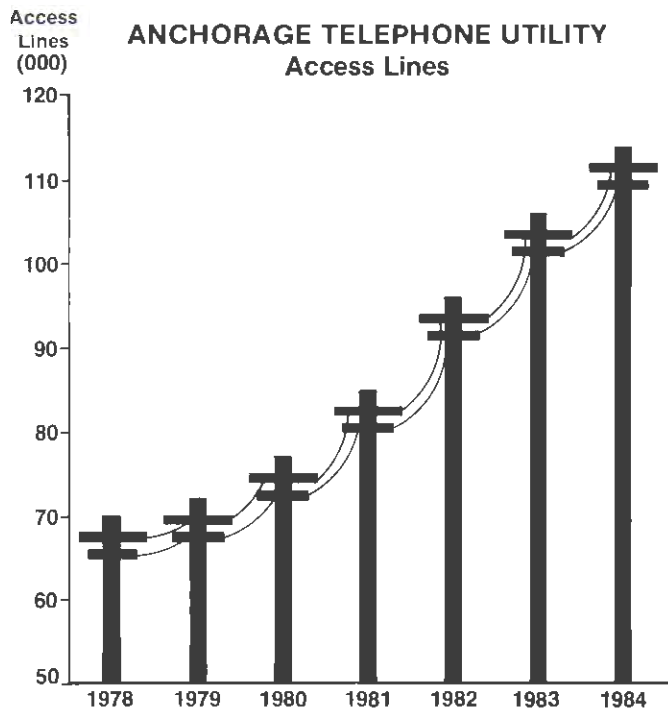
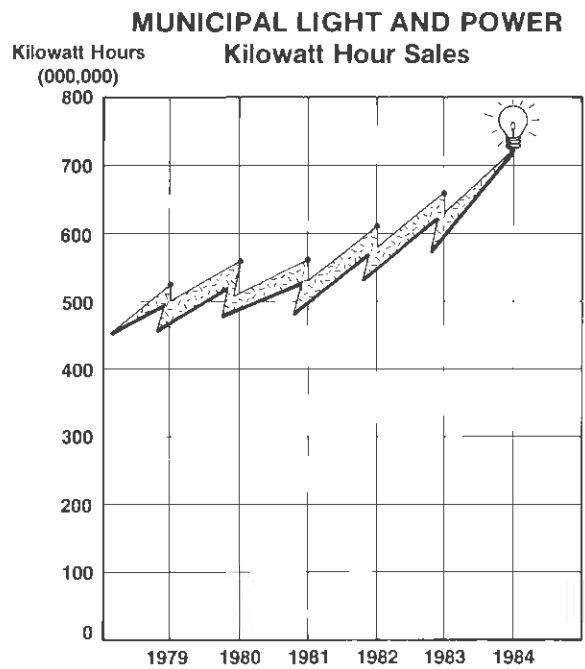
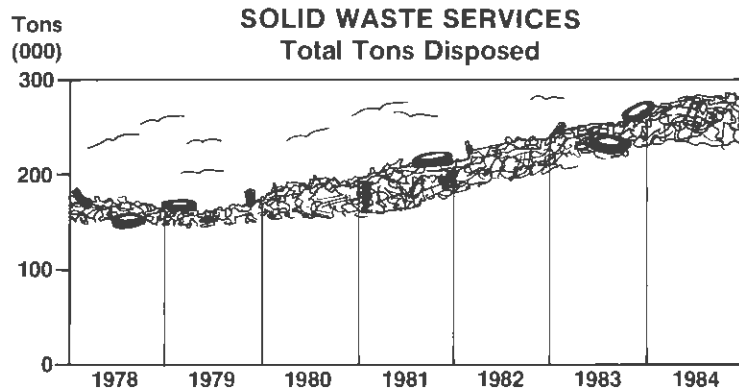
*Anchorage Roads and Drainage Service Area

**Limited Road Service Areas

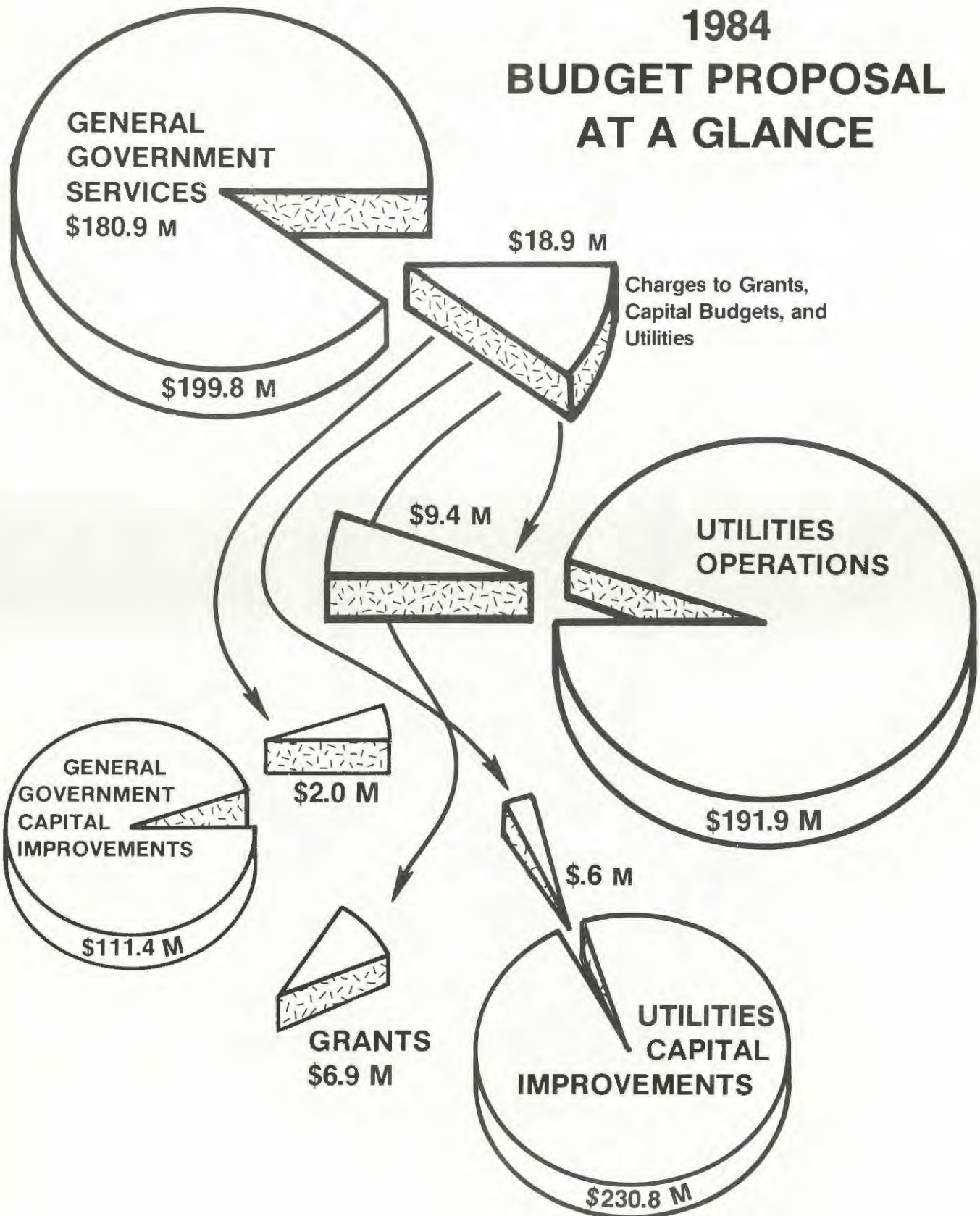
MILES OF ROAD MAINTAINED BY MUNICIPALITY



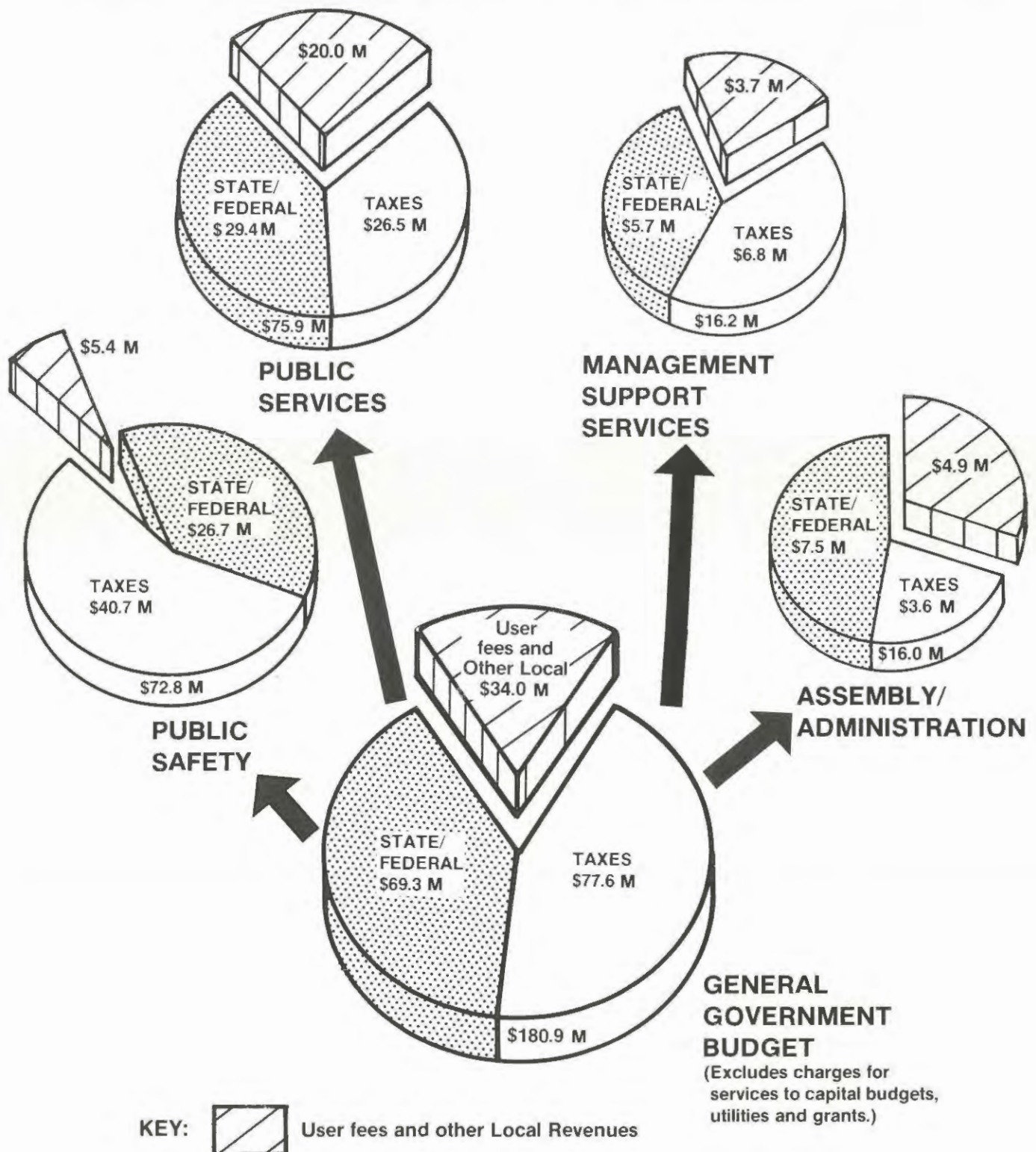
PUBLIC UTILITIES DELIVERY



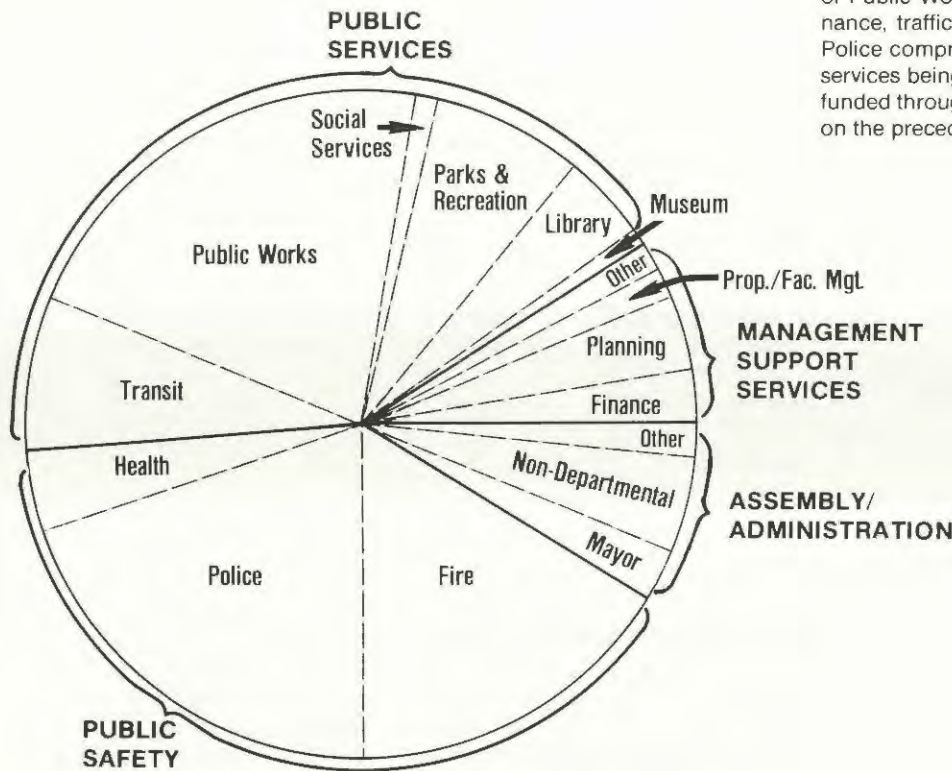
1984 BUDGET PROPOSAL AT A GLANCE



1984 Proposed GENERAL GOVERNMENT BUDGET PROFILE Revenues by Program Area



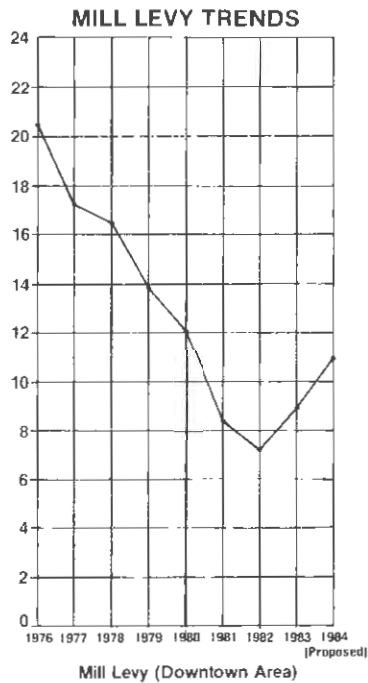
1984 Proposed GENERAL GOVERNMENT BUDGET PROFILE Expenditures by Program Area



This chart shows the relative share each program comprises of the total municipal general government budget in 1984. The program areas of Public Works (which includes street maintenance, traffic control, building inspection) and Police comprise the greatest portions, with Fire services being the third largest. These costs are funded through a variety of sources, as depicted on the preceding page.

PUBLIC SAFETY		MANAGEMENT SUPPORT SERVICES		ASSEMBLY/ ADMINISTRATION		PUBLIC SERVICES	
Office of Public Safety	\$ -0-	Manager/OPPB/ Admin. Spt.	\$ 1,547,230	Assembly	\$ 1,781,720	Office of Public Services	\$ -0-
Health	7,427,080	Finance	4,417,970	Equal Rights	557,040	Museum	1,251,260
Transp. Insp.	223,190	Planning	6,526,590	Internal Audit	312,780	Library	7,844,030
Police	36,535,000	Info. Systems	1,296,810	Mayor	4,563,100	Parks & Rec.	13,134,910
Fire	28,592,050	Human Resources	19,500	Attorney	447,570	Soc. Services	1,968,230
TOTAL	\$72,777,320	Prop. & Fac. Mgt.	2,420,440	Capital Projects	-0-	Public Works	38,705,960
		TOTAL	\$16,228,540	Non-Dept.	8,397,520	Transit	12,953,560
				TOTAL	\$16,059,730	TOTAL	\$75,857,950

GENERAL GOVERNMENT Property Tax Profile



CALCULATION OF AVERAGE MILL LEVY			
	1983	1984	Increase/ Decrease
Direct Costs	\$ 193,490,460	\$ 199,868,800	\$ 6,378,340
Less Charges to:			
Utilities,			
Capital Budget, and			
Grants	(19,456,780)	(18,945,260)	(511,520)
Less User Fees	(18,047,880)	(17,433,430)	(614,450)
Less Other Sources	(6,376,420)	(1,976,660)	(4,399,760)
Less Other Revenues:			
Other Local	(14,771,610)	(14,633,140)	(138,470)
State	(66,361,700)	(52,718,010)	(13,643,690)
Federal	(19,086,630)	(16,586,630)	(2,500,000)
TAX REQUIREMENT	\$ 49,389,440	\$ 77,575,670	\$ 28,186,230
Areawide Assessed Valuation	\$ 10,407,877,000	\$ 11,460,000,000	\$ 1,052,123,000
Average Mill Levy	4.75 mills	6.77 mills	2.02 mills

1984 PROPOSED MILL LEVIES

Taxing Districts	Areawide	School* District	Fire	Road	Police	Parks and/or Recreation	Solid Waste	Road Debt (Service Area 35)	Total
Anchorage	1.84	3.66	1.28	1.23	2.20	.60	.17		10.98
Hillside/Rabbit Creek	1.84	3.66	1.28			.60	.17		7.55
Spenard/Muldoon/Sand Lake/Oceanview	1.84	3.66	1.28	1.23	2.20	.60	.17	.19	11.17
Girdwood	1.84	3.66	1.81				.17		7.48
Glen Alps	1.84	3.66		.61					6.11
Eagle River	1.84	3.66	1.28		2.20	.02	.17		9.17
Chugiak	1.84	3.66	.24		2.20	.02	.17		8.13
Eagle River/Chugiak Valley	1.84	3.66			2.20	.02	.17		7.89
Other Outside Bowl	1.84	3.66							5.50

*School District mill levy assumed at approved rate for 1983 (3.66 mills)

GENERAL GOVERNMENT

Per Capita Expenditures/Revenue Trends

PER CAPITA EXPENDITURES* by Program Area



PER CAPITA EXPENDITURES

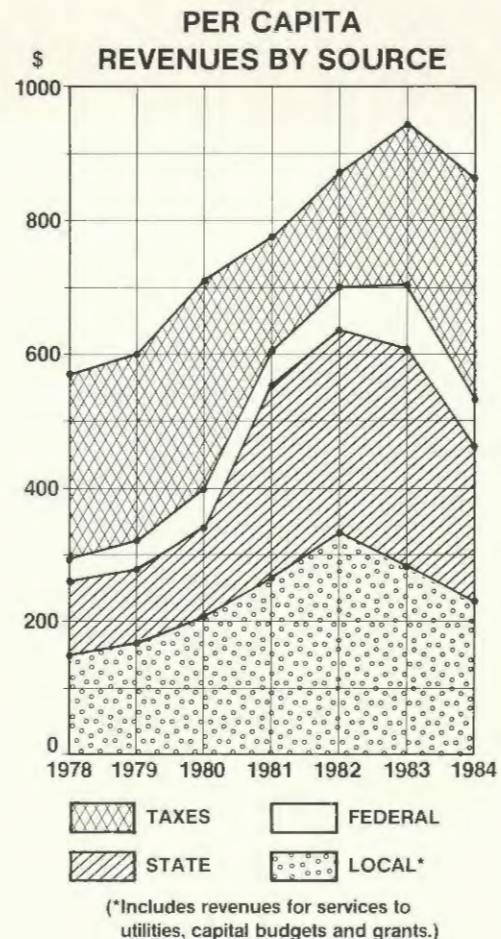
The combined per capita expenditures for all program areas are proposed to decline in 1984. For the past few years prior to 1984, expenditures per capita rose, primarily to provide basic community services and to meet new demands for service resulting from dramatic growth.

Per capita expenditures are proposed to decline approximately 8% in 1984, to a total per capita expenditure of \$869.

This series of charts shows what is spent to deliver general government programs and the sources of revenues used to pay for the programs. The expenditures and revenues are stated in per capita terms in order to provide an individual perspective of service delivery and revenues. No adjustment has been made for the declining dollar value (inflation) from 1978; therefore, per capita expenditures and revenues are reflected by year in real dollars.

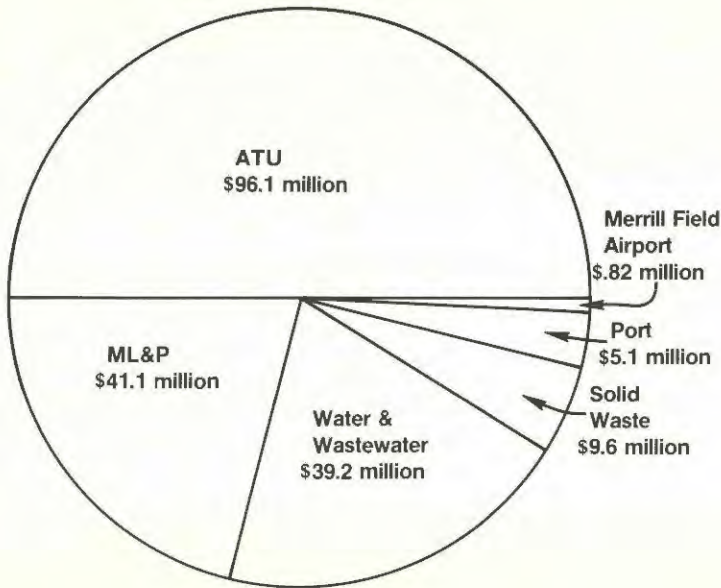
PER CAPITA REVENUES

This chart shows how general government per capita expenditures are funded. Federal revenue sources, which have remained fairly stable over the past five (5) years, comprise about 9% of the total revenue sources. State revenues reached a peak in 1982 and have declined somewhat since. In 1984, 29% of the general government budget will be funded by State sources. The remaining 62% is funded through local fees and charges and other local revenues, including property taxes.



PUBLIC UTILITIES

EXPENDITURES

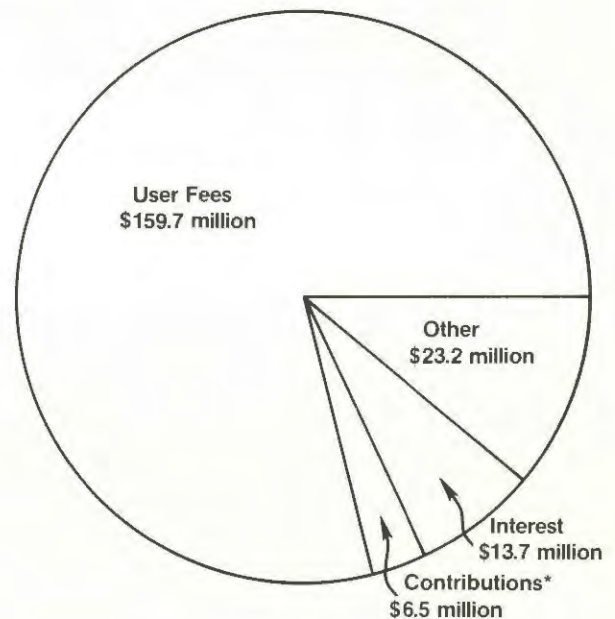


The Municipality of Anchorage provides a wider range of public utility services than is offered in most cities. The Public Utility operating budgets reflect a continuing effort to provide quality, reliable service to all customers. Extending service to meet the needs of an expanding population has required growth and innovation by all utilities. Major growth into new areas resulting from population increases and acquisitions has caused increases in expenditures with equivalent increases in revenues.

Public Utility services are to a great extent paid for through Utility rates or user fees. Almost 90% of Utility revenues are generated through some form of rate or fee. Another 10% of revenues are generated through investment of cash reserves and other sources. General tax support is one source of revenue for the Solid Waste Utility. Other Utilities do not receive any general tax support.

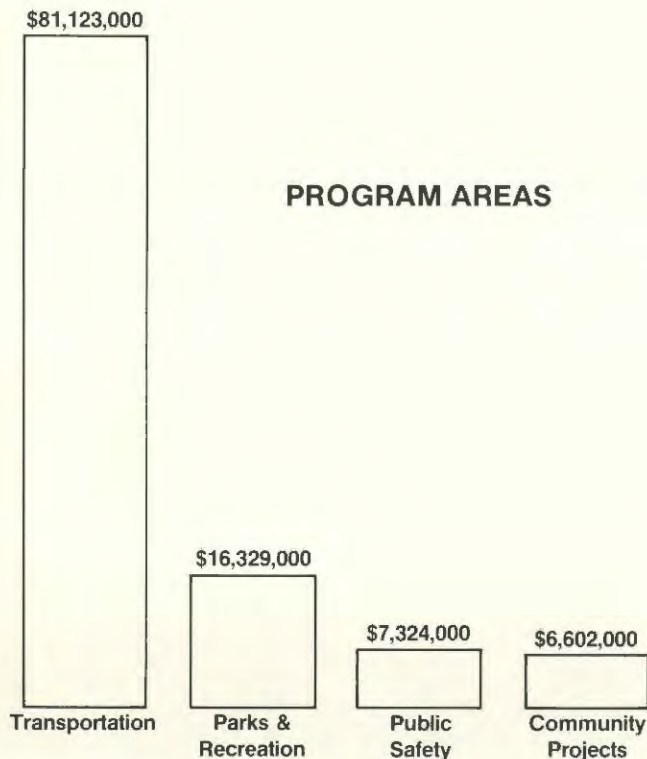
Cash reserves are held for expansion and to meet emergencies. Public Utilities' revenues are increased through expansion of services and through rate increases approved by the Public Utility Commission or the Municipal Assembly. Utility rates in Anchorage are still lower than those paid in most parts of the United States.

REVENUES



(*Includes Tax Support to Solid Waste.)

GENERAL GOVERNMENT Capital Improvement Budget



The 1984 Capital Improvement Budget is built around four major program areas. It has been designed to continue to respond to the highest priority needs in each area.

TRANSPORTATION \$81,123,000

- Accelerated Road Program
- Road Improvements
- Traffic Improvements
- Transit Maintenance Facility
- Transit Coaches
- Parking Garages

PUBLIC SAFETY \$ 7,324,000

- Police Headquarters, Phase II
- Fire & Emergency Medical Vehicles

PARKS AND RECREATION \$16,329,000

- Parks Acquisition and Development
- Trails
- Coastal Trail

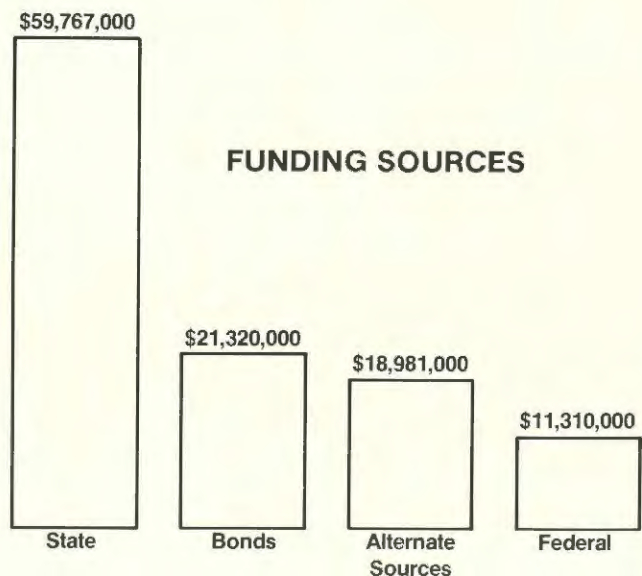
COMMUNITY PROJECTS \$ 6,602,000

- Library Books
- Urban Improvements
- Wetlands Acquisition

These high priority needs must be balanced against the total program the Municipality can afford to fund.

The 1984 CIB includes traditional State, Federal, and local bonding funding sources. In addition, alternative funding strategies will be sought to expand our capability to fund needed projects which might otherwise be deferred.

Another factor in determining the affordability of a capital program is the operation and maintenance (O & M) cost impacts of the completed projects. The estimated operation and maintenance costs for the first full year of operation for all 1984 CIB projects is approximately \$2.5 million. This relatively low O & M impact is reflective of the emphasis of the 1984 CIB - the improvement, upgrade and replacement of basic community facilities and assets.



GOALS AND OBJECTIVES

PUBLIC SAFETY

Provide for public safety through law enforcement, fire, police and health programs that are sensitive to the needs of the public and that emphasize the preventive aspects of public safety.

TRANSPORTATION

Provide for transportation systems that will safely, effectively and efficiently move people and goods throughout the Anchorage area.

COMMUNITY QUALITY

Provide for the highest quality of life in Anchorage, promoting protection and enhancement of neighborhoods, through successful implementation of public safety, transportation, utilities and recreational/cultural programs that contribute to the beauty and comfort of neighborhood areas.

PUBLIC TRUST

Provide for efficient and effective delivery of municipal services, emphasizing productivity, accountability, honesty, integrity and responsiveness to the community.

GENERAL GOVERNMENT EXPENDITURE SUMMARY

ASSEMBLY

The legislative power of Anchorage is vested in an Assembly of eleven members, representing constituents of Assembly sections. The Municipal Clerk, who is appointed by the Assembly, conducts Municipal elections and keeps the official journal and records of the Assembly. The Ombudsman, also appointed by the Assembly, acts as an impartial, independent official to investigate acts of administrative agencies.

Resources	1983	1984
Direct Costs	\$ 1,299,690	\$ 1,378,990
Program Revenues	\$ 24,020	\$ 47,470
Personnel	21	22

MAYOR

The executive and administrative power of Anchorage is vested in the Mayor. Within the Office of the Mayor are staff offices which assist the executive branch in the performance of its mission, which is to guide and assist community and economic development and to provide municipal services and capital improvements which promote the growth, health and well-being of the Anchorage community.

The Mayor implements those provisions of the Municipal Charter and Municipal Code which address executive direction and administration and operation of the Municipality.

Resources	1983	1984
Direct Costs	\$ 4,624,670	\$ 4,431,000
Program Revenues	\$ 1,500,000	\$ 1,993,840
Personnel	45 + 1T	37 + 1PT + 1T*

*Reflects transfer of Agenda and Support functions to Municipal Manager.

EQUAL RIGHTS

Equal Rights Commission effectively enforces Title 5 of the Municipal Code (Equal Rights) and develops programs designed to prevent and eliminate illegal discrimination within the boundaries of the Municipality of Anchorage.

Resources	1983	1984
Direct Costs	\$ 455,400	\$ 465,320
Program Revenues	\$ -0-	\$ 2,000
Personnel	8 + 1PT	8 + 1PT

INTERNAL AUDIT

Office of Internal Auditor provides the Assembly and the Administration with objective information to assist them in determining whether governmental operations are adequately controlled and whether the required high degree of public accountability is maintained.

Resources	1983	1984
Direct Costs	\$ 323,090	\$ 395,560
Program Revenues	\$ -0-	\$ 2,000
Personnel	5	6

NON-DEPARTMENTAL

Included in this area are the budgeted contributions to non-general government agencies (grants and utilities), Assembly contingency, and areawide contributions to other municipal funds.

1984 Proposed			
Assembly Contingency	\$ 100,000	Contributions to:	
Local Grant Match	967,340	Utilities	6,537,720
Contributions to Parking Fund,		Capital Budget	10,000
Sports Arena and Convention Center	782,460		

Resources	1983	1984
Direct Costs	\$ 10,463,450	\$ 8,397,520
Program Revenues	\$ -0-	\$ -0-
Personnel	-0-	-0-

EXECUTIVE SUMMARY

Executive Area

MUNICIPAL MANAGER

Major Program Highlights

- Insure the fiscal integrity of the Municipality is maintained to allow for adequate bond ratings, an unqualified audit opinion, and adequate cash flow for operations.
- Establish and implement a neighborhood planning program that emphasizes community growth compatible with the character of existing neighborhoods.
- Implementation of labor contracts negotiated during 1983 and successful negotiation of one labor contract and two wage reopeners in 1984.
- Complete automation of the budget process, with installation of a new system for use in the 1985 budget preparation cycle.
- Installation of new property appraisal system during 1984 to meet demands of 1985 appraisal cycle.
- Enhance neighborhood/public involvement in the planning process.
- Implementation of the Municipal Heritage Land Bank Program.
- Implementation of the Classification and Pay Study.
- Design and establish a flexible benefits program for employees.

Major Issues to be Addressed in 1984

- Increasing complexity in general government operations requires intensive support in terms of management information and systems development.
- The cost of labor and related benefits increases each year, creating a need for innovative approaches to benefits packages, to reduce the impact on government costs.
- Creation of the Heritage Land Bank and responsible management of the bank's assets.
- Increase efforts and response to improving quality of life through protection and enhancements of neighborhoods.
- Enhance employees productivity through establishment of performance/productivity measuring systems.

Resources

	1983	1984
Direct Costs	\$ 40,263,810	\$ 40,788,970
Program Revenues	\$ 2,091,560	\$ 1,577,240
Personnel	449 + 2PT + 2T	465 + 2PT + 1T

MUNICIPAL MANAGER

MUNICIPAL MANAGER

The Municipal Manager is responsible to the Mayor for the overall conduct of the administrative functions of the Municipality. The Municipal Manager directs the Municipal departments which have primary responsibility of providing support services to other Municipal departments. These services include fiscal management, personnel services, comprehensive planning, budgeting, information systems support and property and facility management.

Resources	1983	1984
Direct Costs	\$ 214,920	\$ 229,260
Program Revenues	\$ -0-	\$ -0-
Personnel	3	3

OFFICE OF PROGRAM PLANNING AND BUDGETING/ADMINISTRATIVE SUPPORT

The Office of Program Planning and Budgeting provides fiscal policy, program planning, budget systems and resource allocation/utilization support to all Municipal agencies.

Administrative Support coordinates the Assembly agenda and provides administrative/clerical support to the Mayor and designated executives.

Resources	1983	1984
Direct Costs	\$ 893,930	\$ 1,218,710
Program Revenues	\$ -0-	\$ -0-
Personnel	17 + 1T	24*

* Reflects transfer of Agenda and Support functions from Office of the Mayor.

FINANCE

To insure the fiscal integrity of the Municipality and to provide quality support services to the public and to Municipal agencies within the statutory provisions of the Anchorage Municipal Charter and the Anchorage Municipal Code.

Resources	1983	1984
Direct Costs	\$ 7,017,540	\$ 7,710,170
Program Revenues	\$ 6,600	\$ 48,460
Personnel	159 + 1PT + 1T	169 + 1PT + 1T

INFORMATION SYSTEMS

To provide automated information processing services and products to all Municipal organizations.

Resources	1983	1984
Direct Costs	\$ 11,152,220	\$ 10,902,960
Program Revenues	\$ 724,370	\$ 50,000
Personnel	129	116

COMMUNITY PLANNING

To provide planning services and technical planning support activities that enhance and reflect existing neighborhood values in a period of rapid growth, that ensure healthy areawide economic growth and that promote a quality and livable environment for all Anchorage residents.

Resources	1983	1984
Direct Costs	\$ 3,853,410	\$ 4,060,180
Program Revenues	\$ 169,840	\$ 319,000
Personnel	56 + 1PT	60 + 1PT

PROPERTY AND FACILITY MANAGEMENT

To maintain 273 general government facilities, administer the Municipality's insurance and risk management program and acquire and dispose of municipal lands and rights-of-way. To manage larger public facilities including the Sullivan Arena, the Civic and Convention Center and the Performing Arts Center.

Resources	1983	1984
Direct Costs	\$ 14,968,500	\$ 14,524,730
Program Revenues	\$ 1,172,250	\$ 1,140,280
Personnel	57	63

HUMAN RESOURCES

To operate the human resources management systems based on approved merit principles and professional methods to carry out the function of recruitment, selection, classification and pay, records and benefits, labor relations, affirmative action, and training and development.

Resources	1983	1984
Direct Costs	\$ 2,163,290	\$ 2,142,960
Program Revenues	\$ 18,500	\$ 19,500
Personnel	28	30

EXECUTIVE SUMMARY

Executive Area

PUBLIC SAFETY

Major Program Highlights

- The Police Department will maintain a three minute average response time to emergencies, while responding to an estimated 14% increase in requests for service, through implementation of Computer Aided Dispatch and the second phase of the Take Home Police Car Program expansion. There will be continued emphasis on crime prevention, to reduce the crime rate in Anchorage.
- The Fire Department will improve response times to fire emergencies in summer 1984 when a new station is established in South Anchorage. Emergency medical service will be improved by additional training and support service capabilities. The Fire Administration offices will relocate to the more centrally placed new South Anchorage Fire Station.
- The Health Department will place emphasis on health problem prevention through efforts to eradicate communicable disease and by continuing their work to reduce noise and air pollution.
- A new Animal Shelter will be operational by late 1984, improving the Animal Control Program capabilities.
- Transportation Inspection will enhance enforcement activity of all laws and regulations pertaining to the licensing of chauffeurs, taxicabs, limousines and dispatch companies.

Major Issues to be Addressed in 1984

- Increasing demand for services will require management innovation to ensure responsiveness without impacting overall effectiveness.
- Drunk driving related accidents are occurring at an alarming rate, necessitating in 1984 a major emphasis in drunk driver apprehension and arrest.
- Cutbacks in state and federal support to health related programs will require intensive review of all programs and benefits to assure that those funded with municipal resources address true public health concerns.
- Eliminate the disruption of and interference with Public Safety emergency radio networks.

Resources

	1983	1984
Direct Costs	\$ 60,045,560	\$ 65,718,330
Program Revenues	\$ 2,728,710	\$ 3,267,120
Personnel	764 + 6PT	788 + 7PT

PUBLIC SAFETY

PUBLIC SAFETY COMMISSIONER

The Public Safety Commissioner directs the Departments of Fire, Police, Health and Environmental Protection and the Transportation Inspection Agency in the delivery of public safety services to the residents of Anchorage. The Commissioner assures effective management of resources, establishes and implements policies and broad-ranged goals in the public safety area.

Resources	1983	1984
Direct Costs	\$ 341,660	\$ 347,640
Program Revenues	\$ -0-	\$ -0-
Personnel	3	3

HEALTH AND ENVIRONMENTAL PROTECTION

To prevent or reduce disease and injury among persons in Anchorage through education and sound public health programs.

Resources	1983	1984
Direct Costs	\$ 5,740,800	\$ 7,354,160
Program Revenues	\$ 545,860	\$ 794,400
Personnel	78 + 6PT	75 + 6PT

TRANSPORTATION INSPECTION

Under Title 11 of the Municipal Code, provide effective management and administrative enforcement of all laws and regulations pertaining to the licensing of chauffeurs, taxicabs, limousines, airport limousines and dispatch companies to ensure the safety and protection of the user public.

Resources	1983	1984
Direct Costs	\$ 147,010	\$ 163,360
Program Revenues	\$ 58,750	\$ 66,750
Personnel	3	3

FIRE

To manage, direct and provide the fire, rescue, emergency medical and management services portion of the Municipal Public Safety program.

Resources	1983	1984
Direct Costs	\$ 23,758,360	\$ 26,428,710
Program Revenues	\$ 720,310	\$ 1,051,900
Personnel	287	314 + 1PT

POLICE

To provide effective and efficient police service within the Anchorage Police Service Area; to protect life, property and preserve the public peace; to maintain and expand crime prevention programs within the community.

Resources	1983	1984
Direct Costs	\$ 30,057,730	\$ 31,424,460
Program Revenues	\$ 1,403,790	\$ 1,354,070
Personnel	393	393

EXECUTIVE SUMMARY

Executive Area

PUBLIC SERVICES

Major Program Highlights

- Branch library will open in Muldoon, with the phasing out of Grandview Gardens Branch Library.
- Expansion of recreation facilities, including Dempsey-Anderson Ice Arena, Spenard and Eagle River Recreation Centers, and new parks and trails.
- Sunday bus service will be provided for full year, with 8 hours of operation and fourteen routes.
- Improvements in traffic signalization and street lighting will be accomplished.
- Rabbit Creek satellite road maintenance facility will open in order to provide a quicker response and a more economical road maintenance program to South Anchorage.
- The new wing of the Historical and Fine Arts Museum will open in December, 1984.

Major Issues to be Addressed in 1984

- Establishment of the new Museum as a major cultural center in Alaska will require expansion of the collection by donations from the private sector and a public information program to encourage attendance.
- The Headquarters Library, scheduled for opening in 1985, will require major administrative and work program changes by the existing staff in order to adequately serve the patrons utilizing the new Headquarters Library.
- Development of parkland and opening of new recreation facilities create a need for expanded maintenance and facility management programs to allow for a safe and healthful experience by the general population utilizing the park facilities.
- Reduced State and Federal support for Social Services will impact all social service agencies' programs.
- A major goal of the administration is increased reliance on Transit as a mode of transportation to achieve improvement in the air quality.
- The current road system in Anchorage cannot handle the ever-increasing traffic during peak periods, requiring major emphasis on improved traffic signalization and the increased use of mass transit.
- Preservation of natural habitat, while allowing planned growth and development.

Resources

	1983	1984
Direct Costs	\$ 73,886,390	\$ 76,038,460
Program Revenues	\$ 9,490,220	\$ 10,123,590
Personnel	754 + 95PT + 170T	775 + 85PT + 173T

PUBLIC SERVICES

EXECUTIVE MANAGER FOR PUBLIC SERVICES

The Executive Manager for Public Services directs the Departments of Museum, Library, Parks and Recreation, Social Services, Public Transit and Public Works in the delivery of services to the residents of Anchorage. The Executive Manager establishes and implements policies and broad-ranged goals in the public services area, and assures that department resources are utilized effectively and efficiently.

Resources	1983	1984
Direct Costs	\$ 226,190	\$ 227,460
Program Revenues	\$ -0-	\$ -0-
Personnel	3	3

MUSEUM

To collect, preserve, exhibit and interpret materials illustrating the art, history and native cultures of Alaska; to supplement this with a wide variety of exhibitions and programs; to serve as a major cultural center for Alaska.

Resources	1983	1984
Direct Costs	\$ 889,060	\$ 897,660
Program Revenues	\$ 2,300	\$ 3,300
Personnel	14 + 1PT + 2T	19 + 2PT + 2T

LIBRARY

To make readily available to a growing population of municipal residents print and non-print materials, and to serve as the primary information resource of the Municipality.

Resources	1983	1984
Direct Costs	\$ 6,145,810	\$ 6,499,560
Program Revenues	\$ 14,240	\$ 15,670
Personnel	69 + 11PT	76 + 11PT

PARKS AND RECREATION

To contribute to the quality of life in Anchorage through leisure services and opportunities that meet the needs of people of all ages and types by providing recreation programs, development and maintenance of parks and recreation.

Resources	1983	1984
Direct Costs	\$ 10,247,150	\$ 11,149,000
Program Revenues	\$ 596,750	\$ 797,650
Personnel	109 + 46PT + 136T	132 + 33PT + 145T

SOCIAL SERVICES

To provide human services in such areas as day care, employment assistance and training, and housing assistance, and programs for senior citizens and the disabled which meet the changing needs of the Anchorage community.

Resources	1983	1984
Direct Costs	\$ 2,052,620	\$ 2,370,580
Program Revenues	\$ -0-	\$ 26,000
Personnel	27	29

TRANSIT

To enhance public mobility, reduce congestion and pollution through the provisions of conventional transit service, ridesharing, paratransit and other alternatives to the single-occupant automobile.

Resources	1983	1984
Direct Costs	\$ 11,082,850	\$ 11,617,050
Program Revenues	\$ 2,488,620	\$ 3,001,720
Personnel	159 + 24PT	152 + 27PT

PUBLIC WORKS

To design, construct, operate and maintain an effective street and drainage system that will assure safe, efficient movement of vehicles, pedestrian and commodities throughout the municipality; control storm drainage to maximize land use and receiving water quality; provide for the public safety and well being by administration and management of building codes, zoning and private development ordinances; assure effective utilization of public rights-of-ways by administering and coordinating use by various public agencies and utilities; and provide and maintain vehicles and equipment for the general government agencies.

Resources	1983	1984
Direct Costs	\$ 43,242,710	\$ 43,277,150
Program Revenues	\$ 6,388,310	\$ 6,279,250
Personnel	373 + 13PT + 32T	364 + 12PT + 26T

EXECUTIVE SUMMARY

Executive Area

MUNICIPAL ATTORNEY

Major Program Highlights

- Continue to monitor the newly and rapidly developing area of municipal anti-trust liability and prepare additional anti-trust compliance plans for client departments.
- Administer and expand the Pre-trial Diversion System and the new Community Service Sentencing Referral Office.
- New enforcement techniques for drunk driving control will be coordinated and implemented with the Anchorage Police Department.
- Effectiveness of domestic violence prosecutions will be enhanced with the addition of greater emphasis on victim counseling and case preparation.
- Strengthen the construction litigation team to address the increasing number of construction claims arising out of Project 80's activities.

Major Issues to be Addressed in 1984

- Potential liability for governmental operations has grown dramatically over the past several years due to changes in the law. This trend promises to continue, particularly in the areas of civil rights, employment discrimination and anti-trust litigation. Preparation for these increased risks and operational costs requires effective communication between managers and legal counsel as well as increased specialization by the attorney staff.
- Municipal law enforcement and prosecution efforts driven by population gains will strain other segments of the criminal justice system—notably the Court System and Division of Corrections.

Resources

	1983	1984
Direct Costs	\$ 2,128,400	\$ 2,254,650
Program Revenues	\$ 2,300	\$ 300
Personnel	35 + 4T	34 + 4T

EXECUTIVE SUMMARY

Executive Area

PUBLIC UTILITIES

PUBLIC UTILITIES BUSINESS PLANNING

Planning for the Future

The utilities in 1983 made a transition from a budget process that emphasized only the numbers, to a process that emphasizes the planning aspects of utility operations. This process also expanded the one-year budget to a six-year plan with a longer horizon. Looking into the future, the utilities will face a number of business issues.

Utilities take seriously their charter of providing the best service possible at reasonable rates. During the recent years of expansion, utility facilities and resources have been extended to their maximum. The future holds additional growth for the Municipality of Anchorage and the surrounding areas, and will provide a continuing challenge.

We, in attempting to provide high quality service, recognize that the quality is often judged by a customer's perception of how they are treated. Future programs will emphasize customer relations even more than now, and stress a positive attitude when dealing with customers.

Another aspect of quality of service is the reliability and quality of equipment and facilities. Emphasis in future years is being placed on new enhancements. The enhancements will be those that provide better service while maintaining rates at reasonable levels. The utilities will provide new technological services, but only if these services improve quality while not adversely impacting rates.

Business planning by the utilities also considers public safety and quality of life. Future plans include additional undergrounding of wires and cables, as well as lighting areas that now lack street lighting.

The future, as visualized, will show a continued growth pattern as new subdivisions and commercial buildings are completed. This growth will financially impact all utilities, as new, more expensive facilities are built and placed into service. Rates will increase for all utility services, but these increases will only be those necessary to provide for the quality of service demanded by Anchorage citizens.

The future will provide challenges, but the utilities are anticipating them, and through the planning process identifying program solutions.

Major Programs

Following is a summary of the programs shown in the utilities' business plans. The programs shown here are only a small number of those shown in utility documents.

Customer Service:

- Provide new and better services to customers.
- Expand community awareness programs.
- Provide new disposal sites.
- Consolidate service areas where services are the same.

Quality of Life:

- Plan resource recovery facilities to maximize on energy recovery from Solid Waste.
- Provide incentive program to reduce neighborhood litter.
- Continue public planning process for disposal sites.
- Convert overhead lines to underground.
- Improve water quality and availability.
- Expand capacity of treatment facilities.
- Establish recycle center.

Public Safety:

- Establish programs to ensure the safety of the public and employees.
- Convert overhead lines to underground.
- Expand community awareness programs.
- Maintain safe facilities.

Quality of Service:

- Upgrade equipment with new cost effective equipment.
- Improve relationships with other area utilities.
- Emphasize data processing enhanced operations.
- Provide adequate facilities and work space.
- Expand Port facilities.
- Maintain Port dredging operation.
- Expand airport facilities.
- Respond to service demands generated by population growth.

CAPITAL IMPROVEMENT PROJECTIONS (millions)

Utility	YEAR					
	1984	1985	1986	1987	1988	1989
Telephone	\$ 32.2	\$ 20.9	\$ 30.6	\$ 17.0	\$ 27.3	\$ 22.9
Electric	37.3	25.2	20.8	24.0	40.8	28.9
Water	85.7	76.8	71.9	13.7	16.6	14.8
Wastewater	43.0	38.2	20.1	10.6	11.0	8.1
Refuse Collection	.5	.6	.5	.7	.6	.5
Solid Waste	11.3	4.8	3.4	75.5	1.1	.5
Port	12.0	9.2	4.5	7.1	3.8	3.0
Airport	8.3	1.3	3.6	3.2	4.7	3.8
TOTAL	\$ 230.3	\$ 177.0	\$ 155.4	\$ 151.8	\$ 105.9	\$ 82.5

OPERATING EXPENSE PROJECTIONS (millions)

Utility	YEAR					
	1984	1985	1986	1987	1988	1989
Telephone	\$ 96.1	\$ 106.6	\$ 117.9	\$ 131.2	\$ 144.4	\$ 159.0
Electric	41.1	47.8	58.0	66.1	73.2	81.4
Water	14.2	14.5	16.3	18.4	21.5	24.7
Wastewater	19.4	20.6	23.1	26.1	30.4	34.8
Refuse Collection	4.6	4.9	5.3	5.6	6.1	6.5
Solid Waste	4.9	6.3	6.8	7.3	7.7	10.8
Port	4.7	4.9	5.1	5.4	5.7	5.9
Airport	.6	.7	.8	.9	1.0	1.0
TOTAL	\$ 185.6	\$ 206.3	\$ 233.3	\$ 261.0	\$ 290.0	\$ 324.1

Regulatory Method**NET INCOME PROJECTIONS (thousands)**

Utility	YEAR					
	1984	1985	1986	1987	1988	1989
Telephone	\$ 9,740	\$ 11,607	\$ 13,030	\$ 14,488	\$ 15,956	\$ 17,573
Electric	3,249	659	1,042	1,374	1,895	2,206
Water	571	1,782	4,334	5,119	6,978	7,277
Wastewater	1,811	4,288	7,040	6,992	10,178	10,574
Refuse Collection	83	412	82	512	101	141
Solid Waste	11	84	178	98	83	1,470
Port	1,371	1,246	1,458	1,325	1,115	878
Airport	117	144	161	182	204	228
TOTAL	\$ 16,953	\$ 20,222	\$ 27,325	\$ 30,090	\$ 36,510	\$ 40,347

Regulatory Method**PERSONNEL PROJECTIONS**

Utility	YEAR					
	1984	1985	1986	1987	1988	1989
Telephone	805	810	820	826	836	844
Electric	169	192	196	202	204	205
Water/Wastewater	284	300	323	346	391	427
Solid Waste	69	73	73	74	76	76
Port	16	17	17	18	18	18
Airport	6	7	7	8	9	9
TOTAL	1,349	1,399	1,436	1,474	1,534	1,579

1984-1989 PRELIMINARY CAPITAL IMPROVEMENT PROGRAM

1984 PRELIMINARY CAPITAL IMPROVEMENT BUDGET GENERAL GOVERNMENT

The 1984-1989 Preliminary Capital Improvement Program (CIP) is a six-year, phased plan for the purchase and/or construction of high-cost, long-lasting assets such as roads, buildings and land. Special attention is given to the 1984 portion of this plan - the 1984 Preliminary Capital Improvement Budget (CIB). The 1984 CIB is targeted to respond to the highest priority community and neighborhood needs throughout the Municipality.

The Capital Improvement Program is organized into four program areas and specific information for each area is presented on the following pages.

Public Safety: Comprised of Police, Fire and Animal Control Projects.

Community Projects: A wide range of projects with community-wide benefit.

Parks and Recreation: Contains parks and trails acquisition and development projects.

Transportation: Projects which contribute to a comprehensive transportation system.

Close attention is given in the CIP to the total program we can afford to fund from available sources. In 1984 we will be actively pursuing alternative funding strategies to supplement the traditional state, federal and local sources. By this means we hope to finance numerous projects which might otherwise be deferred. The following table presents the proposed financing for the 1984 CIB.

1984 CIB FUNDING SOURCES		
Source	Amount	Percent
	(In millions)	
State Grants	\$ 59.8	54%
Federal Grants	11.3	10%
General Obligation Bonds	11.3	10%
Revenue Bonds	10.0	9%
Local/Alternative Strategies	19.0	17%
TOTAL 1984 CIB	\$ 111.4	100%

Another factor in determining the affordability of a capital program is the operation and maintenance (O & M) cost impacts of the completed projects. The estimated operation and maintenance costs for the first full year of operation for all of the 1984 CIB projects is approximately \$2.5 million. This relatively low O & M impact is reflective of the emphasis of the 1984 CIB - the improvement, upgrade and replacement of basic community facilities and assets.

The Preliminary Capital Improvement Program is a dynamic document which goes through an extensive review and refinement process prior to its final adoption by the Assembly in December. Key to this process are the six neighborhood CIP meetings held at a variety of locations in the Anchorage, Eagle River and Girdwood areas throughout October. These public meetings provide opportunities for citizens in our community to gain understanding of current programs and offer comments and views on proposed projects.

PUBLIC SAFETY

Program Summary

In response to ever increasing demands for Public Safety services, the 1984-89 CIP has programmed equipment and facilities to provide effective and efficient police protection, fire suppression and emergency medical capability and animal control programs.

POLICE

- \$3,500,000 is programmed in 1984 to supplement current funding for completion of the basic Police Headquarters facility including storage areas, a temporary detention unit, training space, and completion of paving and landscaping requirements.
- \$100,000 is programmed in 1984 for a needs assessment study for 200 Mobile Digital Terminals to be purchased for \$1,000,000 in 1985, which will allow direct inquiry into Criminal Justice Computer Systems.

FIRE

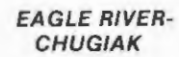
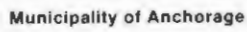
- \$464,000 is programmed in the 1984 CIP for replacement of aged fire apparatus, emergency dive rescue program and emergency communication equipment in the Anchorage and Chugiak Fire Service Areas; \$60,000 for replacement of medic units (ambulances).

ANIMAL CONTROL

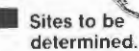
- \$3,200,000 is programmed in 1984 for the construction of an Animal Control Shelter. This facility will accommodate 600 animals and will provide a more humane environment and effective animal control programs for the Municipality of Anchorage.

Total Program Costs

Project Category	1984-1989 CIP Request	1984 CIB Request	Estimated 1984 CIB O & M Costs
Anchorage Police	\$ 9,600,000	\$ 3,600,000	\$ -0-
Anchorage Fire	1,307,000	359,000	-0-
Chugiak Fire	805,000	105,000	-0-
Emergency Medical Services	904,000	60,000	-0-
Animal Control Shelter	3,200,000	3,200,000	-0-



- ▲ Park Acquisition
- Park Development
- Trail Development



PARKS AND RECREATION

Program Summary

The Parks and Recreation Program provides a wide range of recreational opportunities to all segments of the community. The program has been designed to maintain a balance between parkland acquisition and development and trail development. Emphasis is on acquisition of greenbelts along all streams and retaining publicly owned open space for park use. Marginal lands and geological hazard areas may also be used for park purposes.

- Land Acquisition of \$4,960,000 in 1984 will secure or expand ten park sites, a proposed bike trail connection and three additions to existing greenbelts along Chester, Rabbit and Fish Creeks.
- \$3,674,000 is programmed in 1984 for development of four neighborhood parks, the upgrading of 8 existing parks and several parking lots and playfield areas. A new maintenance shop has been included to allow for expanded park maintenance programs in South and West Anchorage.
- The 1984 CIP has programmed \$2,315,000 for 7.9 miles of bike, ski and equestrian trails development, plus 2 miles of ski trails lighting.
- The Coastal Trail is planned to extend from the Ship Creek overlook to Potter Marsh, eventually transversing 30 miles of Anchorage coast line. \$2,960,000 in 1984 will be for construction of the trail from Earthquake Park to the East/West runway at Anchorage International Airport.
- \$1,500,000 in Eagle River/Chugiak and \$920,000 in Girdwood Park and Recreation Programs are proposed for land acquisition, community and neighborhood park development, ball fields and ski trails.

There will be a major effort in Parks and Recreation to develop alternative funding strategies for the 1984-89 CIP through the establishment of a Revenue Resource Management Plan. The department will explore various funding options, including creative financing strategies, public-private partnerships, foundation funding, and the Heritage Land Bank. Input from other local governments will also be sought on successful methods of financing park and recreational capital projects.

Total Program Costs

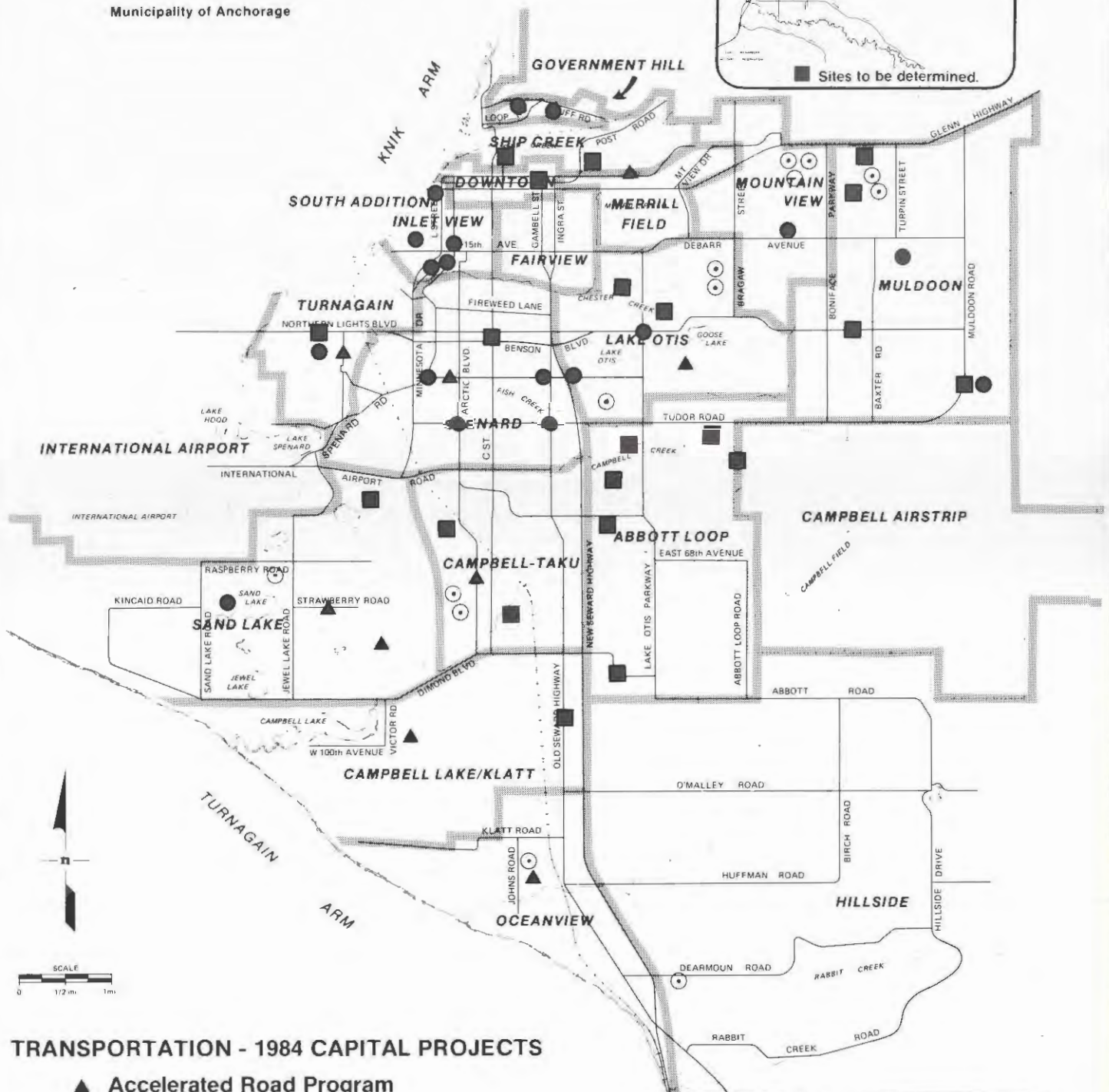
Project Category	1984-1989 CIP Request	1984 CIB Request	Estimated 1984 CIB O & M Costs
Park Acquisition	\$29,910,000	\$4,960,000	\$ -0-
Park Development	18,009,000	3,674,000	163,100
Trails Plan Development	11,565,000	2,315,000	19,400
Coastal Trail	13,990,000	2,960,000	29,000
Chugiak/Eagle River Recreation	9,500,000	1,500,000	4,000
Girdwood Recreation	1,445,000	920,000	-0-



Municipality of Anchorage

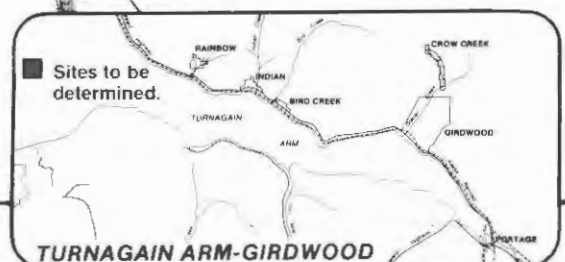


■ Sites to be determined.



TRANSPORTATION - 1984 CAPITAL PROJECTS

- ▲ Accelerated Road Program
- Roads and Drainage
- Traffic Improvements
- ⊙ Pedestrian Safety



■ Sites to be determined.

TURNAGAIN ARM-GIRDWOOD

TRANSPORTATION

Program Summary

The Transportation Program's continuing goal is to provide a comprehensive, modern and efficient transportation system. An improved transportation network is planned to move people and goods from one point to another while optimizing time, costs, and safety and ensuring that the natural environment is enhanced and protected. The 1984-89 CIP has programmed capital projects consistent with these objectives.

The Accelerated Road Program, which was developed last year by the Municipality of Anchorage and the State of Alaska, is a coordinated program which includes major improvements to both state and municipal roads. A first phase of the overall program was funded in 1983. The 1984-89 CIP contains funding requests for the next phases of the **Municipal** portion of the program. Funding for major **State** road projects (Dimond Blvd., A-C Couplet, Boniface, etc.) which are part of the Accelerated Road Program will be requested in the State's Department of Transportation and Public Facilities Capital Budget. Key municipal projects within the Accelerated Road Program that are included in the 1984 CIB total of \$17,166,000 are:

- Third Avenue - Elmendorf Access to Post Road
- Victor Road and 100th Avenue
- 36th Avenue - Arctic to Spenard
- Arctic Boulevard - Raspberry to Dimond
- Wisconsin - Northern Lights to 43rd Court
- University Drive - Providence to Northern Lights
- Northwood Drive - 82nd to Strawberry
- Huffman Road - Timberlane to Old Seward
- Strawberry Road - Jewel Lake to Northwood

In addition to Accelerated Road Program projects, \$21,060,000 is programmed in 1984 for construction and improvement of collectors, arterials and residential streets and for beautification projects along major arterials. Specific projects within this category include:

- Bragaw - Tudor to 48th
- West Northern Lights - Forest Park to Earthquake Park
- Eagle River/Chugiak/Birchwood Road Improvements
- Turnagain Arm/Girdwood Road Improvements
- South Anchorage Collector Roads
- 6th Avenue - Boniface to Norman
- Special Assessment District Streets
- Subdivision Reconstruction

Drainage Improvement Projects totalling \$5,907,000 in 1984 include design and construction of major trunk drainage lines and residential lateral storm drainage lines. Emphasis will be placed on applying the latest techniques in surface water quality management and resolving drainage related deficiencies.

TRANSPORTATION (Continued)

Additional 1984 projects are planned to support the projected expansion of road services in the 1980's:

- Heavy Equipment Purchase \$1,300,000
- Downtown Roads and Drainage Rehabilitation 858,000
- Street Facilities (Sign Shop, Snow Disposal Site, Sand Storage Building) 3,200,000
- Special Project (Vehicle Fueling Depot) 75,000
- Pedestrian Crossings 450,000
- Areawide Communications 598,000

Traffic Improvements totalling \$5,630,000 in 1984 will provide for the upgrading of six (6) obsolete traffic signals; construction of two (2) new signals; traffic channelization and circulation improvements of existing roadways and intersections; and signal system improvements. An additional \$1,993,000 in Street Lighting will install or upgrade neighborhood and roadway lighting.

Transit 1984 CIB includes projects consistent with the Anchorage Metropolitan Area Transportation Study (AMATS) for the expansion of Public Transit within the Municipality of Anchorage. The following are major projects planned for 1984:

- Phase II construction of the Transit Maintenance Facility expansion will provide administrative, operations, maintenance, and transit fleet warm storage for \$6,023,000.
- Purchase of ten (10) 45-passenger transit coaches for \$1,796,000.
- \$2,470,000 is programmed for a "Park and Ride" lot in South Anchorage. This program allows interface between automobile travel in suburban areas and the People Mover System.

\$10,000,000 is programmed to construct parking garages in the Central Business District of Anchorage to service expanding downtown parking requirements.

Total Program Costs

Project Category	1984-1989 CIP Request	1984 CIB Request	Estimated 1984 CIB O & M Costs
Accelerated Road Program	\$ 78,295,000	\$17,166,000	\$ 55,900
Road Improvements	157,876,000	21,060,000	243,000
Drainage Improvements	23,732,000	5,907,000	90,600
Roads and Drainage Rehabilitation	9,853,000	858,000	-0-
Street Facilities	18,158,000	3,200,000	85,000
Heavy Equipment Purchase	5,671,000	1,300,000	130,000
Special Projects	4,075,000	75,000	600
Pedestrian Crossings	6,260,000	450,000	1,500
Traffic Improvements	24,340,000	5,630,000	(116,000)
Street Lighting	16,543,000	1,993,000	2,000
Areawide Communications	3,848,000	598,000	(2,000)
Transit	56,754,000	12,886,000	1,454,000
Parking Garages	10,000,000	10,000,000	250,000

COMMUNITY PROJECTS

Program Summary

The following projects have community-wide or general benefit.

- **LIBRARY BOOKS.** \$1,000,000 is requested in 1984 for the acquisition of library books, media materials, information services and periodical publications. This will allow the Headquarters Library to serve as an information center for the residents of Anchorage, municipal and other government agencies.
- **UNINTERRUPTIBLE POWER SUPPLY (UPS).** \$785,000 is programmed for UPS equipment to be installed into the Municipal Hill Building to provide emergency power during electrical outages.
- **URBAN IMPROVEMENTS.** \$2,017,000 is programmed in 1984 for Urban Improvements including sidewalks, public spaces in the Central Business District, replacement lighting, public signs and traffic control devices.
- **WETLANDS ACQUISITION.** A \$2,800,000 project in 1984 will facilitate the preservation of important wetlands through either exchange or fee-simple acquisition as outlined in the Wetlands Management Plan.

Total Program Costs

Project Category	1984-1989 CIP Request	1984 CIB Request	Estimated 1984 CIB O & M Costs
Library Books	\$ 3,000,000	\$ 1,000,000	\$ -0-
Uninterruptible Power Supply	785,000	785,000	19,500
Urban Improvements	13,525,000	2,017,000	11,000
Wetlands Acquisition	7,400,000	2,800,000	-0-

NOTES

CAPITAL IMPROVEMENT PROGRAM AND OPERATING BUDGETS

NEIGHBORHOOD MEETINGS

Neighborhood meetings will be held during the month of October for the purpose of providing information to the public and receiving input from the public on the Capital Improvement Program and Operating Budgets.

All residents of the Municipality are encouraged to attend and participate.

EAGLE RIVER — Chugiak High School	Thursday, October 6 6:30 p.m.
EAST ANCHORAGE — East High School	Wednesday, October 12 6:30 p.m.
SOUTH ANCHORAGE — Dimond High School	Thursday, October 13 6:30 p.m.
WEST ANCHORAGE — West High School	Wednesday, October 19 6:30 p.m.
GIRDWOOD — Girdwood Elementary School	Thursday, October 20 6:30 p.m.
RABBIT CREEK/HILLSIDE — Service High School	Wednesday, October 26 6:30 p.m.

PUBLIC HEARINGS

The Municipal Assembly will hold public hearings on the Proposed 1984 Municipal Budget at two sessions held in November. All residents are encouraged to attend and participate. The public hearing schedule is as follows:

November 15, 1983 (Tuesday)	7:30 p.m. - Assembly Chambers 3500 Tudor Road
November 22, 1983 (Tuesday)	7:30 p.m. - Assembly Chambers 3500 Tudor Road

In addition to public hearings, the Assembly will conduct budget review sessions, the dates for which can be obtained from the Municipal Clerk's Office.