



MUNICIPALITY
OF
ANCHORAGE

2004

***Approved
General Government
Operating Budget***

Mark Begich, Mayor



Municipality of Anchorage

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Mayor Mark Begich

Office of the Mayor

January 2004

Dear Fellow Anchorage Resident:

I am pleased to provide the Municipality of Anchorage's budget for the operations of city services for Fiscal Year 2004.

This budget addresses the three essential priorities which Anchorage residents tell me are most important to them: protecting public safety and health, improving our city's transportation, and promoting community and economic development.

Although we had to contend with the worst budget gap since the 1980s, the Anchorage Assembly and I are proud of the new level of cooperation achieved with this year's budget. We had to make painful decisions to cut costs, raise new revenues by reducing subsidies in city services, and eliminate non-essential programs.

One approach to this budget was to nickel and dime every department for several years, trying to provide public services with inadequate resources. I don't think that's fair to the public, nor to the city. Instead, we used what I've called the "duct-tape approach" - it's like applying a long strip of duct-tape to your arm and then jerking it off all at once. There's immediate pain, but time to heal in the future.

The \$304 million budget absorbs a \$33 million gap, roughly 10 percent of the entire budget. Some \$17.8 million or 54 percent of the budget gap is covered by improved efficiencies or reduced services. Asking those who benefit from services to more equitably cover their costs raises about \$15.2 million. The budget eliminates 110 current positions within municipal government, implements a wage and salary freeze in 2004, and halts the hiring of all but essential new positions.

The 479-page operating budget passed by the Assembly on Dec. 2 was guided by three principles:

1. It closes the gap and balances the budget,
2. It keeps the economy healthy, and
3. It delivers core services efficiently.

Community, Security, Prosperity

We also insisted the budget reflect a new policy of generally avoiding the use of “one-time” funds to pay for continuing costs, because that past practice increases budget pressures in future years. Instead, we are investing one-time funds in ways that pay off in future years, such as consolidating health care plans and adopting electronic timecard systems for city employees.

Substantial cost reductions are reached by reorganizing several departments, such as the Library, Parks and Recreation, Employee Relations, Property Tax Assessments and Treasury. Savings also will come from cutting cell phone and city vehicle use, combining health care plans and exploring cheaper purchases through cooperatives, such as with the Mat-Su Borough.

The new budget also allows the city to expand the economy with targeted investments in relieving traffic congestion and new economic development projects, such as revitalizing downtown Anchorage, developing year-round recreational opportunities in Girdwood and expanding business opportunities in Eagle River.

Another improvement in this year’s budget, as amended, is the removal of Limited Road Service Areas (LRSAs) with voter-approved tax levy maximums from within the Municipal Tax Limitation. This allows the taxpayers within these areas to increase their property taxes to their voter-approved maximum, allowing for self-determination for certain road-related levels of service.

Thanks to the citizens of Anchorage for helping us develop and pass this budget.

Sincerely,

Mark Begich

Mayor

Submitted By: Mayor Mark Begich and
Assemblymembers Chairman Traini,
Fairclough, Shamberg, Taylor, Tesche,
Tremaine, Van Etten, Whittle, and Von
Gemmingen

Prepared By: Office of Management and
Budget

For Reading: December 2, 2003

CLERK'S OFFICE
AMENDED AND APPROVED
Date: 12-2-03
IMMEDIATE RECONSIDERATION
FAILED 12-2-03

ANCHORAGE, ALASKA
AO 2003 - 139(S), Amended

1 AN ORDINANCE OF THE MUNICIPALITY OF ANCHORAGE ADOPTING AND
2 APPROPRIATING FUNDS FOR THE 2004 GENERAL GOVERNMENT OPERATING BUDGET
3 FOR THE MUNICIPALITY OF ANCHORAGE

4
5 WHEREAS, the Mayor has presented the 2004 General Government Operating Budget for the
6 Municipality of Anchorage to the Assembly in accordance with Article XIII of the Municipal Charter;
7 and

8
9 WHEREAS, the Assembly reviewed the budget as presented; and

10
11 WHEREAS, on October 28, 2003 and on November 18, 2003 duly advertised public hearings were held
12 in accordance with Article XIII, Section 13.04 of the Municipal Charter; and

13
14 WHEREAS, the 2004 funds are now ready for appropriation by ordinance.

15
16 NOW, THEREFORE, the Anchorage Assembly hereby ordains:

17
18 **Section 1.** That the 2004 General Government Operating Budget is hereby adopted for the Municipality
19 of Anchorage.

20
21 **Section 2.** That the amounts set forth for the following operating departments and/or agencies are
22 hereby appropriated for the 2004 fiscal year:

23

Dept	Operating	Approved	
No. Department/Agency	Costs	Debt Service	Total
<u>GENERAL GOVERNMENT</u>			
28 1000 Assembly	\$ 2,260,750	\$ -	\$ 2,260,750
29 1050 Equal Rights Commission	465,480	-	465,480
30 1060 Internal Audit	378,940	-	378,940
31 1100 Office of the Mayor	1,271,030	-	1,271,030

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1	Dept No. Department/Agency	Operating Costs	Approved Debt Service	Total
2	1150 Municipal Attorney	4,499,190	-	4,499,190
3	1200 Municipal Manager	1,229,740	713,130	1,942,870
4	1208 Real Estate/Heritage Land Bank	6,207,960	-	6,207,960
5	1300 Finance	8,471,690	-	8,471,690
6	1370 Chief Fiscal Officer	1,321,550	-	1,321,550
7	1400 Information Technology	1,404,150	-	1,404,150
8	1500 Planning	4,471,870	-	4,471,870
9	1800 Employee Relations	3,609,870	-	3,609,870
10	1900 Purchasing	1,221,740	-	1,221,740
11	1950 Office of Management and Budget	768,080	-	768,080
12	2000 Health and Human Services	11,380,260	1,831,630	13,211,890
13	3000 Fire	48,456,680	2,798,860	51,255,540
14	4000 Police	55,556,230	238,430	55,794,660
15	5100 Economic and Community Development	25,245,160	3,006,640	28,251,800
16	6000 Public Transportation	14,374,840	251,530	14,626,370
17	7300 Project Management & Engineering	5,649,710	-	5,649,710
18	7400 Maintenance and Operations	29,982,780	30,930,380	60,913,160
19	7500 Development Services	7,298,240	-	7,298,240
20	7700 Traffic	5,019,100	-	5,019,100
21	1930 Cost Savings Initiative	(6,427,650)	-	(6,427,650)
22				
23	Subtotal General Government Agencies	\$ 234,117,390	\$ 39,770,600	\$ 273,887,990
24				
25	<u>INTERNAL SERVICE AGENCIES</u>			
26				
27	1300 Municipal Manager--Self Insurance	\$ 7,231,000	\$ -	\$ 7,231,000
28	1400 Information Technology	11,966,390	-	11,966,390
29	1600 Maintenance & Operations--Fleet Svcs	8,630,280	-	8,630,280
30				
31	Subtotal Internal Service Agencies	\$ 27,827,670	\$ -	\$ 27,827,670
32				
33	GRAND TOTAL	\$ 261,945,060	\$ 39,770,600	\$ 301,715,660
34				

35 **Section 3.** That the amounts set forth for the following operating funds are hereby appropriated for the
36 2004 fiscal year:

37	Fund No. Fund Description	Operating Costs	Approved Debt Service	Total
38				
39	<u>GENERAL FUNDS</u>			
40	101 Areawide General	\$ 83,037,370	\$ 3,158,030	\$ 86,195,400

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Fund No.	Fund Description	Operating Costs	Approved Debt Service	Total
2	102 City Service Area (SA)	95,230	-	95,230
3	104 Chugiak Fire SA	700,890	-	700,890
4	105 Glen Alps SA	120,120	-	120,120
5	106 Girdwood Valley SA	951,410	23,020	974,430
6	111 Birchtree/Elmore Ltd Road SA (LRSA)	111,440	-	111,440
7	112 Sec. 6/Campbell Airstrip LRSA	34,000	-	34,000
8	113 Valli-Vue Estates LRSA	73,000	-	73,000
9	114 Skyranch Estates LRSA	14,960	-	14,960
10	115 Upper Grover LRSA	4,480	-	4,480
11	116 Raven Woods/Bubbling Brook LRSA	10,190	-	10,190
12	117 Mt. Park Estates LRSA	16,640	-	16,640
13	118 Mt. Park/Robin Hill LRSA	54,640	-	54,640
14	119 Chugiak/Birchwood/Eagle R R R SA	3,231,240	-	3,231,240
15	121 Eaglewood Contributing LRSA	37,610	-	37,610
16	122 Gateway Contributing LRSA	520	-	520
17	123 Lakehill LRSA	21,400	-	21,400
18	124 Totem LRSA	11,470	-	11,470
19	125 Paradise Valley South LRSA	4,830	-	4,830
20	129 Eagle River Street Light SA	235,250	-	235,250
21	131 Anchorage Fire SA	37,255,050	2,586,100	39,841,150
22	141 Anchorage Roads and Drainage SA	24,137,490	30,930,380	55,067,870
23	142 Talus West LRSA	47,480	-	47,480
24	143 Upper O'Malley LRSA	280,280	-	280,280
25	144 Bear Valley LRSA	17,740	-	17,740
26	145 Rabbit Creek View/Heights LRSA	19,720	-	19,720
27	146 Villages Scenic Parkway LRSA	7,170	-	7,170
28	147 Sequoia Estates LRSA	7,420	-	7,420
29	148 Rockhill LRSA	11,130	-	11,130
30	149 South Goldenview Area LRSA	109,090	-	109,090
31	151 Anchorage Metropolitan Police SA	64,771,660	238,430	65,010,090
32	161 Anchorage Parks & Recreation SA	13,008,820	2,420,320	15,429,140
33	162 Eagle River/Chugiak Parks/Rec SA	1,598,460	414,320	2,012,780
34	181 Anchorage Building Safety SA	6,766,640	-	6,766,640
35	191 Public Finance & Investment Fund	496,700	-	496,700
36				
37	Subtotal General Funds	\$ 237,301,540	\$ 39,770,600	\$ 277,072,140
38				
39	<u>SPECIAL REVENUE FUNDS</u>			
40				
41	221 Heritage Land Bank	\$ 989,630	\$ -	\$ 989,630
42	Subtotal Special Revenue Funds	\$ 989,630	\$ -	\$ 989,630

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Fund No.	Fund Description	Operating Costs	Approved Debt Service	Total
<u>DEBT SERVICE FUNDS</u>				
313	Police/Fire Retiree Medical Liability	\$ 1,800,210	\$ -	\$ 1,800,210
	Subtotal Debt Service Fund	\$ 1,800,210	\$ -	\$ 1,800,210
<u>INTERNAL SERVICE FUNDS</u>				
601	Equipment Maintenance	\$ 90,060	\$ -	\$ 90,060
602	Self-Insurance	190,820	-	190,820
607	Management Information Systems	(3,110)	-	(3,110)
	Subtotal Internal Service Funds	\$ 277,770	\$ -	\$ 277,770
	TOTAL ALL FUNDS	\$240,369,150	\$39,770,600	\$280,139,750

Section 4. That the amount of three million four hundred fifty-eight thousand three hundred eighty dollars (\$3,458,380) is appropriated to Fund 719 as a pass-through from 2004 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. That an amount of six million six hundred thousand dollars (\$6,600,000) from the MOA Trust Fund (730) is appropriated as a contribution to the General Government Operating Budget, Areawide General Fund (101) as revenue appropriated in this 2004 General Government Operating Budget in support of operations.

Section 6. That an amount of three hundred sixty-five thousand dollars (\$365,000) of revenues placed into the Egan Center Reserve Account, Areawide Capital Improvement Fund (401), Economic and Community Development Department is appropriated effective January 1, 2004 as a 2004 contribution to the Areawide General Fund (101), Office of the Mayor, as budgeted in this 2004 General Government Operating Budget to fund 2004 operations of the Egan Center.

Section 7. That an amount not to exceed five hundred thousand dollars (\$500,000) of anticipated assessment revenues from the Downtown Business Improvement District, Special Assessment District ISD97, is appropriated to the Public Services Special Assessment District Fund (271) for payment of services benefiting the property owners of said assessment district.

Section 8. That the 2004 Operating Budget for the Police and Fire Retirement System Fund (715) is adopted and appropriated as follows from anticipated investment income of the Fund as approved by the Anchorage Police and Fire Retirement System Board on September 4, 2003:


Fund 715 function cost amount is appropriated in an amount not to exceed one million sixty-five thousand one hundred ninety dollars (\$1,065,500); and

Police and Fire Retirement System Department direct cost is appropriated in an amount of nine hundred seventy six thousand ten dollars (\$976,010)

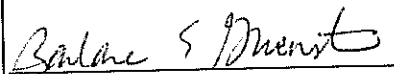
Section 9. This ordinance shall take effect immediately upon passage and approval by the Assembly.

Section 10. Funds used by the Department of the Assembly for office space may be used only for office space in City Hall. In addition, no funds may be spent for meals consumed in Anchorage by Assemblymembers which are not part of regular or special meetings of the Assembly, or for cell phones issued to individual Assemblymembers.

PASSED AND APPROVED by the Anchorage Assembly this 3rd day of December, 2003.


Chair of the Assembly

ATTEST:


Municipal Clerk



MUNICIPALITY OF ANCHORAGE

ASSEMBLY MEMORANDUM

No. 956-2003

Meeting Date: December 2, 2003

FROM: Mayor

SUBJECT: AO 2003-139(S), Adopting and Appropriating Funds for the 2004 General Government Operating Budget for the Municipality of Anchorage

This AM accompanies introduction of the substitute AO introduced December 2, 2003 for the 2004 General Government Operating Budget, which was originally submitted to the Assembly on October 2, 2003.

The 2004 Operating Budget described in AO 2003-139(S) addresses Anchorage's worst budget challenge since the 1980s. This program cuts costs, raises new revenues, and eliminates non-essential programs. The \$301.7 million budget proposal absorbs a \$33 million gap, more than 10 percent of the entire budget.

This budget proposal accomplishes our goal of delivering core services to the residents of Anchorage, while providing the means to expand our economy with targeted investments in new economic diversification projects.

The Administration proposal has two primary parts:

\$17.8 million of service reductions and efficiency improvements, and

\$15.2 million of revenue increases, primarily fee and fine increases and more active enforcement measures

Another core value of this proposal is ending a previous practice of using one-time funds for reoccurring expenses. Instead of using one-time funds to forestall tough choices, this proposal relies exclusively on revenues that can be counted on for the foreseeable future. Only \$2 million in one-time funds are used in this budget, which will be invested to realize savings and efficiencies that will save the municipality more than \$8 million in 2004 and every year after.

The amended 2004 proposed General Government Operating Budget totals \$301.7 million: \$261.9 million for department programs and \$39.8 million for principal and interest on voter-approved bonds.

In terms of revenues, \$187.6 million (62%) is proposed to come from property taxes. Other funding of \$1.9 million is expected from State and Federal revenues; \$49.0 million from program/user fees; and \$41.6 million from other taxes, interest and earnings. \$21.6 million is anticipated in intra-governmental charges outside general government – primarily utilities, capital projects and grants.

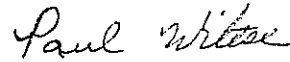
1 THE ADMINISTRATION RECOMMENDS APPROVAL OF THIS SUBSTITUTE ORDINANCE
2 ADOPTING AND APPROPRIATING THE 2004 GENERAL GOVERNMENT OPERATING
3 BUDGET.
4
5

6 Concur:

7 
8
9


10 Denis C. LeBlanc
11 Municipal Manager
12
13
14
15

Prepared by:



Paul Wiltse
Director, Office of Management & Budget

16 Respectfully submitted
17
18
19

20 
21 Mark Begich,
Mayor

2004 APPROVED

GENERAL GOVERNMENT OPERATING BUDGET



MUNICIPALITY OF ANCHORAGE
Mark Begich, Mayor

**2004 APPROVED
GENERAL GOVERNMENT OPERATING BUDGET
MUNICIPALITY OF ANCHORAGE**

Mark Begich, Mayor

ASSEMBLY

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

BUDGET ADVISORY COMMISSION

Eric Britten, Chair	James Palmer	Mary Rohlifing
Kay Brown	Greg Protasel	Tim Wiepking
Phil Okeson	Glenda Radvansky	Garret Wong

ADMINISTRATION

Denis C. LeBlanc. Municipal Manager

Mary Jane Michael.....Director, Office of Economic and Community Development

Jeffrey E. Sinz.....Chief Fiscal Officer

Paul Wiltse.....OMB Director

OFFICE OF MANAGEMENT AND BUDGET STAFF

Rae Foutz	Earlene Aquino	Regina Alatero
Bruce Holmes	Janell Perkins	Darlene Alano
	Bob Lohr	

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MUNICIPALITY OF ANCHORAGE ORGANIZATION

