

## Mayor's Budget

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The 2017 Municipal Budget continues to move Anchorage forward, despite the state's economic and budgetary challenges. The State's predicament highlights the Municipality's need to enhance its independence and self-sufficiency. Historically, the State and Municipality have operated as two meshed systems, developing and supporting infrastructure and services together. With increasing responsibilities shifted to the Municipality, Anchorage's fiscal system must adapt. In 2017, this means a combination of cuts and additional revenues to ensure we have the means to invest in public safety and provide local services that support a safe, secure, and strong Anchorage.

Between cost shifts from the state, increases to labor and health care costs, the SAP software project, and the continued refusal of the state's Regulatory Commission to allow the taxpayers of Anchorage to collect a dividend from the municipally owned ML&P, we began the 2017 budget process in a \$40 million dollar hole. Through a combination of cuts and cost saving measures, from fuel savings to fleet freezes, we cut costs and restrained growth. We will also continue to aggressively pursue shared services opportunities with the State, ASD, and Joint Base Elmendorf Richardson to further reduce costs and retain the quality levels of service.

The 2017 Budget continues to prioritize rebuilding our police force. Our department must be right-sized, so that it is capable of pro-active law enforcement and crime prevention. In 2017, this translates to two full academies, a lateral academy to replace retiring officers, and the addition of 56 new officers.

## 2017 Continuation Budget

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The continuation budget illustrates how much it would cost to provide current (2016) levels of services in the next budget (2017) year.

Starting with the 2016 Revised budget, spending changes are projected for personnel and other ongoing costs. Next, 2016 non-recurring (one-time) spending is removed from the budget. The 2017 continuation level spending plan result is \$4.5 million higher than 2016 Revised budget.

Projected funding source changes are then identified. Property taxes, the largest source of local funding, are established based on the projected taxing capacity for 2017, using preliminary numbers to calculate the Tax Cap.

Non-property tax revenues are projected based on recent economic trends and fund balance, which is a non-recurring funding source, is removed. The resulting 2017 continuation level non-property tax funding change is \$5.3 million lower than 2016. Changes in state funding to the municipality transferring costs have widened the revenue gap.

After known program changes, excluding SAP impacts, are posted, the 2017 continuation budget indicates a funding gap. To ensure a balanced budget, this gap must be addressed by either reducing services or increasing funding sources.

The 2017 continuation spending change of \$4.5 million, resulted from:

- Wages projected to increase for most unions by 1.5% in 2017 over 2016
- Health benefit costs increasing in line with projected CPI

- Opt-out reductions for medical and social security
- Debt service, primarily GO bond and Tax Anticipation Notices (TANS), anticipated to remain flat

Spending reductions of \$5.1 million resulted from removing non-recurring personnel and non-labor activities funded in 2016, including:

- Spending for Fire and Police academies
- \$1.0 million Assembly funding for Vote-by-Mail initiative
- \$0.5 million for legal fees and settlements
- \$0.4 million for Housing and Homelessness initiative
- \$0.4 million for Operations and Maintenance (O&M) reserve

2017 continuation funding source changes include:

- Tax cap property tax revenue increase to the cap, before funding voter approved O&M.
- Non property tax revenues had an initial net decrease of \$2.6 million, highlights include:
  - \$4.7 million decline in State Revenue Sharing program
  - \$2.0 million decline due to \$1,000 cap of PFD and impacts of statutes limiting municipal fines
  - \$5.5 million increase in MUSA, primarily from ML&P due to Plant 2A being included in net plant. Although this is a funding source increase, MUSA is included in the tax cap calculation – non-property tax increases are offset with property tax decreases.
  - Other reductions in anticipated Ambulance Service fees and building fees offset with increases in interest earnings and program fees.
- Fund balance use of \$2.6 million was removed.

The 2017 budget could be balanced by reducing services or increasing funding sources.

### **Mayor's 2017 Proposed Budget**

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The 2017 Proposed General Government Operating Budget is a balanced budget at \$502,346,507.

The 2017 Proposed budget is balanced by adjusting spending to match available and proposed funding, while achieving the goals of the community. The spending adjustments include ongoing programs and miscellaneous cost savings and reductions identified by departments; significant adjustments are:

- Public Safety has been increased by \$6.5 million, to include funding for two academies for Police, which will increase officers by 56, jail contract escalator, and Police and Fire Retirement Trust increase due to updated actuarial.
- SAP is anticipated to go live in 2017 and \$5.6 million is included in the budget comprised of increases in IT support for the system, addition of depreciation of the capital asset, and reductions due to elimination of SAP backfill positions.

**2017 Approved Budget**

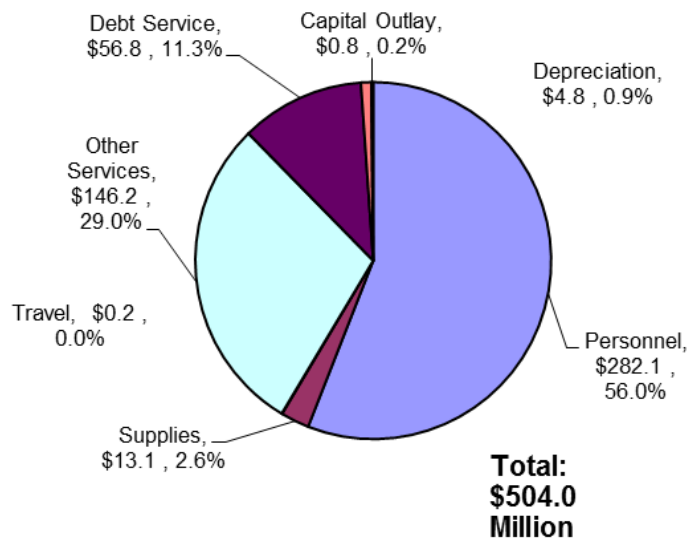
The 2017 Approved General Government Operating Budget is a balanced budget at \$503,981,006, that is an increase of \$1,634,499 from 2017 Proposed and is comprised of:

- \$1,566,499 S-Version changes that realign property-tax use or are not funded with property tax revenues; and
- \$68,000 of Assembly amendments funded with fund balance.

The 2017 Approved budget is \$14,225,714 higher than the 2016 Revised budget.

Chart 1, reflects the approved budget categories as a percent of the total budget.

**Chart 1.  
2017 Approved Budget Categories  
(\$ millions)**



Personnel, or total compensation, is the largest spending category, including wages, wage adjustments (PIP, education, etc), medical benefits, retirement, social security, vacancy factor, etc. The majority of the budget increases are in this category as a result of increased continuation personnel costs, increase in police officers due to new academies, increase in costs for SAP go live offset by reduction for sap backfill and other cost savings.

Police proposed personnel budget increased by \$2.0 million to reflect increase of 56 officer positions, IT proposed personnel increased by 4 positions starting in July, other departments proposed personnel contain position reductions due to cost savings and elimination of SAP backfill.

Other Services includes discretionary and non-discretionary spending, non-labor expenses, and contracts. Contributions, including one-time expenses and contributions to Police and Fire Retirement are in this category.

Debt Service is primarily comprised of repayment of voter approved general obligation (GO) bond debt for capital projects and other principal and interest payments. GO debt service is included in the tax cap, and thus the related debt service increase results in the same amount of tax dollar increase.

The following Table 2 reflects the 2017 Approved budget by department:

Depreciation of \$4,762,288, for IT and primarily SAP, although budgeted, is not appropriated in the operating budget, since the appropriation / authority to spend for the assets being depreciated occurred either in previous GGOBs or capital requests, making the 2017 Approved budget appropriation \$499,218,718.

**Table 2.**  
**2017 Approved Budget by Department with Debt Service and Depreciation Noted Separately**  
**Ranked by Percentage of Budget (\$ thousands)**

Police	\$ 108,971	21.6%	Real Estate	\$ 7,833	1.6%
Fire	\$ 92,554	18.4%	Municipal Attorney	\$ 7,372	1.5%
<b>Debt Service</b>	<b>\$ 56,774</b>	<b>11.3%</b>	Project Management & Engineering	\$ 6,568	1.3%
Maintenance & Operations	\$ 42,269	8.4%	Traffic	\$ 5,502	1.1%
Public Transportation	\$ 22,482	4.5%	<b>Depreciation</b>	<b>\$ 4,762</b>	<b>0.9%</b>
Information Technology	\$ 19,249	3.8%	Employee Relations	\$ 3,632	0.7%
Parks & Recreation	\$ 18,712	3.7%	Assembly	\$ 3,625	0.7%
Finance	\$ 14,585	2.9%	Planning	\$ 3,344	0.7%
Convention Center Reserve	\$ 13,431	2.7%	Mayor	\$ 1,904	0.4%
Municipal Manager	\$ 12,149	2.4%	Purchasing	\$ 1,795	0.4%
Public Works Administration	\$ 11,853	2.4%	Management & Budget	\$ 1,050	0.2%
Health & Human Services	\$ 11,273	2.2%	Equal Rights Commission	\$ 766	0.2%
Development Services	\$ 11,124	2.2%	Internal Audit	\$ 720	0.1%
Economic & Community Developer	\$ 10,845	2.2%	Chief Fiscal Officer	\$ 469	0.1%
Library	\$ 8,367	1.7%	<b>TOTAL</b>	<b>\$ 503,981</b>	<b>100.0%</b>

### 2017 Approved Revenue and Funding Sources Highlights

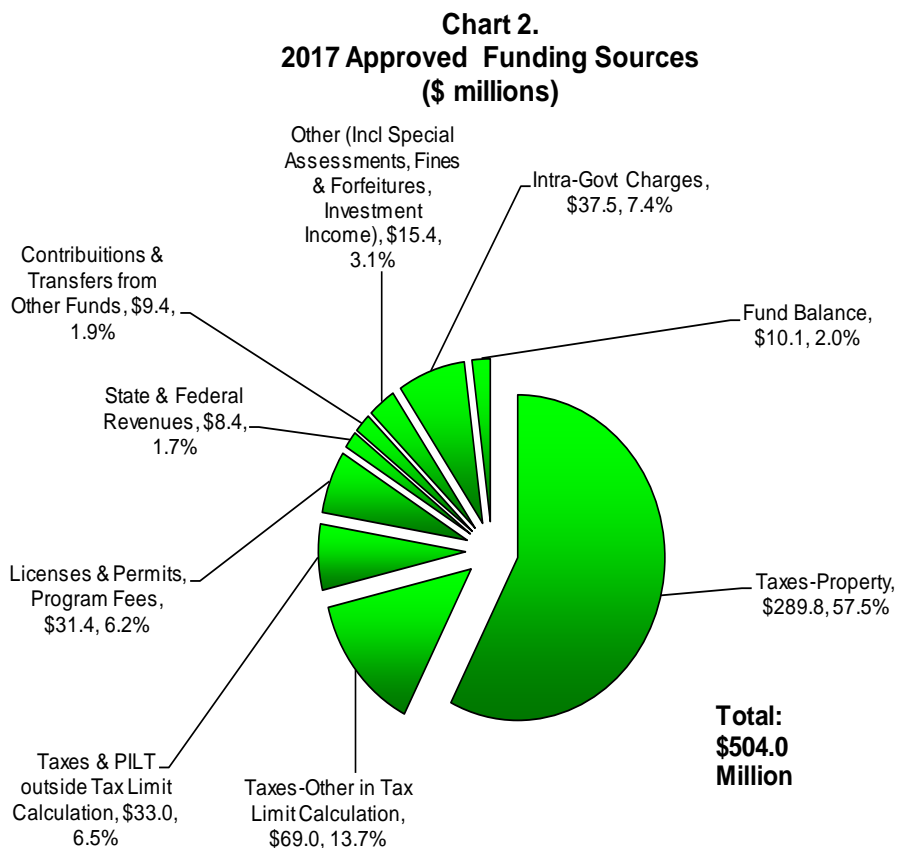
Annually, the municipality is required to have a balanced budget. Since the Approved budget identifies \$504.0 million in spending, it also provides \$504.0 in funding sources.

As exhibited in Chart 2, the funding sources are comprised of \$289.8 million of property tax revenue, \$166.6 million of non-property tax revenue, \$37.5 million of IGC revenue and \$10.1 million of fund balance.

#### Taxes-Property - \$289.8 million

The amount of taxes the Municipality collects is governed by a Tax Limit (also known as the tax cap) that calculates two numbers important to the budget and taxpayers:

- The maximum amount of all taxes the city can collect; and
- The maximum amount of property taxes that can be collected.



The 2017 preliminary tax cap calculation uses 2016 property taxes to be collected as the 2017 base, which adds over \$16.9 million in taxing capacity to 2017.

As shown in Table 3, the preliminary (the final limit is calculated in April) 2017 Tax Limit calculation indicates that \$340.1 million in all taxes can be collected (not subject to the Tax Limit is another \$18.7 million limited by mill levies set by service area boards). This is a \$15.8 million increase above the same limit that could have been collected in 2016. At the same time, there is only a \$10.4 million increase in the maximum amount of *property taxes* that can be collected in 2017.

	2016	2017	Difference
Maximum Amount ALL Taxes	\$ 324.3	\$ 340.1	\$ 15.8
(Less) Non-property Taxes	\$ (63.6)	\$ (69.0)	\$ (5.4)
Maximum Amount PROPERTY Taxes	\$ 260.7	\$ 271.1	\$ 10.4
Inclusion of Unused Capacity	\$ 5.8	\$ -	\$ (5.8)
Amount "under the cap"	\$ -	\$ -	\$ -
Property taxes to be collected	\$ 266.5	\$ 271.1	\$ 4.6

The reason for an increase in one limit but not the same amount in the other is the core of the tax cap’s design – every dollar in non-property tax replaces a dollar in property tax. The difference of \$5.4 million is the net increase in the other taxes within the tax cap that automatically reduce the same amount in property taxes and is comprised of:

- \$0.3 million decrease in Automobile Tax
- \$0.3 million decrease in Tobacco Tax
- \$0.4 million increase in Motor Vehicle Rental Tax
- \$5.5 million increase in MESA/MUSA – Net Plant

The 2017 Approved budget relies on \$271.1 million in property taxes, which is at the maximum allowed under the preliminary 2017 tax limit. It is a \$4.6 million (1.7%) increase from the amount of property taxes collected in 2016 for general government.

The total property taxes supporting the 2017 Approved budget, inclusive of service areas (\$18.7 million), is \$289.8 million.

Table 4 illustrates the property tax impact per \$100,000 of property value, with 2017 based on the current assessed value and average mill rate.

	2016	2017	Change
Tax Per \$100,000 Assessed Value	\$789	\$804	\$15
<i>(Excludes Anchorage School District)</i>			

The average property tax increased 1.9% from 2016 due to the 2017

property taxes to be collected and the preliminary assessed value increasing slightly over the amounts for 2016.

**Non-Property Tax Revenue – \$166.6 million**

In 2017 there is a \$2.5 million increase in this category of funding source, including:

- Contributions & Transfers from Other Funds
- Federal Revenues; State Revenues
- Fees & Charges for Services; Licenses, Permits, Certifications
- Fines & Forfeitures
- Investment Income; Other Revenues; Special Assessments
- Taxes-Other (non-property taxes and PILTs inside and outside of the cap)

**Contributions & Transfers from Other Funds – Increase of \$2.7 million**

Contributions & Transfers from Other Funds includes contractual contributions related to room tax, contributions from MOA's Trust Fund (created with the proceeds from the sale of the Anchorage Telephone Utility), and utility revenue distributions.

Contributions from Other Funds – One-time contribution in 2017 of \$0.4 million from Public Finance & Investment Fund (191000) for first half year SAP and CAFR support in the Finance and Information Technology departments.

Contribution from MOA Trust Fund – The MOA Trust Contribution (AMC 6.50.060) is set at 4% of the average asset balance the overall pooled trusts portfolio value 2017 MOA Trust Fund dividend is anticipated to be \$6.15 million, which is \$0.6 million more than 2016.

Utility Revenue Distribution – The Utility Revenue Distribution (AMC 26.10.065) from Solid Waste Services Disposal is anticipated to be \$1.1 million, and from Port of Anchorage is anticipated to be \$0.5 million.

**Federal Revenues; State Revenues – Decrease of \$4.7 million**

This category includes revenue received by general government from state and federal governments.

State Revenues (General Assistance) – A total of \$4.5 million is expected from revenue sharing from the State of Alaska (SOA), which is a decrease of \$4.7 million from the 2016 budget and is set according to a preliminary estimate from the SOA. The SOA revenue sharing has been consistently around \$15 million in the few years prior to 2016, but, due to legislation, reduced by about a third in 2016 and another third reduction is anticipated for 2017.

**Fees & Charges for Services; Licenses, Permits, Certifications – Decrease of \$2.6 million**

This category includes fees paid for services, such as land use permits and bus fares. Changes in 2017 include, but are not limited to:

Fees & Charges for Services – Included in this category are changes reflecting: decreased Ambulance Service Fees of \$0.7 million, based on the trend in activity and collections and decreased Incarceration Cost Recovery is decreased by \$0.1 million due to the cap of the PFD at \$1,000.

Licenses, Permits, Certifications – the significant decreases in this category are in Local Business Licenses of \$0.3 million due to biennial renewal process (all due in February of each even year); Building Permit Plan Review Fees reduction of \$0.4 million due to projected reduction in building activity in 2017; and Bldg/Grde/Clrng Permits down \$0.6 million due to combination of projected reduction in building activity in 2017 and negative impacts of the fee change from \$150 an hour to \$75 per 30 minutes.

**Fines & Forfeitures –Decrease of \$1.9 million**

SOA Traffic Court Fines, SOA Trial Court Fines, APD Counter Fines, and Other Fines and Forfeitures – A net decrease of \$1.9 million is anticipated for Fines & Forfeitures, of which \$1.1 million is due to PFD cap of \$1,000 limiting collections for SOA Traffic and Trial Court Fines; \$0.4 million is due to anticipated impacts of statues limiting municipal fines (including

AS 11 and AS 28) on APD Counter Fines; and \$0.4 million is aligning APD Counter Fines budget with historical trends.

**Investment Income; Other Revenues; Special Assessments – Increase of \$1.2 million**

Investment Income (Cash Pool Short-Term Interest, Other Short-Term Interest) – The combined 2017 budget for this revenue category is increasing by \$1.3 million from the 2016 budget based on increased anticipated returns due to revised investment strategy.

Other Revenues – The combined 2017 budget for this revenue category is decreasing by \$0.2 million from the 2016 budget mainly due to Reimbursed Cost-NonGrant Funded and Criminal Rule 8 Collect Costs revenues decline in 2017 primarily due to the PFD cap of \$1,000 limiting collections.

**Taxes-Other – Increase of \$7.8 million**

Revenue from non-property taxes and payments made by utilities, Municipal enterprises, and private companies instead of taxes to the Municipality, state, and federal governments (PILT) that have substantively changed in 2017. Representative examples include:

Marijuana Sales Tax (outside Tax Limit Calculation until 2019) – The 2017 budget is anticipated to be \$3.0 million, a \$2.3 million increase from 2016. The increase is in anticipation of retail establishments selling for all twelve months in 2017 instead of just two, or fewer, in 2016.

Auto Tax (within Tax Limit Calculation) – The 2017 budget is \$11.8 million, a \$0.3 million reduction from 2016. The factors that affect the auto registration tax revenues are: total population growth, proportionally faster growth of exemptions, and an increase in average age of vehicles. The decrease increase in revenues is based on a comparison to revenues in 2015, due to the biennial nature of auto registration (fewer cars are registered in odd-numbered years), and assumes declines in population and slow growth in personal income.

Tobacco Tax (within Tax Limit Calculation) – A total of \$22.1 million is expected, which is a decrease of \$0.3 million compared to 2016. This decrease is anticipated due to annual CPI adjustment in the cigarette tax rate, offset with continued decline in number of taxable cigarettes, trending growth in revenues from other tobacco products (OTP), and projected decline in population.

Motor Vehicle Rental Tax (within Tax Limit Calculation) – A total of \$6.4 million is expected, which is an increase of \$0.4 million compared to 2016. This increase is reflective of the projected long-term growth in rental tax revenues.

MUSA/MESA (within Tax Limit Calculation) – A total of \$27.2 million is expected for MUSA/MESA, which in an increase of \$5.5 million from the 2016 budgeted amount, primarily due to a projected increase in ML&P's net plant value to include Plant 2A. These revenues will be updated in the spring during the 2017 Revised budget to include most recent millage and plant values.

**Intra-Governmental Charges (IGCs) - \$37.5 million**

IGCs are charges for services provided by one Municipal organization to another. For example, the Maintenance & Operations Department maintains all general government buildings. Maintenance costs are budgeted as direct costs in Maintenance & Operations and “charged out” through IGCs to the appropriate users. By using an intra-governmental charge system, the full cost of a program—including overhead—is linked to the program’s budget.

The costs of workers compensation and general liability are charged to the departments as IGCs. This system also allows departments to charge Municipal utilities/enterprise, grants, capital projects, and other special revenue funds for services.

In 2017, IGCs are anticipated to generate \$37.5 million in “revenue” which is \$0.7 million more than 2016 which is reflective of the changes in the proposed budget. As part of the annual budget process, IGCs will be updated during 2017 first quarter budget revisions.

### **Fund Balance**

Fund balance is generally defined as the difference between a fund’s assets and liabilities.

This category of funding sources includes unspent funds at year-end in governmental operating funds. These balances then may be used to help pay for the following year’s budget, reducing the amount of funding from other sources that otherwise would be required to support the spending from the respective fund. With the exception of Areawide Fund (101000) use of \$9.0 million of fund balance in excess of the 2015 reserve, the 2017 Approved budget does not use any fund balance in the taxed service area funds. As part of the annual budget process, fund balance will be reviewed during first quarter budget amendments to ensure that the funds remain in compliance with the Municipal fund balance reserve policies.

Several programs generate revenue that is placed in self-sustaining funds to pay operating costs. For example, Development Services receives revenue from construction-related permits; Heritage Land Bank receives revenue from the sale of Municipal property; and the Dena’ina Center receives bed tax revenue to pay its debt service.

A net of \$1.0 million of fund balance in these funds is projected to be used (decreased) based on the 2017 Approved budget and is comprised as follows:

- \$2.1 million use – Anchorage Building Safety Service Area Fund (163000)
- \$0.2 million use – Public Finance and Investment Fund (164000)
- \$2.9 million creation – Convention Center Operating Reserve Fund (2020X0) to be used only for convention center costs
- \$0.7 million use – Heritage Land Bank Fund (221000)
- \$0.9 million use – Self-Insurance Fund (602000)

Anchorage Building Safety Service Area Fund (163000), Public Finance Investment Fund (164000), Heritage Land Bank Fund (221000), and Self Insurance Fund (602000) show use / decreases in fund balances. These will be reexamined in first quarter budget amendments.

- Fund balance use in the Anchorage Building Safety Service Area Fund (163000) may require a policy decision if the permit revenue continues to be less than the cost of the programs it is meant to support.
- Heritage Land Bank Fund (221000) fund balance use may be adjusted in the revised budget to reflect increases in projected revenue from property sales, leases and land use permits that may occur after the initial 2017 budget approval.
- Self-Insurance Fund (602000) is an internal service fund used to accumulate and allocate costs for workers’ compensation and general liability services to other Municipal departments and agencies on a cost-reimbursement basis. The 2017 Approved budget IGC revenue is based on 2016 reimbursement rates. As part of the annual budget process, the IGCs will be updated during first quarter budget revisions to fully reimburse this fund without the use of fund balance.



**Tax Limit Calculation**

**Anchorage Municipal Charter 14.03 and Anchorage Municipal Code 12.25.040**

Line		2016		2017	
		at Revised		at Approved	
1	<u>Step 1: Building Base with Taxes Collected the Prior Year</u>				
2	Real/Personal Property Taxes to be Collected	249,693,455		266,494,607	
3	Payment in Lieu of Taxes (State & Federal)	804,176		824,275	
4	Automobile Tax	11,936,552		12,090,673	
5	Tobacco Tax	22,647,362		22,401,673	
6	Aircraft Tax	210,000		210,000	
7	Motor Vehicles Rental Tax	5,835,268		5,920,407	
8	MUSA/MESA	22,052,512		22,195,957	
9	Step 1 Total	313,179,325		330,137,592	
10					
11	<u>Step 2: Back out Prior Year's Exclusions Not Subject to Tax Limit</u>				
12	Taxes Authorized by Voter-Approved Ballot - O&M Reserves (One-Time)	(440,000)		(440,000)	
13	Judgments/Legal Settlements (One-Time)	(1,025,050)		(320,050)	
14	Debt Service (One-Time)	(54,681,024)		(55,015,146)	
15	Step 2 Total	(56,146,074)		(55,775,196)	
16					
17	Tax Limit Base (before Adjustment for Population and CPI)	257,033,251		274,362,396	
18					
19	<u>Step 3: Adjust for Population, Inflation</u>				
20	Population 5 Year Average	0.50%	1,285,170	0.10%	274,360
21	Change in Consumer Price Index 5 Year Average	2.10%	5,397,700	1.50%	4,115,440
22	Step 3 Total	2.60%	6,682,870	1.60%	4,389,800
23					
24	<b>The Base for Calculating Following Year's Tax Limit</b>		<b>263,716,121</b>		<b>278,752,196</b>
25					
26	<u>Step 4: Add Taxes for Current Year Items Not Subject to Tax Limit</u>				
27	New Construction	3,161,970		5,194,081	
28	Taxes Authorized by Voter-Approved Ballot - O&M	1,678,350		821,250	
29	Taxes Authorized by Voter-Approved Ballot - O&M Reserves (One-Time)	440,000		440,000	
30	Judgments/Legal Settlements (One-Time)	320,050		25,050	
31	Debt Service (One-Time)	55,015,146		54,879,097	
32	Step 4 Total	60,615,516		61,359,478	
33					
34	<b>Limit on ALL Taxes that can be collected</b>		<b>324,331,637</b>		<b>340,111,674</b>
35					
36	<u>Step 5: To determine limit on property taxes, back out other taxes</u>				
37	Payment in Lieu of Taxes (State & Federal)	(824,275)		(836,275)	
38	Automobile Tax	(12,090,673)		(11,801,691)	
39	Tobacco Tax	(22,401,673)		(22,121,673)	
40	Aircraft Tax	(210,000)		(210,000)	
41	Motor Vehicle Rental Tax	(5,920,407)		(6,360,500)	
42	MUSA/MESA	(22,195,957)		(27,712,122)	
43	Step 5 Total	(63,642,985)		(69,042,261)	
44					
45	<b>Limit on PROPERTY Taxes that can be collected</b>		<b>260,688,652</b>		<b>271,069,413</b>
46					
47	Add General Government use of ASD Unusable Tax Capacity	5,805,955		-	
48					
49	<b>Limit on PROPERTY Taxes that can be collected (with ASD capacity)</b>		<b>266,494,607</b>		<b>271,069,413</b>
50					
51	<u>Step 6: Determine property taxes to be collected if different than Limit on Property Taxes that can be collected</u>				
52	Property taxes to be collected based on spending decisions minus other available revenue.				
53					
54	<b>Property taxes TO BE COLLECTED</b>		<b>266,494,607</b>		<b>271,069,413</b>
55					
56	<b>Amount below limit on property taxes that can be collected ("under the cap")</b>		<b>-</b>		<b>-</b>

There also are service areas with boards that set their maximum mill levies. The property taxes in these service areas are not subject to the Tax Limit Calculation ("outside the cap"). The 2017 total property taxes "outside the cap" is **\$18,733,476**, making the total of all property taxes to be collected for General Government **\$289,802,889**.

## Position Summary by Department

Department	2015 Revised Budget					2016 Revised Budget					2017 Approved Budget					17 v 16 Chg	
	FT	PT	Seas	Temp	Total	FT	PT	Seas	Temp	Total	FT	PT	Seas	Temp	Total	#	%
Assembly	23	5	-	-	28	25	3	-	-	28	26	1	-	-	27	(1)	-3.6%
Chief Fiscal Officer	3	-	-	-	3	2	-	-	-	2	2	-	-	-	2	-	0.0%
Community Development	97	-	-	-	97												
Development Services						74	-	-	-	74	73	-	-	-	73	(1)	-1.4%
Economic & Community Development						6	-	-	-	6	7	-	-	-	7	1	16.7%
Employee Relations	36	-	-	-	36	34	-	-	-	34	30	-	-	-	30	(4)	-11.8%
Equal Rights Commission	5	1	-	-	6	5	1	-	-	6	6	-	-	-	6	-	0.0%
Finance	113	2	-	-	115	104	1	-	-	105	102	1	-	-	103	(2)	-1.9%
Fire	378	-	-	-	378	383	-	-	-	383	382	-	-	-	382	(1)	-0.3%
Health & Human Services	53	2	1	-	56	54	1	2	-	57	53	1	1	-	55	(2)	-3.5%
Information Technology	76	-	-	-	76	73	-	-	-	73	74	-	-	-	74	1	1.4%
Internal Audit	5	1	-	-	6	5	1	-	-	6	5	1	-	-	6	-	0.0%
Library	59	35	-	-	94	60	34	-	-	94	61	30	-	-	91	(3)	-3.2%
Maintenance & Operations						155	-	14	-	169	153	-	7	-	160	(9)	-5.3%
Management & Budget	8	-	-	-	8	7	-	-	-	7	6	-	-	-	6	(1)	-14.3%
Mayor	9	-	-	-	9	9	-	-	-	9	9	-	-	-	9	-	0.0%
Municipal Attorney	53	-	-	-	53	51	-	-	-	51	50	-	-	-	50	(1)	-2.0%
Municipal Manager	21	1	-	-	22	20	2	-	-	22	20	2	-	-	22	-	0.0%
Parks & Recreation	65	46	187	30	328	65	42	183	30	320	68	25	189	31	313	(7)	-2.2%
Planning						25	-	-	-	25	24	-	-	-	24	(1)	-4.0%
Police	523	1	-	-	524	544	-	-	-	544	599	-	-	-	599	55	10.1%
Project Management & Engineering						38	1	2	1	42	37	1	2	1	41	(1)	-2.4%
Public Transportation	145	-	-	-	145	147	-	-	-	147	147	-	-	-	147	-	0.0%
Public Works	237	2	20	2	261												
Public Works Administration						17	-	-	-	17	18	-	-	-	18	1	5.9%
Purchasing	15	-	-	-	15	15	-	-	-	15	14	-	-	-	14	(1)	-6.7%
Real Estate	6	-	-	-	6	5	1	-	-	6	5	1	-	-	6	-	0.0%
Traffic						26	-	3	1	30	26	-	3	1	30	-	0.0%
<b>Position Total</b>	<b>1,930</b>	<b>96</b>	<b>208</b>	<b>32</b>	<b>2,266</b>	<b>1,949</b>	<b>87</b>	<b>204</b>	<b>32</b>	<b>2,272</b>	<b>1,997</b>	<b>63</b>	<b>202</b>	<b>33</b>	<b>2,295</b>	<b>23</b>	<b>1.0%</b>

This summary shows budgeted staffing levels at end of year. Reports generated from QesticaBudget (Department Summary and Division Summary), included in department sections of budget books show staffing levels at beginning of year. Notable position changes are listed below:

**2017 Continuation adjustments from 2016 Revised are net-zero changes detailed in department reconciliations.**

**2017 Proposed Budget Changes from 2017 Continuation:**

- Development Services - eliminate 1 FT Civil Engineer I in Private Development.
- Economic & Community Development - transfer 1 FT Chief Innovation Officer position previously from Municipal Manager non-labor.
- Employee Relations - eliminate 1 FT Personnel Technician II in Benefits Division; eliminate 3 FT positions after July 1, 2017 due to SAP going live: 2 FTs from Benefits, 1 FT from Employment Division.
- Finance - eliminate 3 FT positions after July 1, 2017 due to SAP going live: 1 FT from Central Accounting, 2 FT from Payroll; eliminate 1 FT full-year position from Central Accounting.
- Fire - eliminate 1 FT Fire Payroll Specialist position after July 1, 2017 from AFD Finance due to SAP going live.
- Health & Human Services - eliminate 1 Seasonal Environmental Health Specialist position.
- Information Technology - create 4 new FT Analysts each working 1/2 of year in 2017 in Application Services; eliminate 3 FT positions after July 1, 2017 due to SAP going live: 1 FT from Network Services, 1 FT from ERP Services, 1 FT from ERP Implementation.
- Library - changed 3 PT positions to 3 FT positions in Adult Services; eliminate 1 PT Library Assistant II in Circulation, 1 FT Library Assistant II in Technical Services, 1 FT Library Assistant II in Circulation.
- Maintenance & Operations - eliminate 6 winter seasonal Light Equipment Operator positions, 2 FT regular Medium Equipment Operator positions and 1 FT regular Administrative Officer position.
- Management & Budget - eliminate 1 FT position after July 1, 2017 due to SAP going live.
- Municipal Attorney - eliminate 1 vacant FT Legal Secretary position.
- Parks & Recreation - eliminate 1 FT Community Work Service Assistant in Community Work Service; eliminate 1 FT Recreation Superintendent in Aquatics; create 1 new FT Park Foreman in Parks & Recs Administration; create 1 new FT Landscape Architect II 50% in Park Property Management and 50% Eagle River/Chugiak Parks; create 1 FT new Recreation Supervisor in Recreation Facilities; create 1 new Seasonal PT Assistant Recreation Center Manager in Recreation Facilities; create 2 new Seasonal PT Recreation Specialist II in Recreation Facilities; and eliminate 5 Seasonal Lifeguard positions for cost saving.
- Planning - eliminate 1 FT Office Associate in Zoning & Platting.
- Police - add 56 new Police Officer positions in two academies (up-to 28 recruits in June 2017 academy and up-to 28 recruits in December 2017 academy).
- Purchasing - eliminate 1 FT position after July 1, 2017 due to SAP going live.

**2017 Proposed S Version Budget Changes from 2016 Revised Budget:**

- Assembly - eliminate 1 vacant PT Administrative Assistant position.
- Finance - create 2 new FT positions in Public Finance.

2016 Revised to 2017 Approved Direct Cost Budget Reconciliation by Department

Department	Continuation Level Adjustments					Changes from 2017 Continuation to 2017 Proposed										2017 Approved					
	2016 Revised	Personnel	Misc & Contracts <sup>1</sup>	Debt Service	P & F Retrmt	Subtotal	2017 Continuation	Ongoing			One-Time			Dept Reductions	Changes Subtotal	2017 Proposed	S Version Changes <sup>6</sup>	Assembly Ammdmnts <sup>7</sup>	2017 Budget	Less Depreciation	Appropriation
								O&M	SAP Costs <sup>2</sup>	Public Safety <sup>3</sup>	Public Safety <sup>3</sup>	Fleet Rental Rates <sup>4</sup>	Subtotal								
Assembly	4,458,823	66,764	(1,136,764)	-	-	(1,070,000)	3,388,823	-	-	-	-	-	-	-	-	3,388,823	187,921	47,794	3,624,538	-	3,624,538
Chief Fiscal Officer	476,240	1,505	(0)	-	-	1,504	477,744	-	-	-	-	-	(8,838)	(8,838)	468,906	-	(48)	468,858	-	468,858	
Development Services	11,223,405	153,080	(0)	-	-	153,080	11,376,485	-	-	-	-	(41,470)	(41,470)	(209,555)	(251,025)	11,125,460	-	(1,462)	11,123,998	-	11,123,998
Economic & Community Development	11,365,368	62,402	(310,950)	30,589	-	(217,959)	11,147,409	-	-	-	-	-	-	167,722	167,722	11,315,131	434,500	(717)	11,748,914	-	11,748,914
Employee Relations	3,811,287	74,311	(2)	-	-	74,309	3,885,596	-	(142,347)	-	-	-	-	(110,730)	(253,077)	3,632,519	-	(137)	3,632,382	-	3,632,382
Equal Rights Commission	775,779	28,929	0	-	-	28,929	804,708	-	-	-	-	-	-	-	-	804,708	(38,100)	(114)	766,494	-	766,494
Finance	14,364,540	260,894	(283,198)	-	-	(22,304)	14,342,236	-	(572,510)	-	-	(10,767)	(10,767)	(106,214)	(689,491)	13,652,745	933,130	(1,128)	14,584,747	-	14,584,747
Fire	93,871,863	3,093,073	(648,814)	537,584	174,984	3,156,827	97,028,690	-	(58,577)	1,833,432	-	-	-	(875,003)	899,852	97,928,542	(530,382)	-	97,398,160	-	97,398,160
Health & Human Services	11,583,366	114,755	(112,749)	(35,373)	-	(33,367)	11,549,999	-	-	-	-	(9,308)	(9,308)	(51,252)	(60,560)	11,489,439	78,285	(2,914)	11,564,810	-	11,564,810
Information Technology	18,069,255	251,578	(75,000)	-	-	176,578	18,245,833	-	6,459,636	-	-	(5,277)	(5,277)	35,322	6,489,681	24,735,514	175,000	(735)	24,909,779	(4,762,288)	20,147,491
Internal Audit	734,921	(7,386)	0	-	-	(7,386)	727,535	-	-	-	-	(923)	(923)	(48)	726,564	(6,500)	(21)	720,043	-	720,043	
Library	8,273,329	114,782	10,160	-	-	124,942	8,398,271	-	-	-	-	(812)	(812)	(150,183)	(150,995)	8,247,276	-	120,017	8,367,293	-	8,367,293
Maintenance & Operations	89,064,961	484,194	(379,926)	(1,102,936)	-	(998,668)	88,066,293	962,250	-	-	-	(1,035,037)	(1,035,037)	(1,035,220)	(1,108,007)	86,958,286	(29,999)	(37,735)	86,890,552	-	86,890,552
Management & Budget	1,249,866	26,791	(150,000)	-	-	(123,209)	1,126,657	-	(56,111)	-	-	-	-	(20,782)	1,049,764	-	(44)	1,049,720	-	1,049,720	
Mayor	2,520,527	41,955	(493,582)	-	-	(451,627)	2,068,900	-	-	-	-	2,917	2,917	(248,114)	(245,197)	1,823,703	80,000	(95)	1,903,608	-	1,903,608
Municipal Attorney	7,462,462	49,198	0	-	-	49,198	7,511,660	-	-	-	-	(672)	(672)	(138,453)	(139,125)	7,372,535	-	(436)	7,372,099	-	7,372,099
Municipal Manager	13,136,457	21,841	(0)	170,624	-	192,465	13,328,922	-	-	-	-	(3,720)	(3,720)	(124,156)	(127,876)	13,201,046	-	(794)	13,200,252	-	13,200,252
Non-Departmental	263,013	-	-	(48,965)	-	(48,965)	214,048	-	-	-	-	-	-	-	-	214,048	-	-	214,048	-	214,048
Parks & Recreation	21,567,667	65,456	(20,791)	387,994	-	432,659	22,000,326	259,000	-	-	-	(178,236)	(178,236)	(121,397)	(40,633)	21,959,693	(16,480)	(15,935)	21,927,278	-	21,927,278
Planning	3,443,739	20,453	(5,017)	-	-	15,436	3,459,175	-	-	-	-	(1,342)	(1,342)	(113,641)	(114,983)	3,344,192	-	(241)	3,343,951	-	3,343,951
Police	101,684,222	4,156,938	(1,579,427)	(1,048)	50,192	2,626,655	104,310,877	-	-	4,634,199	1,024,470	(699,178)	325,292	(346,063)	4,613,428	108,924,305	299,124	-	109,223,429	-	109,223,429
Project Management & Engine	6,641,519	17,474	0	-	-	17,474	6,658,993	-	-	-	-	(7,038)	(7,038)	(83,124)	(90,162)	6,568,831	-	(906)	6,567,925	-	6,567,925
Public Transportation	23,362,097	255,717	(8,593)	(40,699)	-	206,425	23,568,522	-	-	-	-	-	-	(583,319)	(583,319)	22,985,203	-	(21,616)	22,963,587	-	22,963,587
Public Works Administration	11,734,254	130,438	(0)	-	-	130,438	11,864,692	-	-	-	-	(6,052)	(6,052)	(2,653)	(8,705)	11,855,987	-	(2,794)	11,853,193	-	11,853,193
Purchasing	1,811,040	37,785	(0)	-	-	37,785	1,848,825	-	(53,664)	-	-	-	-	(53,664)	1,795,161	-	(96)	1,795,065	-	1,795,065	
Real Estate	7,914,001	(27,033)	(16,543)	-	-	(43,576)	7,870,425	-	-	-	-	-	-	(36,846)	(36,846)	7,833,579	-	(92)	7,833,487	-	7,833,487
Taxes & Reserve	13,336,918	-	94,034	-	-	94,034	13,430,952	-	-	-	-	-	-	-	-	13,430,952	-	-	13,430,952	-	13,430,952
Traffic	5,554,373	23,954	-	-	-	23,954	5,578,327	40,000	-	-	-	(21,473)	(21,473)	(83,259)	(64,732)	5,513,595	-	(11,751)	5,501,844	-	5,501,844
<b>Direct Cost Total</b>	<b>489,755,292</b>	<b>9,519,848</b>	<b>(5,117,163)</b>	<b>(102,230)</b>	<b>225,176</b>	<b>4,525,631</b>	<b>494,280,923</b>	<b>1,261,250</b>	<b>5,576,427</b>	<b>6,467,631</b>	<b>1,024,470</b>	<b>(2,018,388)</b>	<b>(993,918)</b>	<b>(4,245,806)</b>	<b>8,065,584</b>	<b>502,346,507</b>	<b>1,566,499</b>	<b>68,000</b>	<b>503,981,006</b>	<b>(4,762,288)</b>	<b>499,218,718</b>

Notes (additional details provided in department reconciliations):

- Continuation Misc & Contracts:** includes reductions to 2016 One-Time Items of Assembly: Vote-by-Mail (\$1,000,000) and SAP project management oversight (\$81,240); Economic & Community Development: Green Planning Settlement (\$295,000); Finance Treasury: Marijuana Sales Tax Database (\$241,775); Fire: Academy (\$650,000); Health & Human Services: Public Health Education Campaign related to marijuana (\$100,000); Information Technology: Platform for Customer Service Reporting, Incident Management, Software Management, and Asset Management (\$75,000); Maintenance & Operations: Bond O&M for Roof Reserve (\$340,000); Management & Budget: IGC Review Project (\$150,000); Mayor: Homelessness initiative (\$425,000), and AIDS Assistance Association funding for housing support program (\$75,000); Police: Academy (\$1,219,427), legal funds (\$250,000), and computer software (\$110,000). Taxes & Reserve: increased \$94,034, in line with Hotel Motel Tax revenue projection.
- Proposed Ongoing SAP Costs:** Information Technology: increase for SAP go-live of \$6,834,372 for: 4 new FT SAP Analysts that will start July, 1 2017, stabilization efforts for 4 weeks, SAP Application Management Services (AMS), HEC maintenance, and depreciation, offset by reductions project costs for elimination of SAP backfills and non-labor in Information Technology: (\$374,736) , Employee Relations: (\$142,347), Finance: (\$572,510), Fire: (\$58,577), Management & Budget: (\$56,111), and Purchasing: (\$53,664).
- Proposed Ongoing and One-Time Public Safety:** Fire: fire hydrant use escalator \$245,542, P&F Trust increase to contribution \$1,654,446, no cost increase for Public Safety Plan (\$66,556); Police: P&F Trust increase to contribution \$1,643,738, prisoner care agreement escalator \$928,000, June and December ongoing and one-time academy costs for increase in officers \$3,141,410, and no cost increase for Public Safety Plan (\$54,479).
- Proposed One-Time Fleet Rental Rates:** as cost savings measure, fleet rental recovery rates reduced a total of \$2,018,388 with the expectation that Fleet Fund (601000) Fund Balance will be used to cover this amount for 2017.
- Proposed Ongoing Department Reductions and Efficiencies:** budget adjustments including labor net reduction of 2 filled positions and 16 vacant positions, other labor and non-labor adjustments, and overall fuel reduction of \$1,100,114.
- S Version Changes:** Assembly: \$100,000 for election workers wages due to postponement of Vote-by-Mail, \$150,000 for ongoing space rent for Vote-by-Mail, (\$62,079) for cost savings of labor and non-labor including elimination of 1 vacant position; Economic & Community Development: \$434,500 for ESRI GIS enterprise license, professional services, and cloud infrastructure; Equal Rights Commission: (\$38,100) for various reductions per Assembly recommendations; Finance: \$212,552 add back half of SAP backfill professional services for CAFR, \$387,552 contribution from Public Finance Fund (164000, PS 191) to Finance and Information Technology departments, \$333,026 to add 2 positions to Public Finance; Fire: (\$395,000) personnel alignment, (\$245,542) AWWU hydrant budget reduction in line with no rate increase in 2017, \$110,160 for Girdwood Service Area per GBOS; Health & Human Services: \$42,285 add back contribution to senior centers, \$36,000 add back ADVSAIP; Information Technology: \$175,000 reinstatement for partial Print-Shop non-labor; Internal Audit: (\$6,500) cost savings; Maintenance & Operations: (\$29,999) from Girdwood Service Area per GBOS; Mayor: \$80,000 add back partial Community Grants funding; Parks & Rec: (\$16,480) from Girdwood Service Area per GBOS; and Police: \$299,124 to Girdwood Service Area per GBOS.
- Assembly Amendments:** Assembly: \$48,000 for continued third-party review of SAP project through June 30, 2017; Public Transportation: \$20,000 for Glacier Valley Transit in Girdwood; Multiple: \$120,937 add back to Library offset by supply reductions in all department except Police and Fire.

**Relationship between Departments and Funds in Terms of 2017 Approved Budget  
(Direct Cost in \$ Thousands)**

Fund #	101000	104000	106000	119000	131000	141000	151000	161000	162000	SA/LRSA	163000	164000	2020X0	221000	301000	602000	607000	TOTAL	% of Total
Department	Areawide	Chugiak Fire Service Area	Girdwood Valley Service Area	Chugiak/Birchwd/ER RR SA	Anch Fire Service Area	Anch Roads / Drainage Service Area	Anch Police Service Area	Anch Parks & Rec Service Area	Eagle River / Chugiak Parks & Rec Service Area	Multiple SAs and LRSAs	Bid Safety Service Area	Public Fin Invest	Cnvtn Ctr Ops Reserve	Heritage Land Bank	Rev Bond-PAC	Self-Ins	Mgmnt Info Systems	TOTAL	% of Total
Assembly	3,625	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,625	0.7%
Chief Fiscal Officer	469	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	469	0.1%
Development Services	5,187	-	-	-	-	-	-	-	-	-	5,937	-	-	-	-	-	-	11,124	2.2%
Economic & Community Deve	11,452	-	-	-	-	-	-	-	-	-	-	-	-	-	297	-	-	11,749	2.3%
Employee Relations	3,632	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,632	0.7%
Equal Rights Commission	766	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	766	0.2%
Finance	12,134	-	-	-	-	-	-	-	-	-	-	2,450	-	-	-	-	-	14,585	2.9%
Fire	24,601	1,007	837	-	70,953	-	-	-	-	-	-	-	-	-	-	-	-	97,398	19.3%
Health & Human Services	11,565	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	11,565	2.3%
Information Technology	1,127	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	23,783	24,910	4.9%
Internal Audit	720	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	720	0.1%
Library	8,367	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8,367	1.7%
Maintenance & Operations	14,602	-	976	-	-	70,992	-	-	-	321	-	-	-	-	-	-	-	86,891	17.2%
Management & Budget	1,050	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,050	0.2%
Mayor	1,904	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,904	0.4%
Municipal Attorney	7,372	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,372	1.5%
Municipal Manager	3,234	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,966	-	13,200	2.6%
Parks & Recreation	-	-	237	-	-	-	-	17,346	4,344	-	-	-	-	-	-	-	-	21,927	4.4%
Planning	3,344	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,344	0.7%
Police	50	-	618	-	-	-	108,555	-	-	-	-	-	-	-	-	-	-	109,223	21.7%
Project Management & Engin	6,568	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,568	1.3%
Public Transportation	22,964	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	22,964	4.6%
Public Works Administration	1,837	-	-	6,973	-	-	-	-	-	3,043	-	-	-	-	-	-	-	11,853	2.4%
Purchasing	1,795	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,795	0.4%
Real Estate	7,166	-	-	-	-	-	-	-	-	-	-	-	-	667	-	-	-	7,833	1.6%
Traffic	5,502	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,502	1.1%
TANs Expense	214	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	214	0.0%
Convention Center Reserve	-	-	-	-	-	-	-	-	-	-	-	-	13,431	-	-	-	-	13,431	2.7%
<b>Total General Government</b>	<b>161,248</b>	<b>1,007</b>	<b>2,668</b>	<b>6,973</b>	<b>70,953</b>	<b>70,992</b>	<b>108,555</b>	<b>17,346</b>	<b>4,344</b>	<b>3,363</b>	<b>5,937</b>	<b>2,450</b>	<b>13,431</b>	<b>667</b>	<b>297</b>	<b>9,966</b>	<b>23,783</b>	<b>503,981</b>	<b>100.0%</b>
Percent of Total	32.0%	0.2%	0.5%	1.4%	14.1%	14.1%	21.5%	3.4%	0.9%	0.7%	1.2%	0.5%	2.7%	0.1%	0.1%	2.0%	4.7%	100.0%	

Direct Cost includes debt service and depreciation / amortization.

**2017 Approved Budget Revenues, Direct Costs, and other Funding Sources**  
(\$ Thousands)

Fund #	101000	104000	106000	119000	131000	141000	151000
Revenue Type	Areawide	Chugiak Fire Service Area	Girdwood Valley Service Area	Chugiak/Birch wd/ER RR SA	Anchorage Fire Service Area	Anchorage Roads / Drainage Service Area	Anchorage Police Service Area
Contributions & Transfers from Other Funds	8,700	-	-	97	-	-	-
Federal Revenues	115	-	-	-	39	634	-
Fees & Charges for Services	17,986	-	7	-	430	-	823
Fines & Forfeitures	422	-	-	-	-	-	4,882
Investment Income	1,195	20	20	35	182	207	426
Licenses, Permits, Certifications	3,170	-	-	-	475	6	-
Other Revenues	1,950	-	9	25	-	70	927
Payments in Lieu of Taxes (PILT)	1,843	-	-	-	-	-	-
Special Assessments	-	-	-	-	-	220	-
State Revenues	6,427	2	2	-	83	548	510
Taxes - Other - Outside Tax Limit Calculation	15,410	8	12	38	363	594	514
Taxes - Other/PILT - In Tax Limit Calculation	64,091	21	31	153	1,186	1,574	1,571
Taxes - Property	(4,068)	1,254	2,946	6,772	78,962	67,030	111,417
<b>Revenues Total</b>	<b>117,241</b>	<b>1,305</b>	<b>3,027</b>	<b>7,119</b>	<b>81,721</b>	<b>70,883</b>	<b>121,069</b>
<b>Department</b>							
Assembly	3,625	-	-	-	-	-	-
Chief Fiscal Officer	469	-	-	-	-	-	-
Development Services	5,187	-	-	-	-	-	-
Economic & Community Development	11,452	-	-	-	-	-	-
Employee Relations	3,632	-	-	-	-	-	-
Equal Rights Commission	766	-	-	-	-	-	-
Finance	12,134	-	-	-	-	-	-
Fire	24,601	1,007	837	-	70,953	-	-
Health & Human Services	11,565	-	-	-	-	-	-
Information Technology	1,127	-	-	-	-	-	-
Internal Audit	720	-	-	-	-	-	-
Library	8,367	-	-	-	-	-	-
Maintenance & Operations	14,602	-	976	-	-	70,992	-
Management & Budget	1,050	-	-	-	-	-	-
Mayor	1,904	-	-	-	-	-	-
Municipal Attorney	7,372	-	-	-	-	-	-
Municipal Manager	3,234	-	-	-	-	-	-
Parks & Recreation	-	-	237	-	-	-	-
Planning	3,344	-	-	-	-	-	-
Police	50	-	618	-	-	-	108,555
Project Management & Engineering	6,568	-	-	-	-	-	-
Public Transportation	22,964	-	-	-	-	-	-
Public Works Administration	1,837	-	-	6,973	-	-	-
Purchasing	1,795	-	-	-	-	-	-
Real Estate	7,166	-	-	-	-	-	-
Traffic	5,502	-	-	-	-	-	-
TANs Expense	214	-	-	-	-	-	-
Convention Center Reserve	-	-	-	-	-	-	-
<b>Direct Cost Total</b>	<b>161,248</b>	<b>1,007</b>	<b>2,668</b>	<b>6,973</b>	<b>70,953</b>	<b>70,992</b>	<b>108,555</b>
Charges by/to Departments	(34,995)	299	359	146	10,768	(109)	12,514
<b>Charges by/to Total</b>	<b>(34,995)</b>	<b>299</b>	<b>359</b>	<b>146</b>	<b>10,768</b>	<b>(109)</b>	<b>12,514</b>
Net Increase (Decrease / Use) in Fund Balance	(9,012)	-	(0)	-	(0)	0	0
Estimated Fund Balance-Beginning	18,251	1,592	1,121	(144)	8,040	13,570	12,552
Estimated Fund Balance-Ending	9,239	1,592	1,121	(144)	8,040	13,570	12,552
Y/Y Fund Balance % Change	-49%	0%	0%	0%	0%	0%	0%

Estimated Fund Balance is inclusive of Nonspendable, Restricted, Committed, Assigned, and Unassigned and is expected to change as closure of 2016 fiscal year prog  
The 2016 Estimated Beginning Fund Balance for funds 602 and 607 is based on trial balance at 03/04/2017; all other funds are based on 12/31/2015 reported fund bal

**es and Uses by Major Funds and Non-major Funds in the Aggregate**

161000	162000	SA/LRSA	163000	164000	2020X0	221000	301000	602000	607000	
Anchorage Parks & Recreation Service Area	Eagle River / Chugiak Parks & Rec Service Area	Multiple SAs and LRSAs	Building Safety Service Area	Public Finance Investment	Convention Center Operations Reserve	Heritage Land Bank	Revenue Bond Payment- Performing Arts Center	Self- Insurance	Management Information Systems	Total Budget
-	-	-	-	-	604	-	-	-	-	9,401
41	-	-	-	-	-	-	-	-	-	829
1,935	436	-	10	416	-	149	-	-	5	22,196
-	-	-	-	-	-	-	-	-	-	5,304
54	66	74	(22)	1,608	1	181	-	269	-	4,315
-	-	-	5,421	-	-	133	-	-	-	9,205
-	48	-	0	402	-	-	297	-	-	3,727
-	-	-	-	-	-	-	-	-	-	1,843
-	-	-	-	-	-	-	-	-	-	220
28	-	11	-	-	-	-	-	-	-	7,611
263	20	15	-	-	15,714	-	-	-	-	32,950
409	-	6	-	-	-	-	-	-	-	69,042
17,729	4,190	3,570	-	-	-	-	-	-	-	289,803
<b>20,459</b>	<b>4,759</b>	<b>3,676</b>	<b>5,409</b>	<b>2,426</b>	<b>16,320</b>	<b>462</b>	<b>297</b>	<b>269</b>	<b>5</b>	<b>456,447</b>
-	-	-	-	-	-	-	-	-	-	3,625
-	-	-	-	-	-	-	-	-	-	469
-	-	-	5,937	-	-	-	-	-	-	11,124
-	-	-	-	-	-	-	297	-	-	11,749
-	-	-	-	-	-	-	-	-	-	3,632
-	-	-	-	-	-	-	-	-	-	766
-	-	-	-	2,450	-	-	-	-	-	14,585
-	-	-	-	-	-	-	-	-	-	97,398
-	-	-	-	-	-	-	-	-	-	11,565
-	-	-	-	-	-	-	-	-	23,783	24,910
-	-	-	-	-	-	-	-	-	-	720
-	-	-	-	-	-	-	-	-	-	8,367
-	-	321	-	-	-	-	-	-	-	86,891
-	-	-	-	-	-	-	-	-	-	1,050
-	-	-	-	-	-	-	-	-	-	1,904
-	-	-	-	-	-	-	-	-	-	7,372
-	-	-	-	-	-	-	-	9,966	-	13,200
17,346	4,344	-	-	-	-	-	-	-	-	21,927
-	-	-	-	-	-	-	-	-	-	3,344
-	-	-	-	-	-	-	-	-	-	109,223
-	-	-	-	-	-	-	-	-	-	6,568
-	-	-	-	-	-	-	-	-	-	22,964
-	-	3,043	-	-	-	-	-	-	-	11,853
-	-	-	-	-	-	-	-	-	-	1,795
-	-	-	-	-	-	667	-	-	-	7,833
-	-	-	-	-	-	-	-	-	-	5,502
-	-	-	-	-	-	-	-	-	-	214
-	-	-	-	-	13,431	-	-	-	-	13,431
<b>17,346</b>	<b>4,344</b>	<b>3,363</b>	<b>5,937</b>	<b>2,450</b>	<b>13,431</b>	<b>667</b>	<b>297</b>	<b>9,966</b>	<b>23,783</b>	<b>503,981</b>
3,113	416	312	1,591	178	-	503	-	(8,793)	(23,777)	(37,476)
<b>3,113</b>	<b>416</b>	<b>312</b>	<b>1,591</b>	<b>178</b>	<b>-</b>	<b>503</b>	<b>-</b>	<b>(8,793)</b>	<b>(23,777)</b>	<b>(37,476)</b>
0	-	-	(2,119)	(203)	2,889	(708)	-	(904)	(1)	(10,058)
4,271	4,227	7,336	(3,238)	2,308	17,779	5,314	809	20,560	(6,208)	108,141
4,271	4,227	7,336	(5,356)	2,105	20,668	4,606	809	19,656	(6,209)	98,083
0%	0%	0%	-65%	-9%	16%	-13%	0%	-4%	0%	-9%

resses.

**2015 Actuals, 2016 Revised Budget, and 2017 Approved Budget Funding Sources and Uses (\$ Thousands)**

Revenue Type	101000 Areawide Service Area			104000 Chugiak Fire Service Area			106000 Girdwood Valley Service Area		
	2015 Actuals	2016 Revised	2017 Approved	2015 Actuals	2016 Revised	2017 Approved	2015 Actuals	2016 Revised	2017 Approved
Contributions & Transfers from	14,799	6,000	8,700	-	-	-	-	-	-
Federal Revenues	128	115	115	-	-	-	-	-	-
Fees & Charges for Services	18,975	18,716	17,986	-	-	-	19	7	7
Fines & Forfeitures	464	469	422	-	-	-	-	-	-
Investment Income	433	921	1,195	32	10	20	35	12	20
Licenses, Permits, Certification	3,453	3,280	3,170	-	-	-	-	-	-
Other Revenues	2,340	2,162	1,950	95	-	-	50	8	9
Payments in Lieu of Taxes (PILT)	1,820	1,820	1,843	-	-	-	-	-	-
Special Assessments	-	-	-	-	-	-	-	-	-
State Revenues	16,252	11,157	6,427	2	2	2	2	2	2
Taxes - Other - Outside Tax Limit	11,958	13,093	15,410	8	7	8	11	11	12
Taxes - Other/PILT - In Tax Limit	61,221	58,571	64,091	21	22	21	31	32	31
Taxes - Property	(4,262)	5,451	(4,068)	1,185	1,238	1,254	2,126	2,541	2,946
<b>Revenues Total</b>	<b>127,582</b>	<b>121,755</b>	<b>117,241</b>	<b>1,342</b>	<b>1,279</b>	<b>1,305</b>	<b>2,275</b>	<b>2,612</b>	<b>3,027</b>
<b>Department</b>									
Assembly	3,821	4,459	3,625	-	-	-	-	-	-
Chief Fiscal Officer	607	476	469	-	-	-	-	-	-
Community Development	8,635	-	-	-	-	-	-	-	-
Development Services	-	5,318	5,187	-	-	-	-	-	-
Economic & Community Development	-	11,072	11,452	-	-	-	-	-	-
Employee Relations	3,460	3,811	3,632	-	-	-	-	-	-
Equal Rights Commission	624	776	766	-	-	-	-	-	-
Finance	12,021	12,661	12,134	-	-	-	-	-	-
Fire	23,295	23,725	24,601	1,040	1,007	1,007	725	722	837
Health & Human Services	11,273	11,583	11,565	-	-	-	-	-	-
Information Technology	1,169	1,196	1,127	-	-	-	-	-	-
Internal Audit	750	735	720	-	-	-	-	-	-
Library	8,178	8,273	8,367	-	-	-	-	-	-
Maintenance & Operations	-	14,694	14,602	-	-	-	-	975	976
Management & Budget	975	1,250	1,050	-	-	-	-	-	-
Mayor	2,436	2,521	1,904	-	-	-	-	-	-
Municipal Attorney	7,315	7,462	7,372	-	-	-	-	-	-
Municipal Manager	12,789	3,188	3,234	-	-	-	-	-	-
Parks & Recreation	-	-	-	-	-	-	237	254	237
Planning	-	3,444	3,344	-	-	-	-	-	-
Police	41	50	50	-	-	-	-	319	618
Project Management & Engineering	-	6,642	6,568	-	-	-	-	-	-
Public Transportation	23,247	23,362	22,964	-	-	-	-	-	-
Public Works	27,867	-	-	-	-	-	960	-	-
Public Works Administration	-	1,693	1,837	-	-	-	-	-	-
Purchasing	1,551	1,811	1,795	-	-	-	-	-	-
Real Estate	7,582	7,252	7,166	-	-	-	-	-	-
Traffic	-	5,554	5,502	-	-	-	-	-	-
TANs Expense	60	263	214	-	-	-	-	-	-
Convention Center Reserve	-	-	-	-	-	-	-	-	-
<b>Direct Cost Total</b>	<b>157,697</b>	<b>163,272</b>	<b>161,248</b>	<b>1,040</b>	<b>1,007</b>	<b>1,007</b>	<b>1,922</b>	<b>2,270</b>	<b>2,668</b>
Charges by/to Departments	(37,406)	(37,422)	(34,995)	192	272	299	276	343	359
<b>Charges by/to Total</b>	<b>(37,406)</b>	<b>(37,422)</b>	<b>(34,995)</b>	<b>192</b>	<b>272</b>	<b>299</b>	<b>276</b>	<b>343</b>	<b>359</b>
Net Increase (Decrease) in Fund Balance	7,291	(4,095)	(9,012)	110	-	-	77	-	(0)

2017 Approved General Government Operating Budget

2015 Actuals, 2016 Revised Budget, and 2017 Approved Budget Funding Sources and Uses (\$ Thousands)

Revenue Type	119000 Chugiak, Birchwood, Eagle River Rural Road Service Area			131000 Anchorage Fire Service Area			141000 Anchorage Roads & Drainage Service Area		
	2015 Actuals	2016 Revised	2017 Approved	2015 Actuals	2016 Revised	2017 Approved	2015 Actuals	2016 Revised	2017 Approved
Contributions & Transfers from	107	97	97	0	-	-	2	-	-
Federal Revenues	-	-	-	32	39	39	626	635	634
Fees & Charges for Services	0	-	-	472	437	430	5	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-	-
Investment Income	21	26	35	64	91	182	(522)	130	207
Licenses, Permits, Certification	-	-	-	760	590	475	-	6	6
Other Revenues	9	25	25	121	-	-	299	70	70
Payments in Lieu of Taxes (PILT)	-	-	-	-	-	-	-	-	-
Special Assessments	-	-	-	-	-	-	788	220	220
State Revenues	-	-	-	85	83	83	616	548	548
Taxes - Other - Outside Tax Limit	35	32	38	339	344	363	562	581	594
Taxes - Other/PILT - In Tax Limit	152	157	153	1,177	1,215	1,186	1,562	1,612	1,574
Taxes - Property	6,790	6,779	6,772	73,195	74,976	78,962	63,957	68,964	67,030
<b>Revenues Total</b>	<b>7,115</b>	<b>7,115</b>	<b>7,119</b>	<b>76,245</b>	<b>77,775</b>	<b>81,721</b>	<b>67,895</b>	<b>72,768</b>	<b>70,883</b>
<b>Department</b>									
Assembly	-	-	-	-	-	-	-	-	-
Chief Fiscal Officer	-	-	-	-	-	-	-	-	-
Community Development	-	-	-	-	-	-	-	-	-
Development Services	-	-	-	-	-	-	-	-	-
Economic & Community Development	-	-	-	-	-	-	-	-	-
Employee Relations	-	-	-	-	-	-	-	-	-
Equal Rights Commission	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-
Fire	-	-	-	67,949	68,418	70,953	-	-	-
Health & Human Services	-	-	-	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-	-	-	-
Internal Audit	-	-	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-	-	-
Maintenance & Operations	-	-	-	-	-	-	-	73,075	70,992
Management & Budget	-	-	-	-	-	-	-	-	-
Mayor	-	-	-	-	-	-	-	-	-
Municipal Attorney	-	-	-	-	-	-	-	-	-
Municipal Manager	-	-	-	-	-	-	-	-	-
Parks & Recreation	-	-	-	-	-	-	-	-	-
Planning	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
Project Management & Engineering	-	-	-	-	-	-	-	-	-
Public Transportation	-	-	-	-	-	-	-	-	-
Public Works	6,486	-	-	-	-	-	68,049	-	-
Public Works Administration	-	6,998	6,973	-	-	-	-	-	-
Purchasing	-	-	-	-	-	-	-	-	-
Real Estate	-	-	-	-	-	-	-	-	-
Traffic	-	-	-	-	-	-	-	-	-
TANs Expense	-	-	-	-	-	-	-	-	-
Convention Center Reserve	-	-	-	-	-	-	-	-	-
<b>Direct Cost Total</b>	<b>6,486</b>	<b>6,998</b>	<b>6,973</b>	<b>67,949</b>	<b>68,418</b>	<b>70,953</b>	<b>68,049</b>	<b>73,075</b>	<b>70,992</b>
Charges by/to Departments	101	116	146	10,100	9,426	10,768	195	(307)	(109)
<b>Charges by/to Total</b>	<b>101</b>	<b>116</b>	<b>146</b>	<b>10,100</b>	<b>9,426</b>	<b>10,768</b>	<b>195</b>	<b>(307)</b>	<b>(109)</b>
Net Increase (Decrease) in Fund Balance	528	(0)	-	(1,804)	(68)	(0)	(348)	-	0



2017 Approved General Government Operating Budget

2015 Actuals, 2016 Revised Budget, and 2017 Approved Budget Funding Sources and Uses (\$ Thousands)

Revenue Type	151000 Anchorage Police Service Area			161000 Anchorage Parks & Recreation Service Area			162000 Eagle River / Chugiak Parks & Recreation Service Area		
	2015 Actuals	2016 Revised	2017 Approved	2015 Actuals	2016 Revised	2017 Approved	2015 Actuals	2016 Revised	2017 Approved
Contributions & Transfers from	-	-	-	0	-	-	-	-	-
Federal Revenues	-	-	-	34	41	41	-	-	-
Fees & Charges for Services	887	959	823	2,472	1,935	1,935	480	436	436
Fines & Forfeitures	5,766	6,723	4,882	-	-	-	-	-	-
Investment Income	205	287	426	11	32	54	82	31	66
Licenses, Permits, Certification	-	-	-	-	-	-	-	-	-
Other Revenues	724	1,001	927	136	-	-	28	48	48
Payments in Lieu of Taxes (PILT)	-	-	-	-	-	-	-	-	-
Special Assessments	-	-	-	-	-	-	-	-	-
State Revenues	482	510	510	29	28	28	-	-	-
Taxes - Other - Outside Tax Limit	479	504	514	251	263	263	19	18	20
Taxes - Other/PILT - In Tax Limit	1,559	1,609	1,571	406	419	409	-	-	-
Taxes - Property	100,895	99,801	111,417	16,424	17,302	17,729	3,978	3,930	4,190
<b>Revenues Total</b>	<b>110,997</b>	<b>111,393</b>	<b>121,069</b>	<b>19,763</b>	<b>20,021</b>	<b>20,459</b>	<b>4,588</b>	<b>4,462</b>	<b>4,759</b>
<b>Department</b>									
Assembly	-	-	-	-	-	-	-	-	-
Chief Fiscal Officer	-	-	-	-	-	-	-	-	-
Community Development	-	-	-	-	-	-	-	-	-
Development Services	-	-	-	-	-	-	-	-	-
Economic & Community Development	-	-	-	-	-	-	-	-	-
Employee Relations	-	-	-	-	-	-	-	-	-
Equal Rights Commission	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-	-
Health & Human Services	-	-	-	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-	-	-	-
Internal Audit	-	-	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-	-	-
Maintenance & Operations	-	-	-	-	-	-	-	-	-
Management & Budget	-	-	-	-	-	-	-	-	-
Mayor	-	-	-	-	-	-	-	-	-
Municipal Attorney	-	-	-	-	-	-	-	-	-
Municipal Manager	-	-	-	-	-	-	-	-	-
Parks & Recreation	-	-	-	17,035	17,165	17,346	3,500	4,149	4,344
Planning	-	-	-	-	-	-	-	-	-
Police	98,992	101,315	108,555	-	-	-	-	-	-
Project Management & Engineering	-	-	-	-	-	-	-	-	-
Public Transportation	-	-	-	-	-	-	-	-	-
Public Works	-	-	-	-	-	-	-	-	-
Public Works Administration	-	-	-	-	-	-	-	-	-
Purchasing	-	-	-	-	-	-	-	-	-
Real Estate	-	-	-	-	-	-	-	-	-
Traffic	-	-	-	-	-	-	-	-	-
TANs Expense	-	-	-	-	-	-	-	-	-
Convention Center Reserve	-	-	-	-	-	-	-	-	-
<b>Direct Cost Total</b>	<b>98,992</b>	<b>101,315</b>	<b>108,555</b>	<b>17,035</b>	<b>17,165</b>	<b>17,346</b>	<b>3,500</b>	<b>4,149</b>	<b>4,344</b>
Charges by/to Departments	11,511	10,078	12,514	2,744	2,856	3,113	250	312	416
<b>Charges by/to Total</b>	<b>11,511</b>	<b>10,078</b>	<b>12,514</b>	<b>2,744</b>	<b>2,856</b>	<b>3,113</b>	<b>250</b>	<b>312</b>	<b>416</b>
Net Increase (Decrease) in Fund Balance	495	0	0	(16)	(0)	0	838	(0)	-

2017 Approved General Government Operating Budget

2015 Actuals, 2016 Revised Budget, and 2017 Approved Budget Funding Sources and Uses (\$ Thousands)

Revenue Type	SALRSA Multiple Service Areas and Limited Road Service Areas			163000 Building Safety Service Area			164000 Public Finance Investment Fund		
	2015 Actuals	2016 Revised	2017 Approved	2015 Actuals	2016 Revised	2017 Approved	2015 Actuals	2016 Revised	2017 Approved
Contributions & Transfers from	-	-	-	-	-	-	-	-	-
Federal Revenues	-	-	-	-	-	-	-	-	-
Fees & Charges for Services	-	-	-	9	10	10	401	416	416
Fines & Forfeitures	-	-	-	-	-	-	-	-	-
Investment Income	26	41	74	(18)	(24)	(22)	1,159	1,175	1,608
Licenses, Permits, Certification	-	-	-	6,782	6,876	5,421	-	-	-
Other Revenues	-	-	-	2	0	0	674	285	402
Payments in Lieu of Taxes (PILT)	-	-	-	-	-	-	-	-	-
Special Assessments	-	-	-	-	-	-	-	-	-
State Revenues	12	11	11	-	-	-	-	-	-
Taxes - Other - Outside Tax Limit	14	11	15	-	-	-	-	-	-
Taxes - Other/PILT - In Tax Limit	6	6	6	-	-	-	-	-	-
Taxes - Property	3,456	3,600	3,570	-	-	-	-	-	-
<b>Revenues Total</b>	<b>3,515</b>	<b>3,668</b>	<b>3,676</b>	<b>6,775</b>	<b>6,862</b>	<b>5,409</b>	<b>2,234</b>	<b>1,876</b>	<b>2,426</b>
<b>Department</b>									
Assembly	-	-	-	-	-	-	-	-	-
Chief Fiscal Officer	-	-	-	-	-	-	-	-	-
Community Development	-	-	-	5,503	-	-	-	-	-
Development Services	-	-	-	-	5,906	5,937	-	-	-
Economic & Community Development	-	-	-	-	-	-	-	-	-
Employee Relations	-	-	-	-	-	-	-	-	-
Equal Rights Commission	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	1,680	1,703	2,450
Fire	-	-	-	-	-	-	-	-	-
Health & Human Services	-	-	-	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-	-	-	-
Internal Audit	-	-	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-	-	-
Maintenance & Operations	-	321	321	-	-	-	-	-	-
Management & Budget	-	-	-	-	-	-	-	-	-
Mayor	-	-	-	-	-	-	-	-	-
Municipal Attorney	-	-	-	-	-	-	-	-	-
Municipal Manager	-	-	-	-	-	-	-	-	-
Parks & Recreation	-	-	-	-	-	-	-	-	-
Planning	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
Project Management & Engineering	-	-	-	-	-	-	-	-	-
Public Transportation	-	-	-	-	-	-	-	-	-
Public Works	2,548	-	-	-	-	-	-	-	-
Public Works Administration	-	3,043	3,043	-	-	-	-	-	-
Purchasing	-	-	-	-	-	-	-	-	-
Real Estate	-	-	-	-	-	-	-	-	-
Traffic	-	-	-	-	-	-	-	-	-
TANs Expense	-	-	-	-	-	-	-	-	-
Convention Center Reserve	-	-	-	-	-	-	-	-	-
<b>Direct Cost Total</b>	<b>2,548</b>	<b>3,363</b>	<b>3,363</b>	<b>5,503</b>	<b>5,906</b>	<b>5,937</b>	<b>1,680</b>	<b>1,703</b>	<b>2,450</b>
Charges by/to Departments	299	305	312	1,649	1,472	1,591	105	109	178
<b>Charges by/to Total</b>	<b>299</b>	<b>305</b>	<b>312</b>	<b>1,649</b>	<b>1,472</b>	<b>1,591</b>	<b>105</b>	<b>109</b>	<b>178</b>
Net Increase (Decrease) in Fund Balance	668	-	-	(378)	(516)	(2,119)	449	63	(203)

2017 Approved General Government Operating Budget

2015 Actuals, 2016 Revised Budget, and 2017 Approved Budget Funding Sources and Uses (\$ Thousands)

Revenue Type	2020X0 Convention Center Operations Reserve			221000 Heritage Land Bank			301000 Revenue Bond Payment-Performing Arts Center		
	2015 Actuals	2016 Revised	2017 Approved	2015 Actuals	2016 Revised	2017 Approved	2015 Actuals	2016 Revised	2017 Approved
Contributions & Transfers from	567	586	604	-	-	-	-	-	-
Federal Revenues	-	-	-	-	-	-	-	-	-
Fees & Charges for Services	-	-	-	749	165	149	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-	-
Investment Income	117	-	1	103	102	181	4	-	-
Licenses, Permits, Certification	-	-	-	16	139	133	-	-	-
Other Revenues	272	-	-	50	-	-	384	294	297
Payments in Lieu of Taxes (PILT)	-	-	-	-	-	-	-	-	-
Special Assessments	-	-	-	-	-	-	-	-	-
State Revenues	-	-	-	-	-	-	-	-	-
Taxes - Other - Outside Tax Limit	15,144	15,664	15,714	-	-	-	-	-	-
Taxes - Other/PILT - In Tax Limit	-	-	-	-	-	-	-	-	-
Taxes - Property	-	-	-	-	-	-	-	-	-
<b>Revenues Total</b>	<b>16,100</b>	<b>16,250</b>	<b>16,320</b>	<b>919</b>	<b>406</b>	<b>462</b>	<b>388</b>	<b>294</b>	<b>297</b>
<b>Department</b>									
Assembly	-	-	-	-	-	-	-	-	-
Chief Fiscal Officer	-	-	-	-	-	-	-	-	-
Community Development	-	-	-	-	-	-	-	-	-
Development Services	-	-	-	-	-	-	-	-	-
Economic & Community Development	-	-	-	-	-	-	-	294	297
Employee Relations	-	-	-	-	-	-	-	-	-
Equal Rights Commission	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-	-
Health & Human Services	-	-	-	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-	-	-	-
Internal Audit	-	-	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-	-	-
Maintenance & Operations	-	-	-	-	-	-	-	-	-
Management & Budget	-	-	-	-	-	-	-	-	-
Mayor	-	-	-	-	-	-	-	-	-
Municipal Attorney	-	-	-	-	-	-	-	-	-
Municipal Manager	-	-	-	-	-	-	282	-	-
Parks & Recreation	-	-	-	-	-	-	-	-	-
Planning	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-
Project Management & Engineering	-	-	-	-	-	-	-	-	-
Public Transportation	-	-	-	-	-	-	-	-	-
Public Works	-	-	-	-	-	-	-	-	-
Public Works Administration	-	-	-	-	-	-	-	-	-
Purchasing	-	-	-	-	-	-	-	-	-
Real Estate	-	-	-	1,006	662	667	-	-	-
Traffic	-	-	-	-	-	-	-	-	-
TANs Expense	-	-	-	-	-	-	-	-	-
Convention Center Reserve	13,248	13,337	13,431	-	-	-	-	-	-
<b>Direct Cost Total</b>	<b>13,248</b>	<b>13,337</b>	<b>13,431</b>	<b>1,006</b>	<b>662</b>	<b>667</b>	<b>282</b>	<b>294</b>	<b>297</b>
Charges by/to Departments	-	-	-	377	521	503	-	-	-
<b>Charges by/to Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>377</b>	<b>521</b>	<b>503</b>	<b>-</b>	<b>-</b>	<b>-</b>
Net Increase (Decrease) in Fund Balance	2,852	2,914	2,889	(464)	(777)	(708)	106	-	-

2017 Approved General Government Operating Budget

2015 Actuals, 2016 Revised Budget, and 2017 Approved Budget Funding Sources and Uses (\$ Thousands)

Revenue Type	602000 Self Insurance			607000 Management Information Systems			Total		
	2015 Actuals	2016 Revised	2017 Approved	2015 Actuals	2016 Revised	2017 Approved	2015 Actuals	2016 Revised	2017 Approved
Contributions & Transfers from	-	-	-	(4,984)	-	-	10,492	6,683	9,401
Federal Revenues	-	-	-	-	-	-	820	830	829
Fees & Charges for Services	-	-	-	-	5	5	24,470	23,085	22,196
Fines & Forfeitures	-	-	-	-	-	-	6,230	7,191	5,304
Investment Income	184	135	269	(108)	-	-	1,828	2,969	4,315
Licenses, Permits, Certification	-	-	-	-	-	-	11,011	10,892	9,205
Other Revenues	538	-	-	(1)	-	-	5,721	3,892	3,727
Payments in Lieu of Taxes (PLI)	-	-	-	-	-	-	1,820	1,820	1,843
Special Assessments	-	-	-	-	-	-	788	220	220
State Revenues	-	-	-	-	-	-	17,481	12,341	7,611
Taxes - Other - Outside Tax Lim	-	-	-	-	-	-	28,820	30,528	32,950
Taxes - Other/PILT - In Tax Lim	-	-	-	-	-	-	66,135	63,643	69,042
Taxes - Property	-	-	-	-	-	-	267,745	284,581	289,803
<b>Revenues Total</b>	<b>723</b>	<b>135</b>	<b>269</b>	<b>(5,093)</b>	<b>5</b>	<b>5</b>	<b>443,361</b>	<b>448,677</b>	<b>456,447</b>
<b>Department</b>									
Assembly	-	-	-	-	-	-	3,821	4,459	3,625
Chief Fiscal Officer	-	-	-	-	-	-	607	476	469
Community Development	-	-	-	-	-	-	14,138	-	-
Development Services	-	-	-	-	-	-	-	11,223	11,124
Economic & Community Devel	-	-	-	-	-	-	-	11,365	11,749
Employee Relations	-	-	-	-	-	-	3,460	3,811	3,632
Equal Rights Commission	-	-	-	-	-	-	624	776	766
Finance	-	-	-	-	-	-	13,701	14,365	14,585
Fire	-	-	-	-	-	-	93,010	93,872	97,398
Health & Human Services	-	-	-	-	-	-	11,273	11,583	11,565
Information Technology	-	-	-	13,544	16,873	23,783	14,713	18,069	24,910
Internal Audit	-	-	-	-	-	-	750	735	720
Library	-	-	-	-	-	-	8,178	8,273	8,367
Maintenance & Operations	-	-	-	-	-	-	-	89,065	86,891
Management & Budget	-	-	-	-	-	-	975	1,250	1,050
Mayor	-	-	-	-	-	-	2,436	2,521	1,904
Municipal Attorney	-	-	-	-	-	-	7,315	7,462	7,372
Municipal Manager	16,546	9,949	9,966	-	-	-	29,616	13,136	13,200
Parks & Recreation	-	-	-	-	-	-	20,772	21,568	21,927
Planning	-	-	-	-	-	-	-	3,444	3,344
Police	-	-	-	-	-	-	99,033	101,684	109,223
Project Management & Engine	-	-	-	-	-	-	-	6,642	6,568
Public Transportation	-	-	-	-	-	-	23,247	23,362	22,964
Public Works	-	-	-	-	-	-	105,909	-	-
Public Works Administration	-	-	-	-	-	-	-	11,734	11,853
Purchasing	-	-	-	-	-	-	1,551	1,811	1,795
Real Estate	-	-	-	-	-	-	8,588	7,914	7,833
Traffic	-	-	-	-	-	-	-	5,554	5,502
TANs Expense	-	-	-	-	-	-	60	263	214
Convention Center Reserve	-	-	-	-	-	-	13,248	13,337	13,431
<b>Direct Cost Total</b>	<b>16,546</b>	<b>9,949</b>	<b>9,966</b>	<b>13,544</b>	<b>16,873</b>	<b>23,783</b>	<b>477,025</b>	<b>489,755</b>	<b>503,981</b>
Charges by/to Departments	(9,358)	(8,445)	(8,793)	(13,486)	(16,368)	(23,777)	(32,451)	(36,731)	(37,476)
<b>Charges by/to Total</b>	<b>(9,358)</b>	<b>(8,445)</b>	<b>(8,793)</b>	<b>(13,486)</b>	<b>(16,368)</b>	<b>(23,777)</b>	<b>(32,451)</b>	<b>(36,731)</b>	<b>(37,476)</b>
Net Increase (Decrease) in Fund Balance	(6,465)	(1,369)	(904)	(5,151)	(501)	(1)	(1,213)	(4,348)	(10,058)