



George P. Wuerch  
Mayor

# Municipality of Anchorage



## Approved General Government Operating Budget

**2002**

***ANCHORAGE: INVESTING FOR RESULTS!***

CLERK'S OFFICE  
**AMENDED AND APPROVED**  
Date: 11-21-01

Submitted by: Chairman of the Assembly at  
the Request of the Mayor  
Prepared by: Office of Management  
and Budget  
For Reading:

ANCHORAGE, ALASKA  
AO NO. 2001-162 as amended and with veto overrides

AN ORDINANCE OF THE MUNICIPALITY OF ANCHORAGE ADOPTING AND  
APPROPRIATING FUNDS FOR THE 2002 GENERAL GOVERNMENT OPERATING  
BUDGET FOR THE MUNICIPALITY OF ANCHORAGE

WHEREAS, the Mayor has presented the 2002 General Government  
Operating Budget for the Municipality of Anchorage to the Assembly in accordance  
with Article XIII of the Municipal Charter; and

WHEREAS, the Assembly reviewed the budget as presented; and

WHEREAS, on October 30, 2001 and on November 13, 2001 duly  
advertised public hearings were held in accordance with Article XIII, Section 13.04 of  
the Municipal Charter; and

WHEREAS, the 2002 funds are now ready for appropriation by ordinance.

NOW, THEREFORE, the Assembly hereby ordains:

Section 1. That the 2002 General Government Operating Budget as  
amended is hereby adopted for the Municipality of Anchorage.

Section 2. That the amounts set forth in the column "**Assembly  
Approved Total**" for the following operating departments and/or agencies are hereby  
appropriated for the 2002 fiscal year:

GENERAL GOVERNMENT

Dept No.	Department/Agency	Total	Assembly Approved Total 1)	Approved Budget After Veto 1), 2)	Final Approved Budget 2)
1000	Assembly	\$ 2,078,980	<del>\$ 2,118,710</del>	\$ 2,033,980	\$ 2,033,980
1050	Equal Rights Commission	453,880	<del>478,880</del>	453,880	453,880
1060	Internal Audit	331,000	331,000	331,000	331,000
1100	Office of the Mayor	10,924,820	<del>10,865,590</del>	10,823,090	10,823,090
1150	Municipal Attorney	4,061,460	3,886,460	3,886,460	3,886,460
1208	Real Estate	5,085,760	5,085,760	5,085,760	5,085,760
1300	Finance	7,559,330	7,123,610	7,123,610	7,123,610

Ordinance - 2002 General Government Operating Budget

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Dept No.	Department/Agency	Total	Assembly Approved Total <sup>1)</sup>	Approved Budget After Vetoes <sup>1), 2)</sup>	Final Approved Budget <sup>2)</sup>
1400	Information Technology	1,482,410	1,482,410	1,482,410	1,482,410
1500	Planning	2,432,350	2,432,350	2,432,350	2,432,350
1600	Facility Management	6,892,550	<del>7,038,750</del>	6,974,750	6,974,750
1800	Employee Relations	3,261,790	3,261,790	3,261,790	3,261,790
1900	Purchasing	1,149,580	1,149,580	1,149,580	1,149,580
2000	Health and Human Services	11,128,200	<del>11,751,070</del>	11,558,310	11,558,310
3000	Fire	40,023,090	<del>40,987,860</del>	40,801,770	40,801,770
4000	Police	44,698,450	<del>45,987,050</del>	45,843,480	45,843,480
5100	Cultural and Recreational Services	20,553,280	<del>20,967,160</del>	<del>20,897,730</del>	20,967,160
6000	Public Transportation	11,044,140	<del>11,418,330</del>	<del>11,044,140</del>	11,418,330
7100	Office of Planning, Developmt, P Wks	662,000	662,000	662,000	662,000
7300	Project Management & Engineering	5,067,000	<del>5,392,000</del>	5,067,000	5,067,000
7400	Street Maintenance	50,680,120	50,710,120	50,710,120	50,710,120
7500	Development Services	7,391,450	7,726,540	7,726,540	7,726,540
7700	Traffic	4,513,840	4,513,840	4,513,840	4,513,840

Subtotal General Govt Agencies	\$ 241,475,480	\$ 245,371,760	\$ 243,863,590	\$ 244,307,210
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**INTERNAL SERVICE**

1300	Finance--Self Insurance	\$ 6,013,030	\$ 6,013,030	\$ 6,013,030	\$ 6,013,030
1400	Information Technology	11,406,270	11,406,270	11,406,270	\$ 11,406,270
1600	Facility Management--Fleet Svcs	8,754,650	8,754,650	8,754,650	\$ 8,754,650

Subtotal Internal Service Agencies	\$ 26,173,950	\$ 26,173,950	\$ 26,173,950	\$ 26,173,950
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GRAND TOTAL	\$ 267,649,430	\$ 271,545,710	\$ 270,037,540	\$ 270,481,160
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**Section 3.** That the amounts set forth in the column "Assembly Approved Total" for the following operating funds are hereby appropriated for the 2002 fiscal year:

Fund No.	Fund Description	Total	Assembly Approved Total <sup>3)</sup>	Approved Budget After Vetoes <sup>3)</sup>	Final Approved Budget <sup>3)</sup>
<b>GENERAL FUNDS</b>					
101	Areawide General	\$ 81,186,330	<del>83,136,850</del>	<del>82,276,740</del>	\$ 82,722,150
102	City Service Area (SA)	125,410	125,920	125,920	\$ 125,920
104	Chugiak Fire SA	649,680	630,250	630,220	\$ 630,340
105	Glen Alps SA	149,350	150,160	150,160	\$ 150,160

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	Fund No.	Fund Description	Total	Assembly Approved Total <sup>3)</sup>	Approved Budget After Vetoes <sup>3)</sup>	Final Approved Budget <sup>3)</sup>
78						
79						
80	106	Girdwood Valley SA	849,150	<del>880,200</del>	<del>879,580</del>	\$ 863,020
81	108	SA 35 - Roads/Drainage Debt	8,500	9,270	9,260	\$ 9,270
82	111	Birchtree/Elmore Ltd Road SA (LRSA)	149,450	149,640	149,640	\$ 149,640
83	112	Sec. 6/Campbell Airstrip LRSA	51,660	52,050	52,050	\$ 52,050
84	113	Valli-Vue Estates LRSA	86,030	86,220	86,220	\$ 86,220
85	114	Skyranch Estates LRSA	24,440	24,640	24,640	\$ 24,640
86	115	Upper Grover LRSA	8,870	9,060	9,060	\$ 9,060
87	116	Raven Woods/Bubbling Brook LRSA	12,120	12,320	12,320	\$ 12,320
88	117	Mt. Park Estates LRSA	24,480	24,680	24,680	\$ 24,680
89	118	Mt. Park/Robin Hill LRSA	70,890	71,080	71,080	\$ 71,080
90	119	Chugiak/Birchwood/Eagle R R R SA	3,635,480	<del>3,632,470</del>	3,632,020	\$ 3,632,150
91	121	Eaglewood Contributing LRSA	33,450	33,450	33,450	\$ 33,450
92	122	Gateway Contributing LRSA	490	490	490	\$ 490
93	123	Lakehill LRSA	25,740	25,930	25,930	\$ 25,930
94	124	Totem LRSA	16,600	16,800	16,800	\$ 16,800
95	129	Eagle River Street Light SA	186,920	192,810	192,800	\$ 192,830
96	131	Anchorage Fire SA	32,769,070	<del>32,784,400</del>	<del>32,706,970</del>	\$ 32,736,830
97	141	Anchorage Roads and Drainage SA	51,382,480	<del>51,180,340</del>	<del>51,117,730</del>	\$ 51,135,990
98	142	Talus West LRSA	47,890	48,090	48,090	\$ 48,090
99	143	Upper O'Malley LRSA	340,290	340,490	340,490	\$ 340,490
100	144	Bear Valley LRSA	24,120	24,320	24,320	\$ 24,320
101	145	Rabbit Creek View/Heights LRSA	31,480	31,670	31,670	\$ 31,670
102	146	Villages Scenic Parkway LRSA	8,330	8,530	8,530	\$ 8,530
103	147	Sequoia Estates LRSA	18,960	19,150	19,150	\$ 19,150
104	148	Rockhill LRSA	62,810	26,690	26,690	\$ 26,690
105	149	South Goldenview Area LRSA	100,910	101,300	101,300	\$ 101,300
106	151	Anchorage Metropolitan Police SA	52,704,070	<del>53,364,900</del>	<del>53,155,380</del>	\$ 53,187,360
107	161	Anchorage Parks & Recreation SA	15,102,720	<del>14,780,650</del>	<del>14,713,590</del>	\$ 14,640,390
108	162	Eagle River/Chugiak Parks/Rec SA	1,643,650	<del>1,653,850</del>	<del>1,653,070</del>	\$ 1,654,300
109	181	Anchorage Building Safety SA	5,389,300	<del>5,604,570</del>	5,603,210	\$ 5,603,680
110						
111		Subtotal General Funds	\$ 246,921,120	\$ 249,243,420	\$ 247,953,250	\$ 248,390,990
112						
113		<b><u>SPECIAL REVENUE FUNDS</u></b>				
114						
115	221	Heritage Land Bank	\$ 712,830	\$ 724,570	\$ 724,340	\$ 713,620
116						
117		Subtotal Special Revenue Funds	\$ 712,830	<del>\$ 724,570</del>	\$ 724,340	\$ 713,620

Fund No.	Fund Description	Total	Assembly Approved Total <sup>3)</sup>	Approved Budget After Vetoes <sup>3)</sup>	Final Approved Budget <sup>3)</sup>
118					
119					
120	<b><u>DEBT SERVICE FUNDS</u></b>				
121					
122	313 Police/Fire Retiree Medical Liability	\$ 1,190,030	\$ 1,190,030	\$ 1,190,030	\$ 1,190,030
123					
124	Subtotal Debt Service Fund	\$ 1,190,030	\$ 1,190,030	\$ 1,190,030	\$ 1,190,030
125					
126					
127	<b><u>INTERNAL SERVICE FUNDS</u></b>				
128					
129	601 Equipment Maintenance	\$ 2,145,900	<del>\$ 2,159,060</del>	\$ 2,262,120	\$ 2,262,120
130	602 Self-Insurance	209,210	136,870	136,870	\$ 136,870
131	607 Management Information Systems	0	2,670	2,670	\$ 2,850
132					
133	Subtotal Internal Service Funds	\$ 2,355,110	\$ 2,298,600	\$ 2,401,660	\$ 2,401,840
134					
135					
136	<b>TOTAL ALL FUNDS</b>	<b>\$ 251,179,090</b>	<b>\$ 253,456,620</b>	<b>\$ 252,269,280</b>	<b>\$ 252,696,480</b>

**Section 4.** The amount of three million four hundred sixty thousand seven hundred dollars (\$3,460,700) is appropriated to Fund 719 as a pass-through from 2002 annuity income (Account 9769) as earned for the purpose of paying debt expenses per AO 85-176 on the Retirement Certificates of Participation.

**Section 5.** An amount not to exceed nine million four hundred thousand dollars (\$9,400,000) of anticipated earnings on MOA Trust Fund (730) assets is appropriated as earned in 2002 as a contribution to the General Government Operating Budget, Areawide General Fund (101) as a revenue appropriated in this 2002 General Government Operating Budget in support of operations.

eighty (\$380,000)

**Section 6.** An amount of three hundred ~~Λ~~ fifty thousand dollars ~~Λ~~ (\$350,000) of revenues placed into the Egan Center Reserve Account, Areawide Capital Improvement Fund (401), Cultural and Recreational Services Department is appropriated effective January 1, 2002 as a 2002 contribution to the Areawide General Fund (101), Office of the Mayor, as budgeted in this 2002 General Government Operating Budget to fund 2002 operations of the Egan Center.

158 PASSED AND APPROVED by the Anchorage Assembly this 21<sup>st</sup> day of November  
159 2001

162  
163  
164 ATTEST:   
165 Chairperson

166  
167   
168 Municipal Clerk

*Clerk's Note: Attached is an itemized detail  
of all amendments approved to the  
Proposed Budget for informational purposes  
but not incorporated into this AO.*

174  
175 **ENDNOTES:**

176 1) Strikethrough amounts in the Assembly Approved Total column for a Department/  
177 Agency indicate that a veto item changed the amount. The revised amount is shown in  
178 the Approved Budget After Veto column. If there has been no veto, the Assembly  
179 Approved Total and the Approved Budget After Veto amounts are identical.

180  
181 2) Strikethrough amounts in the Approved Budget After Vetoes column for a Depart-  
182 ment/Agency indicate that a veto item was overridden by the Assembly. The revised  
183 amount is shown in the Final Approved Budget column. If no override of a vetoed  
184 item occurred, the Approved Budget After Vetoes and Final Approved Budget columns  
185 are identical.

186  
187 3) Strikethrough amounts in the Assembly Approved Total or Approved Budget After  
188 Vetoes columns for a Fund indicate that a veto item has resulted in a change to the  
189 function cost of the fund, and the revised final amount is shown in the Final Approved  
190 Budget column. A veto or veto override action may impact the function cost of a fund  
191 when there was no direct cost change because of the intragovernmental charges  
192 between funds. Small changes between the Assembly Approved, the Approved Budget  
193 After Vetoes and the Final Approved Budget columns also occur due to rounding  
194 differences as the budget system runs through its iterative processes.

**APPROVED AMENDMENTS TO THE 2002 GENERAL GOVERNMENT OPERATING  
BUDGET AT FINAL ADOPTION ON 12-10-01**

	Description	Fund	Direct Costs
	<b>2002 Proposed General Government Operating Budget</b>		<b>\$ 267,649,430</b>
	<b>Department of the Assembly</b>	101	(25,000)
	New - Increase vacancy factor within the Department.		
	New - Increase vacancy factor within the Department.	101	(20,000)
	<b>Department of Cultural and Recreational Services</b>		
	<b>RANK 81</b> - Restore proposed increase for Chugiak/Eagle River nonprofit grants.	162	10,000
	<b>RANK 94</b> - Restore funding for Chugiak/Eagle River Parks & Recreation Operations for purchase and installation of park equipment and seasonal contracted maintenance.	162	48,650
	<b>RANK 110</b> - Restore funding to purchase mowing equipment required for Chugiak/Eagle River Parks & Recreation maintenance.	162	31,000
	<b>RANK 14</b> - Restore portions of basic level of horticulture services to provide for advance purchase of horticulture stock and supplies for 2002 summer season.	161	50,000
	<b>RANK 93</b> - Restore funding for the Boy's and Girl's Club grant for the operation of the Mt. View Community Recreation Center to the 2001 level.	161	140,000
	<b>RANK 93</b> - Restore funding for the operating costs at the NorthEast Community Center to the 2001 level.	161	9,430
	<b>Rank 31</b> - Increase funding for park & trail improvements and recreational activities within the Girdwood Parks and Recreation Service Area.	106	20,000
	<b>RANK 109</b> - Restore funding for purchase of art objects, rental of traveling exhibits, freight to bring exhibits to Alaska, dues and subscriptions, and tuition and registration fees.	101	74,800
	Restore some funding for book purchases.	101	130,000
	Realign department budget by increasing vacancy factor in Library.	101	(65,000)
	Realign department budget by decreasing funding for pool maintenance.	161	(65,000)
	Grant to Team Alaska for Arctic Winter Games.	101	10,000
	<b>New</b> - Return funding to provide support to Alaskan for Litter Prevention and Recycling by way of a contribution for its litter programs.	101	20,000
	<b>Department of Development Services</b>		
	<b>4 Building Inspectors</b> - Since first quarter 2001 demand has increased another 37% over the same period the previous year (funded from increase in fund 181 revenues per the omnibus fees and fines package).	181	264,790



## APPROVED AMENDMENTS TO THE 2002 GENERAL GOVERNMENT OPERATING BUDGET AT FINAL ADOPTION ON 12-10-01

	Description	Fund	Direct Costs
	On-site Water/Wastewater engineer - conduct field inspections of data submitted w/ permit requests, requests for Certificates of On-Site Systems Approval, requests for Subdivision Approval and requests for variances (funded from increase in On-Site Water & Wastewater permit fees).	101	70,300
<b>Facility Management</b>			
	<b>RANK 27</b> - Restore funding to the 2001 level for maintenance support, utilities, parking lot maintenance, fire and electronic security maintenance at the Brother Francis Shelter.	101	82,200
<b>Finance Department</b>			
	Delete \$700,000 in revenues for title transfer fee.	101	-
	Increase vacancy factor in Controller Division.	101	(159,500)
	Increase vacancy factor in Risk Mgmt Division.	101	(12,940)
	Increase vacancy factor in Treasury Division.	101	(88,570)
	Increase vacancy factor in Property Appraisal Division.	101	(174,710)
<b>Fire Department</b>			
	<b>RANK 57</b> - Restore funding for existing Medic Ambulance staffing for six months beginning April 1, 2002.	101	303,100
	<b>RANK 63</b> - Fund expanded Training Center staffing from January 1, 2002 through September 30, 2002. Funding for last quarter 2002 already proposed in Mayor's budget.	131	79,190
	Increase for medical costs of Fire retirees in Police/Fire Retiree Medical System based on known revised 2001 costs. <b>Note:</b> Employee Relations anticipates there may be another increase for 2002 of approximately 13%, which would require an additional \$173,000 for 2002.	101	285,000
	Increase 2002 salaries and benefits for IAFF personnel based on contractual requirement for CPI-W adjustment (3.3%) rather than the CPI-U adjustment (2.9%) included in 2002 Proposed Budget.	131	83,350
	Increase 2002 salaries and benefits for IAFF personnel based on contractual requirement for CPI-W adjustment (3.3%) rather than the CPI-U adjustment (2.9%) included in 2002 Proposed Budget.	101	28,040
<b>Health and Human Services Department</b>			
	<b>NEW</b> - Restore funding for the Chugiak Senior Center to assist with an increase in operating costs due to insurance premium adjustments. This funding was approved during 2001 1st quarter budget revisions with the intent of providing this amount to the Center in subsequent years.	101	250,000
	<b>NEW</b> - Add funding to provide a grant to the Anchorage Senior Center for transportation of seniors to events/activities within Anchorage.	101	50,000



## APPROVED AMENDMENTS TO THE 2002 GENERAL GOVERNMENT OPERATING BUDGET AT FINAL ADOPTION ON 12-10-01

	Description	Fund	Direct Costs
	Restore funding for the Youth Offender Program. This amendment will restore funding to the State of Alaska, Anchorage Youth Court, Youth Restitution Program, and the Resolution Center to the 2001 level.	101	114,550
	Bond debt payment for Senior Center (overlooked in preparation of proposed budget).	101	15,560
<b>Mayor's Office</b>			
	<b>RANK 14</b> - Delete executive support to Municipal Manager functions to include project/program coordination, etc.	101	(90,230)
	<b>RANK 32</b> - Eliminate matching grant to the University of Alaska Anchorage for its Logistics Management Degree Program. This will be the 4th year this subsidy has been granted.	101	(125,000)
	<b>RANK 39</b> - Restore funding for the operation costs of the Alaska Center for the Performing Arts to the 2001 level.	101	48,500
	Restore funding for the management costs of the Egan Civic and Convention Center to the 2001 level (currently unfunded Rank 35 in the Mayor's budget). Revenue source: contribution from Egan Center's Reserve Account in Areawide CIP Fund to Areawide General Fund.	101	30,000
	<b>New</b> - Increase vacancy factor within the Department.	101	(45,000)
	<b>NEW</b> - Provide a grant to Alaska Small Business Development Center for technical support to small businesses.	101	80,000
<b>Municipal Attorney</b>			
	<b>RANK 15</b> - Delete funding for relocation of Criminal Division.	101	(175,000)
<b>Police Department</b>			
	<b>RANK 30</b> - Restore funding for community policing activities by filling currently vacant positions for six months beginning on July 1, 2002.	151	490,000
	<b>RANK 34</b> - Restore funding to defer hiring of support staff (dispatch, crime, lab, etc.) for only "three months instead of nine months."	151	160,030
	Increase for medical costs of Police Retirees in Police/Fire Retiree Medical System based on known revised 2001 costs. <b>Note:</b> Employee Relations anticipates there may be another increase for 2002 of approximately 13%, which would require an additional \$215,000 for 2002.	151	495,000
<b>Public Transportation</b>			
	<b>Ranks 26 - 34</b> - Reinstate funding for certain transit routes and related maintenance costs from January 1 through June 30, 2002.	101	374,190
<b>Street Maintenance</b>			
	<b>Rank 2</b> - Increase funding for year-round limited road maintenance services for the Girdwood Road Service Area.	106	30,000
<b>Total Amendments Approved</b>			<b>\$ 2,831,730</b>
<b>2002 Final Approved General Government Operating Budget</b>			<b>\$ 270,481,160</b>

January 2002

Dear Residents of Anchorage:

When the Administration introduced its proposed budget for 2002, it was at a time of uncertainty just following the terrorist attacks of September 11, 2001. When the budget was approved in early December, we were a little calmer, but threats to our nation's values continue. For Anchorage, the events have brought us all closer and have caused us to think more about what we value individually and as a community. It is our "spirit of community" that will enable Anchorage to continue to be a safe place for citizens to live, work, and raise a family.

The 2002 approved budget maintains city services while controlling costs. For department programs and services, the 2002 budget is only \$196,620 (less than 1 percent) more than last year's. It maintains the level of public safety that citizens have come to expect and the quality of life they deserve. In return, keeping costs down requires department programs to find better ways to deliver services, which includes partnerships with private businesses and community organizations and re-thinking what departments do and how they do it.

The 2002 approved budget also includes "Investing for Results," which is the Municipality's report card to citizens on the return you are getting for investment of your tax dollars. The 2002 approved budget includes a summary for each program, its services, and how it will track the program's effectiveness in achieving promised results. Throughout 2002 the Administration will report progress on the performance of programs. "Investing for Results" frameworks and quarterly performance data (starting in April 2002) is available on the municipality's web page ([www.muni.org](http://www.muni.org)).

The Administration's priority in administering the 2002 approved budget will continue to be protection of our community's core values – and we will do this with respect for all.

Sincerely,

George P. Wuerch  
Mayor

**2002 APPROVED  
GENERAL GOVERNMENT OPERATING BUDGET  
MUNICIPALITY OF ANCHORAGE**

**GEORGE WUERCH, MAYOR**

**ASSEMBLY**

Dick Traini, Chair	Janice Shamberg	Dick Tremaine
Cheryl Clementson	Dan Sullivan	Doug Van Etten
Anna Fairclough	Melinda Taylor	Fay Von Gemmingen
Dan Kendall	Allan Tesche	

**ADMINISTRATION**

Harry J. Kieling..... Municipal Manager  
Cheryl Frasca.....OMB Director

**OFFICE OF MANAGEMENT AND BUDGET STAFF**

Tim Rogers	Neil Gunn	Rae Foutz
Bruce Holmes	Earlene Aquino	Regina Alatervo
Janell Perkins	Darlene Alano	

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graph TD
    Mayor[Mayor] --- MC[Municipal Clerk]
    Mayor --- ERC[Equal Rights Commission]
    Mayor --- IA[Internal Audit]
    Mayor --- BC[Boards and Commissions]
    Mayor --- MM[Municipal Manager]
    Mayor --- MA[Municipal Attorney]
    Mayor --- EA[Enterprise Activities]
    
    Assembly[Assembly] --- MC
    Assembly --- BLS[Budget and Legislative Services]
    Assembly --- Ombudsman[Ombudsman]
    
    MM --- C[Culture & Recreational Services]
    MM --- DS[Development Services]
    MM --- ER[Employee Relations]
    MM --- FM[Facility Management]
    MM --- Finance[Finance]
    MM --- AFD[Anchorage Fire Department]
    MM --- HHS[Health and Human Services]
    MM --- IT[Information Technology]
    MM --- Planning[Planning]
    MM --- PD[Planning, Development & Public Works]
    MM --- APD[Anchorage Police Department]
    MM --- PME[Project Management & Engineering]
    MM --- PT[Public Transportation]
    MM --- Purchasing[Purchasing]
    MM --- SM[Street Maintenance]
    MM --- Traffic[Traffic]
    
    EA --- MF[Merrill Field *]
    EA --- MLP[Municipal Light & Power *]
    EA --- PA[Port of Anchorage *]
    EA --- RE[Real Estate]
    EA --- SWS[Solid Waste Services *]
    EA --- WWU[Water & Wastewater Utility *]
  
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The organizational chart for the City of Anchorage is structured as follows:

- Mayor**
  - Assembly**
    - Municipal Clerk**
    - Budget and Legislative Services**
    - Ombudsman**
  - Equal Rights Commission**
  - Internal Audit**
  - Boards and Commissions**
  - Municipal Manager**
    - Culture & Recreational Services
    - Development Services
    - Employee Relations
    - Facility Management
    - Finance
    - Anchorage Fire Department
    - Health and Human Services
    - Information Technology
    - Planning
    - Planning, Development & Public Works
    - Anchorage Police Department
    - Project Management & Engineering
    - Public Transportation
    - Purchasing
    - Street Maintenance
    - Traffic
  - Municipal Attorney**
  - Enterprise Activities**
    - Merrill Field \*
    - Municipal Light & Power \*
    - Port of Anchorage \*
    - Real Estate
    - Solid Waste Services \*
    - Water & Wastewater Utility \*

\* The enterprise activities (excluding Real Estate) publish a separate budget document.

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