



MUNICIPALITY OF ANCHORAGE

MEMORANDUM

September 1, 2021

TO: Anchorage Assembly

FROM: Mayor Dave Bronson 

SUBJECT: 2022 Preliminary Data – 120 Day Memo



Anchorage Municipal Code 6.10.040 (A) requires the Administration to provide preliminary information regarding the 2022 budget for general government, utilities, and enterprises at least 120 days prior to the end of the preceding fiscal year. The required information included in this memo is:

- Preliminary 2022 revenue estimate
- Preliminary 2022 tax limit calculation
- Administration's priorities including major departmental changes
- Preliminary 2022 Capital Improvement Budgets (CIB) and 2022-2027 Capital Improvement Programs (CIP) for general government (GG), utilities, and enterprise
- Preliminary utility and enterprise plans

Preliminary 2022 Revenue Estimate:

Attachment A is the preliminary Revenue Estimate.

The preliminary non-property tax revenue estimates suggest 2022 non-property tax, tax revenues may increase from 2021 but other existing revenue streams are likely to be down, in total, to budgeted 2021 revenues. The revenue adjustments assume some increased economic activity and some recovery from the COVID-19 pandemic offset by the postponement of the Supplemental Emergency Medical Transportation (SEMT) Medicaid reimbursement program and removal of one-time contributions from Municipal Light & Power (ML&P) sale proceeds.

The Alcoholic Beverages Sales Tax (AMC 12.65, outside of tax cap calculation), which is dedicated to funding new public safety and health services, was approved by the voters on April 7, 2020. The assessment and collection of the tax commenced February 1, 2021. The revenue of the tax is anticipated to be higher in 2022.

Final calculations for the 2022 revenues are still underway and will be included in the submittal of the Proposed 2022 budget. As in previous years, revenue calculations will

likely be re-calculated before the 2022 budget is adopted and again before first-quarter budget amendments are presented in April 2022.

Preliminary 2022 Tax Limit Calculation:

Attachment B is the preliminary Tax Limit calculation.

- The calculation first creates the limit on all taxes that can be collected. It starts with the prior-year amount of all taxes collected, less prior year judgements and debt service. That amount is then adjusted for population, inflation, new construction, voter-approved ballot measures, judgements, and debt, which contribute to the total amount of all taxes that can be collected for the Areawide, Fire, Police, Roads, and Parks & Recreation funds, which are five major funds.
- The calculation then subsequently continues to create the limit on property taxes by backing out the non-property taxes (automobile tax, tobacco tax, aircraft tax, marijuana sales tax, motor vehicle rental tax, fuel excise tax, payment in lieu of taxes, and MUSA/MESA) from the limit on all taxes (tax cap). Thus most importantly, every dollar increase in revenue in non-property taxes translates into a dollar decrease in property taxes, and vice versa.

The Tax Limit may be updated for the 2022 Proposed budget and will be finalized in April during the first quarter amendment process, at which time 2022 property tax rates will be set.

Administration's Priorities:

A primary focus of my administration is an aggressive push for a robust economic recovery for Anchorage residents and businesses, as well as continued vigilance to ensure the health and safety of our residents. My administration continues to focus on data-driven policies and community engagement to ensure we are meeting the core mission of our municipal departments as we serve the residents of Anchorage.

It is essential the Municipality strives to be more efficient, effective, and transparent while prioritizing our economy through reducing unnecessary regulations and streamlining government interactions. We are committed to implementing a compassionate solution to homelessness, accelerating the work necessary to reconstruct our rapidly deteriorating Port of Alaska, and focusing on maintaining a safe community.

With the objective of restricting government growth and overreach, we requested all departments to present a budget that reflected a 5% reduction in spending, so I could evaluate the cost/benefit of such a reduction. The 2022 budget that will be presented in October will demonstrate that departments can achieve increased efficiencies while maintaining core services, and ultimately will reduce the property tax burden on our taxpayers at a crucial time when our economy needs revitalization.

Project details of the 2022 Proposed CIB and CIP will be provided in the submittals to the Assembly on or before the codified due date.

Preliminary GG 2022 CIB and 2022-2027 CIP Attachments

- C: CIB by department and funding source

- D: CIP by department and year
- E: CIP by department and funding source

Preliminary Utility and Enterprise Business Plans Attachments

- F-1: Business Plans

Preliminary Utility and Enterprise 2022 CIB and 2022-2027 CIP Attachments

- F-2: CIB by department and funding source
- F-3: CIP by department and year
- F-4: CIP by department and funding source

2022 Preliminary Data - 120 Day Memo Attachment A

General Government Revenue

Description	2021 Revised	2022 Preliminary	Increase / (Decrease)
Non-Property Taxes in Tax Limitation			
Automobile Tax	10,500,000	11,400,000	900,000
Tobacco Tax	20,700,000	19,500,000	(1,200,000)
Aircraft Tax	100,000	-	(100,000)
Marijuana Sales Tax	5,400,000	5,800,000	400,000
Motor Vehicle Rental Tax	5,100,000	6,600,000	1,500,000
Fuel Excise Tax	12,600,000	13,400,000	800,000
Payment in Lieu of Taxes (Utility, State, Federal)	10,900,000	11,400,000	500,000
MUSA/MESA	20,800,000	21,500,000	700,000
Total Non-Property Taxes in Tax Limitation	86,100,000	89,600,000	3,500,000
Room Tax	21,900,000	24,100,000	2,200,000
State, Federal Revenues	5,200,000	5,500,000	300,000
Program, Fees, Interest, Other	51,100,000	49,900,000	(1,200,000)
Contributions from Other Funds	29,500,000	22,000,000	(7,500,000)
Total Non-Property Tax Revenue	193,800,000	191,100,000	(2,700,000)
Alcoholic Beverage Sales Tax	11,800,000	13,200,000	1,400,000

2022 Preliminary Data - 120 Day Memo

Tax Limit Calculation

Attachment B

Anchorage Municipal Charter 14.03 and Anchorage Municipal Code 12.25.040

		2022 PRELIMINARY at 120 Day Memo			
Line		2021 at Revised			Line
1	<u>Step 1: Building Base with Taxes Collected the Prior Year</u>				1
2	Real/Personal Property Taxes to be Collected	292,591,547		297,714,363	2
3	Auto Tax	10,508,117		10,508,117	3
4	Tobacco Tax	20,000,000		20,700,000	4
5	Aircraft Tax	182,000		126,000	5
6	Marijuana Sales Tax	4,100,000		5,400,000	6
7	Motor Vehicle Rental Tax	7,300,000		5,100,000	7
8	Fuel Excise Tax	13,440,000		12,640,000	8
9	Payment in Lieu of Taxes (State & Federal)	973,000		10,863,283	9
10	MUSA/MESA	30,093,992		20,818,552	10
11	Step 1 Total	379,188,656		383,870,315	11
12					12
13	<u>Step 2: Back out Prior Year's Exclusions Not Subject to Tax Limit</u>				13
14	Judgments/Legal Settlements (One-Time)	(1,981,050)		(2,127,830)	14
15	Debt Service (One-Time)	(54,091,332)		(54,545,777)	15
16	Step 2 Total	(56,072,382)		(56,673,607)	16
17					17
18	Tax Limit Base (before Adjustment for Population and CPI)	323,116,274		327,196,708	18
19					19
20	<u>Step 3: Adjust for Population, Inflation</u>				20
21	Population 5 Year Average	-0.70% (2,261,810)	-0.70%	(2,290,380)	21
22	Change in Consumer Price Index 5 Year Average	0.80% 2,584,930	1.30%	4,253,560	22
23	Step 3 Total	0.10% 323,120	0.60%	1,963,180	23
24					24
25	The Base for Calculating Following Year's Tax Limit	323,439,394		329,159,888	25
26					26
27	<u>Step 4: Add Taxes for Current Year Items Not Subject to Tax Limit</u>				27
28	New Construction	2,058,526		1,950,961	28
29	Taxes Authorized by Voter-Approved Ballot - O&M	651,500		692,000	29
30	Judgments/Legal Settlements (One-Time)	2,127,830		25,050	30
31	Debt Service (One-Time)	54,545,777		53,593,640	31
32	Step 4 Total	59,383,633		56,261,651	32
33					33
34	Limit on ALL Taxes that can be collected	382,823,027		385,421,539	34
35					35
36	<u>Step 5: To determine limit on property taxes, back out other taxes</u>				36
37	Automobile Tax	(10,508,117)		(11,391,977)	37
38	Tobacco Tax	(20,700,000)		(19,500,000)	38
39	Aircraft Tax	(126,000)		-	39
40	Marijuana Sales Tax	(5,400,000)		(5,800,000)	40
41	Motor Vehicle Rental Tax	(5,100,000)		(6,600,000)	41
42	Fuel Excise Tax	(12,640,000)		(13,380,000)	42
43	Payment in Lieu of Taxes (Utility, State, and Federal)	(10,863,283)		(11,354,632)	43
44	MUSA/MESA	(20,818,552)		(21,464,063)	44
45	Step 5 Total	(86,155,952)		(89,490,672)	45
46					46
47	Limit on PROPERTY Taxes that can be collected	296,667,075		295,930,867	47
48					48
49	Add General Government use of tax capacity within the Tax Cap	1,047,288		-	49
50					50
51					51
52	Limit on PROPERTY Taxes that can be collected within the Tax Cap	297,714,363		295,930,867	52
53					53
54	<u>Step 6: Determine property taxes to be collected if different than Limit on Property Taxes that can be collected</u>				54
55	Property taxes to be collected based on spending decisions minus other available revenue.				55
56					56
57	Property taxes TO BE COLLECTED	297,714,363		TBD	57

2022 Preliminary Data - 120 Day Memo
Attachment C

General Government
2022 Capital Improvement Budget
Department Summary by Funding Source

(in thousands)

Department	Bonds	State	Federal	Other	Total
Fire	2,400	-	-	-	2,400
Information Technology	-	-	-	1,260	1,260
Library	-	2,300	-	-	2,300
Maintenance & Operations	2,780	-	-	2,826	5,606
Parks & Recreation	2,300	-	2,150	400	4,850
Project Management & Engineering	27,350	-	11,250	600	39,200
Public Transportation	1,200	-	10,550	-	11,750
Traffic Engineering	1,500	-	-	-	1,500
Total	37,530	2,300	23,950	5,086	68,866

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General Government
2022 - 2027 Capital Improvement Program
Department Summary by Year
(in thousands)

Department	2022	2023	2024	2025	2026	2027	Total
Fire	2,400	5,725	13,975	8,500	3,900	6,800	41,300
Information Technology	1,260	1,410	1,160	1,010	1,010	1,010	6,860
Library	2,300	4,250	15,600	15,000	16,000	-	53,150
Maintenance & Operations	5,606	37,032	29,407	17,961	16,770	28,853	135,629
Parks & Recreation	4,850	8,675	4,350	5,000	4,350	-	27,225
Police	-	-	-	5,600	-	-	5,600
Project Management & Engineering	39,200	52,500	52,700	57,150	48,400	166,150	416,100
Public Transportation	11,750	6,988	7,058	7,131	7,131	7,131	47,189
Traffic Engineering	1,500	3,550	4,000	2,000	2,000	2,000	15,050
Total	68,866	120,130	128,250	119,352	99,561	211,944	748,103

2022 Preliminary Data - 120 Day Memo
General Government
2022 - 2027 Capital Improvement Program
Department Summary by Funding Source
(in thousands)

Department	Bonds	State	Federal	Other	Total
Fire	41,300	-	-	-	41,300
Information Technology	-	-	-	6,860	6,860
Library	11,350	20,800	-	21,000	53,150
Maintenance & Operations	26,691	60,835	-	48,103	135,629
Parks & Recreation	19,675	-	5,550	2,000	27,225
Police	5,600	-	-	-	5,600
Project Management & Engineering	279,200	122,050	11,250	3,600	416,100
Public Transportation	6,244	-	40,945	-	47,189
Traffic Engineering	15,050	-	-	-	15,050
Total	405,110	203,685	57,745	81,563	748,103

Anchorage Hydropower Business Plan

Mission

Provide energy that is safe and reliable to meet purchase power agreement requirements.

Services

Anchorage Hydropower owns 53.33% of the generation assets of the Eklutna Hydroelectric Project. Anchorage Hydropower sells all of its electric output to Chugach Electric Association and Matanuska Electric Association pursuant to purchase power agreements. Anchorage Hydropower is currently subject to economic regulation by the Regulatory Commission of Alaska.

Business Goals

- Provide electricity to satisfy the purchase power agreements.
- Maintain \$3 million cash reserve in accordance with Regulatory Commission of Alaska Order U-19-020(39).
- Maintain 180 days of cash on hand to cover operating expenses.
- Maintain equity and earn net income at a level sufficient to continue to ensure the long-term financial stability of the utility.
- Operate the electrical system with optimum economic efficiency and strict adherence to environmental standards.

Strategies to Achieve Goals

- Implement industry best practices and streamline business processes to ensure the financial and operational integrity of the utility.
- Contract with an individual with knowledge of the Railbelt generation and transmission system and prudent utility practice to advise on power plant operations.
- Work collaboratively as owners of the Eklutna Hydropower Project to implement predictive maintenance program to reduce or eliminate outages and interruptions

Performance Measures to Track Progress in Achieving Goals

1. Maintain positive Net Income

Anchorage Water & Wastewater Utility Business Plan

Mission

Providing safe and reliable water and wastewater service today and into the future.

Services

Anchorage Water & Wastewater Utility (AWWU) is the largest water and wastewater utility in Alaska. AWWU currently serves the Municipality of Anchorage extending from Eklutna to as far south as Girdwood. Although they share one workforce, AWWU operates as two separate economic and regulated entities: the Anchorage Water Utility (AWU) and the Anchorage Wastewater Utility (ASU).

Business Goals

AWWU prepared an updated strategic plan in 2016. The plan includes the following goals:

- Be responsive to the needs of the community
- Be the model of innovation and efficiency in service to the public
- Be a responsible steward of ratepayer funds
- Be the employer of choice for existing and future staff

Strategies to Achieve Goals

AWWU has identified the following customer commitments which represent the outcomes or accomplishments of the Utilities' activities as viewed by the customer:

1. Provide safe drinking water that meets or exceeds all standards.
2. Protect the environment through appropriate wastewater collection, treatment, and disposal.
3. Provide reliable service.
4. Have timely, professional, and courteous interactions with customers.
5. Manage finances responsibly and transparently.
6. Set rates that fairly reflect the cost of providing service and maintaining infrastructure.
7. Deliver services affordably to promote a strong Anchorage economy.
8. Invest wisely to minimize risk and maintain service levels.
9. Continuously improve the efficiency of our operations.
10. Anticipate change and prepare for the future.

Performance Measures to Track Progress in Achieving Goals

AWWU measures progress in achieving these customer commitments using quantifiable performance measures, including the following:

1. Compliance with all State and Federal drinking water, wastewater and clean air standards.
2. Number of planned and unplanned water outages.
3. Sanitary sewer overflows.
4. Number of reportable injuries and accidents.
5. Execution of capital improvement budget.
6. Debt to equity ratio.

Merrill Field Airport Business Plan

Mission

Merrill Field Airport is committed to operating and maintaining a safe and efficient airport that meets the aviation and business needs of the community. New branding, "Welcome to Merrill Field-The gateway to Alaska's Interior."

Services

Merrill Field, the second busiest airport in the state, is a primary commercial service airport and serves as a general aviation relief to Ted Stevens Anchorage International Airport, the busiest airport in the state.

Business Goals

- Enhance the Airport's role as the major general aviation transportation facility serving Anchorage and outlying areas within Alaska by providing services that promote and encourage use of the Airport by the general aviation community.
- Develop an overall Airport strategy, including leasing policies and pricing that attracts aviation support services and related businesses to Merrill Field and encourages long- and short-term private sector investments.
- Practice sound fiscal management to enable Merrill Field to increase its value, both to its customers and to its owner, the Municipality of Anchorage.
- Take advantage of new technologies to maximize the use and efficiency of available resources.
- Understand and be responsive to our customers to better meet their needs by providing the services and facilities they desire. This includes maintaining those facilities in a fully functional, efficient and safe condition by continually improving their utility, quality, and appearance.
- Maximize the use of Federal Airport Improvement Program (AIP) grants to provide facilities that will safely and adequately meet the needs of general aviation.
- Meet requisite Federal Aviation Administration (FAA) sponsor assurances resultant from AIP grant acceptance.
- Increase operating revenues through increased lease and parking rates, and the addition of new business enterprises.
- Decrease expenses caused by leaseholder damage to airport infrastructure, i.e., \$3500 security gates.
- Increase safety of flight operations at Merrill Field by funding five new instrument approach procedures with lower weather minimums and opening the Municipality of Anchorage (MOA) Flight Simulator Center (SIM Center) where pilots can refresh their instrument flight skills, thereby reducing Controlled Flight into Terrain (CFIT).

Strategies to Achieve Goals

Merrill Field's strategic plan provides a framework to achieve results for the customer:

1. Maintain a pro-active anti-noise policy, asking pilots to follow established noise-reducing practice, including implementation of a late night 'Quiet Hours' protocol that restricts Touch & Go operations to one take-off and one landing per pilot, between the hours of 10PM and 6AM (local). Maintain a close working relationship and coordinate with the tower at Merrill Field, (MRI FAA ATCT Tower).
2. Maintain positive relations with neighboring Community Councils by encouraging their comments and actively addressing their concerns.

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3. Work in close coordination with the Municipal Airports Aviation Advisory Commission, Fixed Based Operators, and Airport users.
4. Continue to aggressively seek and obtain FAA grant funding for the MRI Airport Capital Improvement Program.
5. Provide infrastructure to meet customer demand.
6. Maintain revenues at a level adequate to cover inflation, fund MOA and FAA mandated costs, and meet airport objectives by:
 - a. increasing facility productivity.
 - b. adjusting user fees and/or lease rates when required.
7. Minimize expenses by:
 - a. Reducing or eliminating services where the impact is minimal.
 - b. Employing economies of scale whenever possible.
 - c. Deferring expenses, within practical limits.
 - d. Performing functions in-house when cost-efficient to do so and workloads permit.
8. Take advantage of new technology:
 - a. Continue refinement and enhancement of existing programs to facilitate better data resource management, including enabling fiber optic cabling and surveillance cameras airport wide.
 - b. Continue replacing computer hardware, as required, to ensure the efficient processing of data.
9. Maintain database and management reporting capabilities.
10. Maintain runways, taxiways, and tie-down aprons in a safe and secure condition.
11. Expeditiously and systematically remove snow from airport surfaces. Ensure Notices to Airmen (NOTAMs) and Air Traffic Information Service (ATIS) are both proactive, accurate and current.
12. Continue long term planning, development, and construction of quality airport facilities through the Airport Master Plan process.
13. Provide technical assistance to lessees on issues associated with federally mandated environmental programs.
14. Endeavor to reduce the number of runway incursions (Vehicle/Pedestrian Deviations or VPDs).
15. Manage and develop Orca St properties to maintain and maximize lease rental revenue.
16. Pursue development of new lease lots and encourage development of commercial aviation facilities on current leaseholds.
17. Perform asphalt crack sealing of runways/taxiways/apron areas to extend the life expectancy of these surfaces.
18. Fund pre-grant expenses for engineering services on grant-eligible projects.
19. Enhance the utility of existing tiedown aprons, taxiways, and roadways.
20. Expand aircraft aprons and taxiways as needed to meet demand.
21. Actively market Airport facilities and services.
22. Acquire planned acquisition of identified parcels southwest of the Runway 16/34 safety area to ensure compatible land use as listed on the master plan.
23. Identify high priority projects to be included in the FAA 5-Year Airport Capital Improvement Plan (ACIP), thereby helping Merrill Field to more effectively compete nationally for AIP grant funds.
24. Secure engineering services for project preliminary design, final design, contract specifications, bid award, and construction supervision.
25. Acquire "City Electric" property for development into a new site for the MOA SIM Center and an Aerospace Innovation Center.
26. Rehabilitate the exterior of the buildings on Orca Street; which generate revenues for Merrill Field and will provide a better appearance for the Fairview neighbors.

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Performance Measures to Track Progress in Achieving Goals

Merrill Field measures progress in achieving these customer commitments using the following set of quantifiable performance measures.

1. Number of occupied aircraft parking spaces – representing the number of parking spaces that Merrill Field owns and that contribute directly to Merrill Field Operating Revenue.
2. Percentage of leased building spaces – representing the number of leased building spaces that are contributing directly to Merrill Field Operating Revenue.
3. Number of Airport Operations (Takeoffs, landings, touch-n-go operations, instrument approaches and airport overflights) – qualifying Merrill Field for annual FAA AIP funding.
4. Percentage of operating surfaces above the minimum Pavement Condition Index (PCI) value – measuring when ground surfaces will qualify for rehabilitation/replacement projects.
5. SIM Center Usage (this is a new program) – new revenue generating opportunity
6. Number of Vehicle-Pedestrian Deviations (VPDs) – instances where Airport users or unauthorized personnel have crossed into the active area without authorization.

Port of Alaska Business Plan

Mission

The Port of Alaska (Port) is committed to provide a modern, safe, and efficient facility to support the movement of goods throughout the State of Alaska.

Services

The Port is a landlord port committed to providing safe, efficient, and dependable facilities and support services to our private and public sector customers. The staff of the Port is responsible for maintaining all of the land, docks, and municipal buildings that encompass the Port of Alaska.

Business Goals

- Provide Port operating expertise and management to the Port of Alaska Modernization Program (PAMP) with the PAMP Director serving as Project Administrator.
- Plan for future facility and service needs of business and public entity customers.
- Conduct periodic facility condition surveys to anticipate age-related challenges and to ensure uninterrupted operations and safety.
- Maintain affordable and competitive tariff rates sufficient to cover operating and capital requirements.
- Provide a safe work environment for both employees and tenants.
- Maintain financially sound operating ratios.
- Deliver accurate and timely billings to tenants and customers; demand timely payments from all users.
- Provide required level of Port security under U.S. Coast Guard/Homeland Security directives through a consortium of private tenants and the Port.

Strategies to Achieve Goals

1. Provide year-round access to suitable terminals and docks for movement of containers, dry bulk cargo, and liquid bulk cargo to include petroleum products.
2. Provide seasonal maintenance of and access to the Ship Creek Small Boat Launch.
3. Plan, develop, and operate facilities to accommodate market growth and modernization.
4. Monitor the scheduling of all vessels that call on the Port.
5. Provide centralized Port and tenant security services and emergency management leadership.
6. As a landlord port, manage short-term permits (revocable use permits) and long-term leases of land and buildings.
7. Maintain and ensure uninterrupted 24/7/365 availability of Port owned facilities.
8. Ensure environmental quality of the land within the Port boundaries
9. Assess and manage the collection of all tariffs and user fees associated with vessels calling on the Port and land tenant operations.
10. Manage the Foreign Trade Zone (FTZ) and all FTZ applicants.
11. Coordinate U.S. Army Corps of Engineers dredging of channel, turning basin, and dock face dredging to provide for safe commerce.
12. Host official U.S. Navy, U.S. Coast Guard, National Oceanic Atmospheric Administration (NOAA), Foreign Navy, and Arctic research vessels on behalf of the Municipality of Anchorage, as needed.

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Performance Measures to Track Progress in Achieving Goals

1. Overtime hours and pay compared to base compensation for current vs prior year.
2. Operating Net Income YTD for current vs prior year.
3. Occupational Safety and Health Administration (OSHA) recordable incidents for current vs prior year (# of incidents, loss of time, and cost).

Solid Waste Services Business Plan

Mission

Providing safe, efficient and innovative solid waste management for the Municipality of Anchorage (MOA).

Services

The Refuse Collection Utility (RCU) provides garbage and recycling collection to the former City of Anchorage service area, which is approximately 20% of the population of the MOA. Since at least 1952, there has been mandatory service for all customers of the RCU service area. The RCU provides seven types of service: commercial dumpster; commercial recycling; automated garbage roll cart service; recycling roll cart service; residential organics; residential and commercial glass collection; and, limited can and bag service.

The Solid Waste Disposal Utility (SWDU) serves the entire MOA. The services include the disposal of solid waste, the collection of household hazardous waste, and the promotion of community recycling and sustainability. Municipal solid waste is received at three transfer stations located within the MOA. Waste generated in the community of Girdwood is transported from the Girdwood Transfer Station (GTS) to the Central Transfer Station (CTS) in Anchorage. All waste from the CTS is transported to the Anchorage Regional Landfill (ARL) for final disposal.

Business Goals

- Increase overall customer satisfaction rating.
- Reduce number of missed pick-ups by Solid Waste Services (SWS).
- Reduce the average customer wait time.
- Maximize the usage of landfill gas collected for beneficial purposes.
- Decrease the per capita amount of trash disposed at ARL.
- Expand the lifespan of ARL and maximize airspace utilization.
- Fully maximize existing collection and transfer truck routes through the leveraging of technology.
- Reduce loss time accidents and workman compensation claims.
- Create opportunities for employee development via training opportunities.
- Reduce greenhouse gas emissions across the MOA.

Strategies to Achieve Goals

- Invest in our business and community through the completion of the construction project for a State-of-the-Art transfer facility.
- Continue to leverage new SWS on-board vehicle computer systems.
- Streamline and improve CTS and ARL site traffic patterns. Leverage the modernized fleet and fuel technologies.
- Utilize alternative daily cover material and improve waste compaction with on-board computing systems in heavy equipment at ARL.
- Communicate more effectively with employees about training opportunities and make them available.
- Develop a leachate evaporator system fueled by landfill gas to beneficially use the excess gas capacity.
- Promote the diversion of food waste, yard waste, metals, plastics, paper and cardboard.
- Improve recycling options for businesses and apartment buildings within the SWS service area.

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- Standardize recycling outreach and labeling throughout the MOA.

Performance Measures to Track Progress in Achieving Goals

1. Disposal Costs Offset by Landfill Gas Revenue.
2. Garbage to Dirt Ratio.
3. Landfill Closure Date.

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**Utility / Enterprise
2022 Capital Improvement Budget
Department Summary by Funding Source**

(in thousands)

Department	Debt	State	Federal	Other	Total
Anchorage Hydropower	-	-	-	724	724
Anchorage Wastewater Utility	695	-	-	10,000	10,695
Anchorage Water Utility	1,615	-	-	10,000	11,615
Merrill Field Airport	-	-	7,362	-	7,362
Port of Alaska	132,874	-	-	1,550	134,424
SWS Disposal	-	-	-	5,030	5,030
SWS Refuse	-	-	-	1,120	1,120
Total	135,184	-	7,362	28,424	170,970

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**Utility / Enterprise
2022 - 2027 Capital Improvement Program
Department Summary by Year**

(in thousands)

Department	2022	2023	2024	2025	2026	2027	Total
Anchorage Hydropower	724	741	760	780	780	-	3,785
Anchorage Wastewater Utility	10,695	13,870	10,635	8,780	9,935	6,380	60,295
Anchorage Water Utility	11,615	13,055	17,560	20,240	9,425	6,810	78,705
Merrill Field Airport	7,362	12,395	11,707	5,593	-	-	37,057
Port of Alaska	134,424	29,300	3,300	1,023,300	1,550	50	1,191,924
SWS Disposal	5,030	4,455	6,200	3,949	4,950	5,475	30,059
SWS Refuse	1,120	1,428	1,387	605	513	1,360	6,413
Total	170,970	75,244	51,549	1,063,247	27,153	20,075	1,408,238

**2022 Preliminary Data - 120 Day Memo
Attachment F - 4**

**Utility / Enterprise
2022 - 2027 Capital Improvement Program
Department Summary by Funding Source**

(in thousands)

Department	Debt	State	Federal	Other	Total
Anchorage Hydropower	-	-	-	3,785	3,785
Anchorage Wastewater Utility	9,135	-	-	51,160	60,295
Anchorage Water Utility	25,705	-	-	53,000	78,705
Merrill Field Airport	-	-	37,057	-	37,057
Port of Alaska	1,178,874	-	-	13,050	1,191,924
SWS Disposal	-	-	-	30,059	30,059
SWS Refuse	-	-	-	6,413	6,413
Total	1,213,714	-	37,057	157,467	1,408,238