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2026 Proposed Budget Direct Cost by Department and Category of Expenditure

Department	Salaries and Benefits	Supplies	Travel	Other Services	Debt Service	Depreciation Amortization	Capital Outlay	Total Direct Cost	Less Depreciation Amortization	Total Appropriation
Assembly	5,237,677	143,578	76,940	3,794,463	194,727	-	6,500	9,453,885	-	9,453,885
Chief Administrative Officer	2,376,628	8,630	5,655	20,276,407	296,000	-	1,500	22,964,820	-	22,964,820
Community Development	1,378,538	5,050	8,000	841,817	-	-	-	2,233,405	-	2,233,405
Development Services	11,967,671	139,711	-	723,252	-	-	9,545	12,840,179	-	12,840,179
Equal Rights Commission	692,114	1,200	8,500	69,013	-	-	-	770,827	-	770,827
Equity & Inclusion	370,346	10,000	-	51,006	-	-	-	431,352	-	431,352
Finance	13,009,761	61,094	5,000	2,245,493	1,145,267	-	22,196	16,488,811	-	16,488,811
Fire	97,002,229	3,491,393	58,500	17,444,673	4,410,185	-	367,528	122,774,508	-	122,774,508
<i>Fire - Police/Fire Retirement</i>	-	-	-	9,180,156	-	-	-	9,180,156	-	9,180,156
Health	6,895,824	155,004	4,825	13,495,665	3,940	-	23,238	20,578,496	-	20,578,496
Human Resources	6,797,037	33,201	-	382,630	-	-	1,839	7,214,707	-	7,214,707
Information Technology	14,356,967	96,853	19,236	8,695,805	230,285	9,299,755	31,600	32,730,501	(9,299,755)	23,430,746
Internal Audit	938,865	1,331	1,500	6,180	-	-	-	947,876	-	947,876
Library	8,454,557	58,838	10,000	1,747,296	35,894	-	64,500	10,371,085	-	10,371,085
Maintenance & Operations	20,824,269	2,663,273	4,810	47,121,553	42,088,616	-	39,700	112,742,221	-	112,742,221
Management & Budget	1,093,057	3,190	15,000	234,824	-	-	-	1,346,071	-	1,346,071
Mayor	2,285,163	4,842	15,000	849,627	-	-	-	3,154,632	-	3,154,632
Municipal Attorney	7,665,568	27,034	10,000	2,222,612	-	-	-	9,925,214	-	9,925,214
Municipal Manager	1,859,211	68,326	15,937	329,332	156,533	-	-	2,429,339	-	2,429,339
Parks & Recreation	14,371,649	1,107,959	-	7,462,726	3,347,144	-	201,606	26,491,084	-	26,491,084
Planning	3,549,530	14,984	-	178,525	-	-	9,450	3,752,489	-	3,752,489
Police	117,763,524	3,206,369	18,500	16,688,396	2,328,757	-	59,000	140,064,546	-	140,064,546
<i>Police - Police/Fire Retirement</i>	-	-	-	11,211,448	-	-	-	11,211,448	-	11,211,448
Project Management & Engineering	665,130	15,170	-	220,675	-	-	-	900,975	-	900,975
Public Transportation	22,960,987	3,595,820	-	6,592,221	649,842	-	-	33,798,870	-	33,798,870
Public Works	1,433,261	922	-	128,473	-	-	-	1,562,656	-	1,562,656
Purchasing	1,956,990	2,964	-	194,825	-	-	-	2,154,779	-	2,154,779
Real Estate	824,657	5,708	1,000	4,267,971	6,166,461	-	8,300	11,274,097	-	11,274,097
Traffic Engineering	5,394,485	1,045,947	4,861	798,208	361,813	-	25,080	7,630,394	-	7,630,394
TANS Expense	-	-	-	-	1,927,000	-	-	1,927,000	-	1,927,000
Convention Center Reserve	-	-	-	26,818,451	1,000	-	-	26,819,451	-	26,819,451
Direct Cost Total	372,125,695	15,968,391	283,264	204,273,723	63,343,464	9,299,755	871,582	666,165,874	(9,299,755)	656,866,119
% of Total	55.86%	2.40%	0.04%	30.66%	9.51%	1.40%	0.13%	100.00%		

Appendix A

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Function Cost by Fund

Fund	Title	2025 Revised Budget	2026 Proposed Budget	Less Depreciation Amortization	2026 Proposed Appropriation
101000	Areawide General Fund	194,779,960	193,356,060	-	193,356,060
103000	Areawide EMS Lease	829,029	829,029	-	829,029
104000	Chugiak Fire Service Area	1,614,746	1,631,602	-	1,631,602
105000	Glen Alps Service Area	508,041	508,041	-	508,041
106000	Girdwood Valley Service Area	5,379,552	5,573,262	-	5,573,262
107000	AW APD IT Systems Special Levy	1,840,000	1,840,000	-	1,840,000
110000	Chugach State Park Access Service Area	-	-	-	-
111000	Birchtree/Elmore LRSA	408,070	408,070	-	408,070
112000	Section 6/Campbell Airstrip LRSA	221,954	221,954	-	221,954
113000	Valli Vue Estates LRSA	158,984	158,984	-	158,984
114000	Skyranch Estates LRSA	48,225	48,225	-	48,225
115000	Upper Grover LRSA	26,174	26,174	-	26,174
116000	Raven Woods/Bubbling Brook LRSA	24,887	24,887	-	24,887
117000	Mt. Park Estates LRSA	45,459	45,459	-	45,459
118000	Mt. Park/Robin Hill LRSA	218,667	218,667	-	218,667
119000	Chugiak, Birchwood, ER Rural Road SA	9,853,390	9,901,445	-	9,901,445
121000	Eaglewood Contributing RSA	137,288	137,288	-	137,288
122000	Gateway Contributing RSA	2,525	2,525	-	2,525
123000	Lakehill LRSA	81,777	81,777	-	81,777
124000	Totem LRSA	44,420	44,420	-	44,420
125000	Paradise Valley South LRSA	23,178	23,178	-	23,178
126000	SRW Homeowners LRSA	86,854	86,854	-	86,854
129000	Eagle River Streetlight SA	338,544	337,521	-	337,521
131000	Anchorage Fire SA	87,683,684	93,848,398	-	93,848,398
141000	Anchorage Roads and Drainage SA	87,245,674	81,566,055	-	81,566,055
142000	Talus West LRSA	134,824	134,824	-	134,824
143000	Upper O'Malley LRSA	956,601	956,601	-	956,601
144000	Bear Valley LRSA	71,043	71,043	-	71,043
145000	Rabbit Creek View/Hts LRSA	153,135	153,135	-	153,135
146000	Villages Scenic Parkway LRSA	33,038	33,038	-	33,038
147000	Sequoia Estates LRSA	31,992	31,992	-	31,992
148000	Rockhill LRSA	85,010	85,010	-	85,010
149000	South Goldenview Area LRSA	971,351	971,351	-	971,351
150000	Homestead LRSA	37,184	37,184	-	37,184
151000	Anchorage Metropolitan Police SA	158,207,277	162,932,469	-	162,932,469
152000	Turnagain Arm Police SA	21,744	21,735	-	21,735
161000	Anchorage Parks & Recreation SA	29,864,311	27,604,051	-	27,604,051
162000	Eagle River-Chugiak Parks & Rec	5,161,579	5,402,723	-	5,402,723
163000	Anchorage Building Safety SA	8,646,489	8,752,633	-	8,752,633
164000	Public Finance and Investments	2,547,837	2,547,209	-	2,547,209
170000	ML&P Sale Proceeds	3,817,000	5,500,000	-	5,500,000
2020X0	Convention Center	18,448,756	21,576,383	-	21,576,383
221000	Heritage Land Bank	1,015,071	1,022,386	-	1,022,386
301000	PAC Surcharge Revenue Bond Fund	295,000	296,000	-	296,000
602000	Self Insurance ISF	606,000	605,125	-	605,125
607000	Information Technology ISF	1,877,163	3,202,167	(9,299,755)	(6,097,588)
Function Cost Total		624,583,487	632,856,934	(9,299,755)	623,557,179

Function Cost is the appropriation level for funds (or service areas) and is calculated as:

Function Cost = Direct Cost + Charges by Other Departments - Charges to Other Departments

2026 Proposed Budget Function Cost by Fund and Category of Expenditure

Fund	Description	Salaries and Benefits	Supplies	Travel	Other Services	Debt Service	Depr / Amort	Capital Outlay	Direct Cost	IGCs by/to Others	Total Budget	Less Depr / Amort	Total Appropriation
101000	Areawide General Fund	135,500,084	6,837,422	201,358	71,168,841	13,686,210	-	350,792	227,744,707	(34,388,647)	193,356,060	-	193,356,060
103000	Areawide EMS Lease	-	-	-	-	829,029	-	-	829,029	-	829,029	-	829,029
104000	Chugiak Fire Service Area	-	-	-	1,115,754	-	-	-	1,115,754	515,848	1,631,602	-	1,631,602
105000	Glen Alps Service Area	-	-	-	474,141	-	-	-	474,141	33,900	508,041	-	508,041
106000	Girdwood Valley Service Area	341,853	162,343	5,000	4,264,965	110,540	-	-	4,884,701	688,561	5,573,262	-	5,573,262
107000	AW APD IT Systems Special Levy	-	-	-	1,840,000	-	-	-	1,840,000	-	1,840,000	-	1,840,000
110000	Chugach State Park Access Service Area	-	-	-	-	-	-	-	-	-	-	-	-
111000	Birchtree/Elmore LRSA	-	-	-	377,470	-	-	-	377,470	30,600	408,070	-	408,070
112000	Section 6/Campbell Airstrip LRSA	-	-	-	231,004	-	-	-	231,004	(9,050)	221,954	-	221,954
113000	Valli Vue Estates LRSA	-	-	-	146,584	-	-	-	146,584	12,400	158,984	-	158,984
114000	Skyranch Estates LRSA	-	-	-	44,725	-	-	-	44,725	3,500	48,225	-	48,225
115000	Upper Grover LRSA	-	-	-	24,174	-	-	-	24,174	2,000	26,174	-	26,174
116000	Raven Woods/Bubbling Brook LRSA	-	-	-	22,887	-	-	-	22,887	2,000	24,887	-	24,887
117000	Mt. Park Estates LRSA	-	-	-	42,159	-	-	-	42,159	3,300	45,459	-	45,459
118000	Mt. Park/Robin Hill LRSA	-	-	-	203,467	-	-	-	203,467	15,200	218,667	-	218,667
119000	Chugiak, Birchwood, ER Rural Road SA	662,821	167,287	-	8,778,025	83,798	-	6,000	9,697,931	203,514	9,901,445	-	9,901,445
121000	Eaglewood Contributing RSA	-	-	-	129,688	-	-	-	129,688	7,600	137,288	-	137,288
122000	Gateway Contributing RSA	-	-	-	2,325	-	-	-	2,325	200	2,525	-	2,525
123000	Lakehill LRSA	-	-	-	76,277	-	-	-	76,277	5,500	81,777	-	81,777
124000	Totem LRSA	-	-	-	41,420	-	-	-	41,420	3,000	44,420	-	44,420
125000	Paradise Valley South LRSA	-	-	-	21,378	-	-	-	21,378	1,800	23,178	-	23,178
126000	SRW Homeowners LRSA	-	-	-	81,254	-	-	-	81,254	5,600	86,854	-	86,854
129000	Eagle River Streetlight SA	-	4,899	-	243,966	-	-	-	248,865	88,656	337,521	-	337,521
131000	Anchorage Fire SA	68,842,535	2,291,000	38,170	9,919,580	2,735,179	-	216,684	84,043,148	9,805,250	93,848,398	-	93,848,398
141000	Anchorage Roads and Drainage SA	12,422,486	2,154,109	-	21,876,600	40,102,418	-	18,000	76,573,613	4,992,442	81,566,055	-	81,566,055
142000	Talus West LRSA	-	-	-	121,624	-	-	-	121,624	13,200	134,824	-	134,824
143000	Upper O'Malley LRSA	-	-	-	886,001	-	-	-	886,001	70,600	956,601	-	956,601
144000	Bear Valley LRSA	-	-	-	65,443	-	-	-	65,443	5,600	71,043	-	71,043
145000	Rabbit Creek View/Hts LRSA	-	-	-	140,635	-	-	-	140,635	12,500	153,135	-	153,135
146000	Villages Scenic Parkway LRSA	-	-	-	30,538	-	-	-	30,538	2,500	33,038	-	33,038
147000	Sequoia Estates LRSA	-	-	-	29,992	-	-	-	29,992	2,000	31,992	-	31,992
148000	Rockhill LRSA	-	-	-	79,810	-	-	-	79,810	5,200	85,010	-	85,010
149000	South Goldenview Area LRSA	-	-	-	896,251	-	-	-	896,251	75,100	971,351	-	971,351
150000	Homestead LRSA	-	-	-	30,784	-	-	-	30,784	6,400	37,184	-	37,184
151000	Anchorage Metropolitan Police SA	117,742,524	3,206,369	18,500	25,102,206	1,955,677	-	59,000	148,084,276	14,848,193	162,932,469	-	162,932,469
152000	Turnagain Arm Police SA	21,000	-	-	-	-	-	-	21,000	735	21,735	-	21,735
161000	Anchorage Parks & Recreation SA	11,694,841	900,998	-	4,982,190	3,251,571	-	191,766	21,021,366	6,582,685	27,604,051	-	27,604,051
162000	Eagle River-Chugiak Parks & Rec	2,471,170	136,663	-	1,814,220	61,757	-	9,840	4,493,650	909,073	5,402,723	-	5,402,723
163000	Anchorage Building Safety SA	6,643,557	65,406	-	345,221	-	-	5,000	7,059,184	1,693,449	8,752,633	-	8,752,633
164000	Public Finance and Investments	1,116,981	2,100	-	1,182,347	-	-	2,000	2,303,428	243,781	2,547,209	-	2,547,209
170000	ML&P Sale Proceeds	-	-	-	5,500,000	-	-	-	5,500,000	-	5,500,000	-	5,500,000
2020X0	Convention Center	-	-	-	21,318,451	1,000	-	-	21,319,451	256,932	21,576,383	-	21,576,383
221000	Heritage Land Bank	386,846	4,500	1,000	343,406	-	-	7,500	743,252	279,134	1,022,386	-	1,022,386
301000	PAC Surcharge Revenue Bond Fund	-	-	-	-	296,000	-	-	296,000	-	296,000	-	296,000
602000	Self Insurance ISF	717,083	4,500	-	12,007,131	-	-	-	12,728,714	(12,123,589)	605,125	-	605,125
607000	Information Technology ISF	13,561,914	30,795	19,236	8,270,789	230,285	9,299,755	5,000	31,417,774	(28,215,607)	3,202,167	(9,299,755)	(6,097,588)
Function Cost Total		372,125,695	15,968,391	283,264	204,273,723	63,343,464	9,299,755	871,582	666,165,874	(33,308,940)	632,856,934	(9,299,755)	623,557,179

Appendix B - 2

Appendix C

2026 Salaries and Benefits Assumptions

Total benefit costs include benefit percentage of salary plus fixed medical rate.

Employee Group	Contract End	FTE Definition ⁶	Wage Increase	Monthly Premium		PERS/ Pension ³	Leave Cashout ⁵	SS/Medicare Unemp/et al. ^{1, 4}
				Premium ¹ Health	² Other			
AMEA	12/31/2025	2088	0.00%	\$2,416	\$5.38	22.00%	2.50%	8.01%
APDEA (Police) Sworn	12/31/2027	2088	4.30%	\$2,718	\$21.05	28.00%	1.50%	8.01%
APDEA (Police) Non-Sworn	12/31/2027	2088	4.30%	\$2,718	\$10.85	28.00%	1.50%	8.01%
Executives		2088	0.00%	\$2,534	\$5.38	22.00%	1.00%	8.01%
IAFF (Fire) F40	6/30/2028	2088	8.00%	\$2,900	\$21.05	22.00%	7.00%	8.01%
IAFF (Fire) F56	6/30/2028	3185	8.00%	\$2,900	\$21.05	22.00%	8.90%	8.01%
IAFF (Fire) Dispatch	6/30/2028	2408	8.00%	\$2,900	\$21.05	22.00%	6.00%	8.01%
IBEW/Electrical	6/30/2027	2088	3.00%	\$2,518 / \$2,619	\$48.73	\$1,430	1.60%	9.75%
IBEW/Technicians	12/31/2028	2088	3.00%	\$2,416	\$5.38	22.00%	2.20%	8.01%
Local 71 (Laborers)	6/30/2028	2088	3.00%	\$1,968 / \$2,018	\$1.98	22.00%	3.00%	8.01%
Mayor		2088	0.00%	\$2,534	\$5.38	22.00%	0.00%	8.01%
Non-represented		2088	0.00%	\$2,534	\$5.38	22.00%	3.70%	8.01%
Non-represented-F56		3159	0.00%	\$2,534	\$5.38	22.00%	3.70%	8.01%
Operating Engineers 302	6/30/2026	2088	1.70%	\$1,920 / \$1,920	\$53.98	\$1,140	1.80%	7.85%
Plumbers	6/30/2026	2088	3.30%	\$2,330	\$5.38	22.00%	2.30%	8.01%
Teamsters	12/31/2026	2088	3.30%	\$2,534	\$5.38	22.00%	1.60%	8.01%
Assembly Members		2088	0.00%	\$542	\$1.98	22.00%	0.00%	7.85%

1 Medical, Long Term Disability (LTD), Life and retirement benefits only apply to employees who work greater than 20 hours per week or FTE>0.49 and are not temporary or seasonal with the exception of IBEW workers. Medical premium for Laborers L71 and IBEW is a blended rate because contract ends mid year.

2 Other includes EAP, Life, Administrative Fees, Legal Trust, and Apprenticeship Fund monthly premiums.

EAP: \$1.98/month all unions except APDEA and IAFF \$2.45/month

Life: \$3.40/month= AMEA, Non-Rep, Exec, IBEW-Mechanics, Plumbers, Teamsters, IBEW-Electrical workers and APDEA-Non-sworn; \$13.60/month IAFF and APDEA-Sworn; Not applicable = Assembly, Local 71, and Operating Engineers

Administrative Fee: \$5/month APDEA & IAFF

Legal Trust: \$25.95/month IBEW Electrical

Apprenticeship Fund: \$17.40/month IBEW Electrical employees and \$54/month for Operating Engineer employees.

3 Police retirement includes 6% to represent the unions 401K matching program on employees participating in program.

4 SS/Medicare/Unemp/et al. includes:

Money Purchase Plan 1.9% IBEW Electrical

LTD 0.156% all unions except Operating Engineers, IBEW/Electrical, and Assembly

Social Security 6.2% all unions, 2026 base wage assumption max of \$183,600. Some police and fire employees are exempt.

Medicare 1.45% all unions

Unemployment 0.2% all unions

5 For general government, compensated absences are based on modified accrual so that the leave cashout percentage represents the amount of leave expected to be cashed out during the budget year, as a percentage of salary. Utilities, enterprises, and internal service funds determine compensated absences by full accrual method so that the calculated leave cashout is performed external to the percentages used on this schedule. Except for the Mayor position, as approved on February 12, 2015 by the Commission on Salaries and Emoluments of Elected Officials, will not acquire and accumulate annual leave commencing on July 1, 2015.

7 AMEA, APDEA, EXE, F40, IBEW, IBEW/Technicians, L71, Mayor, Non-Rep, Operating Engineers, Plumbers, Teamsters, Assembly Members - 2088 payable hours in the year
IAFF Dispatch - 2408 = 52 weeks * 40 hrs = 2080 + 120 Holiday Pay (Article 13.3 - 15 holidays * 8 hours - paid out first pay check of December) + 208 FLSA OT equivalent (4hrs * 1.5 additional OT pay * 26 PP) + (4hrs * .5 additional OT pay * 26 pay periods) the 4 regular is already included in the 2080 because the employees work weeks are staggered 36/48

F56 - 3185 = 52 weeks * 56 hours = 2912 + 195 Holiday pay (Article 13.2 - 15 holidays * 13 hours - paid out first pay check of December) + 78 FLSA OT equivalent (4 hrs * 1.5 to convert to OT = 6 * 13 pay cycles)

Non-F56 - 3159 = 52 weeks * 56 hours = 2912 + 169 Holiday pay (Non-Rep Section 3.30.146 - 13 holidays * 13 hours - paid out first pay check of December) + 78 FLSA OT equivalent (4 hrs * 1.5 to convert to OT = 6 * 13 pay cycles)

Appendix D

Overtime by Department

Department	2025		2026
	Revised Budget	Expended thru 08/31/25*	Proposed Budget
Assembly	8,794	4,723	8,794
Chief Administrative Officer	-	21	-
Community Development	-	31,899	-
Development Services	160,078	124,988	160,078
Equal Rights Commission	703	3,849	703
Equity & Inclusion	-	75	-
Finance	62,663	115,373	62,663
Fire	4,271,313	4,606,780	4,271,313
Health	7,434	69,373	191,156
Human Resources	89,153	33,739	89,153
Information Technology	110,146	38,450	110,146
Internal Audit	-	-	-
Library	10,890	9,617	10,890
Maintenance & Operations	1,556,562	1,046,013	1,556,562
Management & Budget	7,035	4,592	7,035
Mayor	-	2,407	-
Municipal Attorney	-	68,603	-
Municipal Manager	-	7,757	-
Parks & Recreation	203,082	577,705	203,082
Planning	57,569	22,340	37,278
Police	4,910,603	6,852,476	4,910,603
Project Management & Engineering	-	-	-
Public Transportation	336,337	939,149	336,337
Public Works	-	-	-
Purchasing	-	9,757	-
Real Estate	-	-	-
Traffic Engineering	176,733	198,690	176,733
General Government Total	11,969,095	14,768,376	12,132,526

* Provided per AMC 6.10.036.11

Appendix E

Guideline for Budgeting for Vacancies

“Vacancy factor” is how the Municipality budgets for vacancy savings in department budgets. This is a savings that is taken up-front in the budget process and is based on the expectation that not all positions will be filled 100% of the time throughout the course of a fiscal year.

To budget for savings due to vacancies and turnover, the Municipality is using the following guidelines:

# FT Positions	Minimum Vacancy Factor	Maximum Vacancy Factor
10 or less	0%	3%
11 to 20	1%	4%
21 to 30	2%	5%
31 to 50	3%	6%
51 plus	4%	7%

For departments with many seasonal or part-time positions, it may be appropriate to budget a vacancy factor above the maximum since the above percentages are based on full-time position counts only.

Conversely, if a department has experienced very low turnover, it may be appropriate to budget using a percentage less than the minimum.

The vacancy factor percentage should reflect a department’s past level of turnover as well as other issues that are likely to influence the turnover rate for the budget year.

Appendix F

Debt Service

Debt service is the cost of repayment of debt, including principal, interest, agent fees, and cost of issuance.

The debt service included in the General Government Operating Budget typically represents debt incurred in the following ways:

Voter Approval Required:

- General Obligation (GO) Bonds

Assembly Approval Required:

- Revenue Bonds
- Short Term Borrowing Programs (STBP)
- Intermediate Term Borrowing Programs (ITBP)
- Lease/Purchase Agreements
- Tax Anticipation Notes (TANs)

GO Bonds

A GO Bond is a municipal bond backed by the full faith, credit, and taxing power of the Municipality. GO bonds appear as a proposition on a general election ballot for covering the cost of capital expenditures. They require authorization by the Assembly and approval by a majority of Anchorage voters as well as a majority of voters in the respective service area. The debt is repaid by property tax payers in the respective service areas.

The Municipality generally issues 20 year bonds. However, the debt is structured to make sure that there is sufficient principal being paid off to cover the shorter useful life assets in the bond package.

The amount of GO bond debt that the Municipality can incur is limited only by GO bond amounts approved by voters. GO bond debt service is included in the Tax Cap Calculation for the 5 Major Funds - the mill rate for these funds is increased to accommodate the GO bond debt service. The mill rates for GO bond debt service in other service areas does not increase unless the mill rate increase is approved by voters (language for such mill rate increases are typically included in bond propositions).

The Municipality's GO Bond Ratings and Outlook are as follows:

Standard & Poor's	AA-	Outlook: Stable
Fitch Ratings	AA	Outlook: Stable

Revenue Bonds

A Revenue Bond is a bond supported solely by the revenues generated from a specific project or enterprise. Revenue Bonds are not supported by the full taxing power of the Municipality. A good example of a revenue bond is the Alaska Center for the Performing Arts (ACPA); ticket surcharges pay for ACPA's debt service on the bonds issued to finance replacement of the roof in 2004.

Short Term Borrowing Programs (STBP)

Short Term Borrowing Programs are similar to a bank loan or credit line, used to offer interim financing under flexible terms until they are paid off, or refunded, generally with Revenue Bonds. These programs usually have a variable rate of interest.

Intermediate Term Borrowing Programs (ITBP)

Intermediate Term Borrowing Programs are similar to revenue bonds. They are used when we want to amortize principal faster, since they usually have a maturity in the five to ten year range. These programs may have an interest rate that is a fixed rate or a variable rate.

Appendix F

Debt Service

Lease/Purchase Agreements

Agreements between the Municipality and Bank of America and Key Government Finance, Inc. that provide market rate loans to the Municipality for the purchase and eventual ownership of specific assets. The Agreements are entered into on an as-needed basis and the loans are typically repaid over the useful life of the asset.

Tax Anticipation Notes (TANs)

Tax Anticipation Notes are short term notes issued by the Municipality for the purpose of raising funds to pay ongoing operating expenses. They are issued in anticipation of receiving property taxes and other revenues scheduled to be collected during the year. TANs are retired prior to the current year end. The debt service related to TANs is not limited.

Interfund Loans

Borrowing from one municipal fund to another with terms approved by the Assembly.

Operating Leases

Certain operating leases of nonfinancial assets. Examples include buildings, land, vehicles, and equipment. Categorized in non-labor prior to 2022, and changed to debt category per Governmental Accounting Standards Board (GASB) Statement Number 87.

2026 Proposed Debt Service Budget Requirements

Fund	Description	Principal	Interest	Total P&I	Fees	Total
Debt Service on Voter-Approved GO Bonds Inside Tax Cap						
101000	Emergency Ops Ctr	140,486	15,947	156,433	100	156,533
101000	Senior Center	3,452	388	3,840	100	3,940
101000	Cemetery	30,298	3,418	33,716	100	33,816
101000	Emergency Medical Service	493,356	247,981	741,337	100	741,437
101000	E911 Areawide	231,548	135,432	366,980	100	367,080
101000	Transit	386,047	263,695	649,742	100	649,842
101000	Facilities Areawide	634,691	356,653	991,344	100	991,444
101000	AWARN Areawide	462,167	448,689	910,856	100	910,956
101000	Traffic Areawide	178,320	183,393	361,713	100	361,813
131000	Fire Service Area	1,704,661	741,318	2,445,979	200	2,446,179
141000	Anchorage Roads	26,401,220	13,357,972	39,759,192	1,800	39,760,992
151000	Police Service Area	507,838	483,700	991,538	100	991,638
161000	Anchorage Parks/Rec	2,045,553	1,128,818	3,174,371	200	3,174,571
GO Bonds Inside Tax Cap Total		33,219,637	17,367,404	50,587,041	3,200	50,590,241
Voter-Approved GO Bonds Outside Tax Limit Calculation						
162000	Parks & Recreation - Eagle River	55,363	6,294	61,657	100	61,757
GO Bonds Outside Tax Cap Total		55,363	6,294	61,657	100	61,757
GO Bonds Total		33,275,000	17,373,698	50,648,698	3,300	50,651,998
Revenue Bonds						
202010	Civic Center Revenue Bonds ¹	-	-	-	1,000	1,000
301000	Alaska Center for the Performing Arts (Refinanced 2004, Final payment 2034)	190,000	106,000	296,000	-	296,000
Revenue Bonds Total		190,000	106,000	296,000	1,000	297,000
Lease/Purchase Agreements						
101000	716 Building-Police Headquarters (Financed 2023, Final payment 2048)	392,964	967,096	1,360,060	-	1,360,060
Lease/Purchase Agreements Total		392,964	967,096	1,360,060	-	1,360,060
Lease/Purchase Agreements						
101000	Computerized Assisted Mass Apprais	1,005,033	120,234	1,125,267	20,000	1,145,267
106000	Girdwood Fire Engine	104,540	-	104,540	-	104,540
101000	Automated Handling System (AMHS)	33,641	2,253	35,894	-	35,894
607000	IT Capital Infrastructure	-	116,408	116,408	11,500	127,908
607000	IT SAP Capital Purchase	-	90,877	90,877	11,500	102,377
Lease/Purchase Agreements Total		1,143,214	329,772	1,472,986	43,000	1,515,986
Tax Anticipation Notes (TANs), Offset wholly with TANs Revenues						
101000	Areawide Service Area	-	1,734,300	1,734,300	192,700	1,927,000
131000	Fire Service Area	-	260,100	260,100	28,900	289,000
141000	Maintenance & Operations - ARDSA	-	260,100	260,100	28,900	289,000
151000	Police Service Area	-	623,700	623,700	69,300	693,000
161000	Anchorage Parks & Recreation SA	-	69,300	69,300	7,700	77,000
TANS Total		-	2,947,500	2,947,500	327,500	3,275,000

Cost of Issuance for Refunding Bonds, offset with Bond Premium Revenues (the cost of issuance for new bonds, offset with bond premium revenues, is posted in the respective capital funds)

Cost of Issuance for Refunding Bonds to be updated in the spring of 2026 during of the 2026 Revised.

Operating Leases (GASB 87)

101000 Elections	192,997	1,730	194,727	-	194,727
103000 EMS Lease Tax Levy	727,125	101,904	829,029	-	829,029
141000 Street Maintenance Operations	35,516	16,910	52,426	-	52,426
119000 Chugiak/Birchwood/Eagle River RRS.	66,338	17,460	83,798	-	83,798
151000 APD Resource Management	257,591	13,448	271,039	-	271,039
106000 Girdwood Valley Police SA	5,886	114	6,000	-	6,000
101000 Facility Leases-City Hall	1,782,811	87,902	1,870,713	-	1,870,713
101000 Facility Leases-Libraries	177,792	1,225	179,017	-	179,017
101000 Facility Leases-Traffic	47,573	427	48,000	-	48,000
101000 Facility Leases-Recreation	375,287	17,231	392,518	-	392,518
101000 Facility Leases-Permit Center	2,240,123	37,475	2,277,598	-	2,277,598
101000 Facility Leases-Police	37,592	963	38,555	-	38,555
TANS Total	5,946,631	296,789	6,243,420	-	6,243,420

Debt Service Total	40,947,809	22,020,855	62,968,664	374,800	63,343,464
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¹ The Civic Center CivicVentures revenue bond debt service is paid by a trustee. The Municipality pays the trustee the debt service amount required for the following year, as a contractual service, from Room Tax revenues. The budgeted payment to the trustee is as follows (Financed 2025, Final payment 2038):

Fund Description	Principal	Interest	Total P&I
202010 Payment to Trustee	3,725,000	2,963,750	6,688,750

The Certificates of Participation (COPs) debt service is funded with transfers from the Fire and Police departments to the COPs fund 330000. The debt service is then paid from the COPs fund. The transfers to the COPs fund from the Fire and Police departments are as follows (Financed 2019, Final payment 2032):

Fund Description	Principal	Interest	Total P&I	Fees	Total
131000 Fire Transfer to COPs Fund	1,769,229	486,780	2,256,009	520	2,256,529
151000 Police Transfer to COPs Fund	2,485,771	683,927	3,169,698	730	3,170,428
Total Transfer to COPs Fund	4,255,000	1,170,707	5,425,707	1,250	5,426,957

Interfund Loans

Campbell Lake Sediment Project - from fund 602-General Liability & Worker's Compensation fund to 441-Anchorage Roads & Drainage Service Area Capital Improvement Projects fund. To be repaid by special assessment district 04-25. AR 2007-35(S) and AO 2011-17

Tire Shop on Fairbanks Street - from fund 221-Heritage Land Bank fund to 601-Fleet Fund. To be repaid in full over a term of not longer than twenty years. AO 2013-217

Canyon Road Areas Gas Line - from fund 603-Medical & Dental Self-Insurance fund to 101-Areawide General fund. To be repaid by special assessment district. AR 2018-279

Fund Description	Principal	Interest	Total P&I
101000 Interest Other	-	7,830	7,830

Eagle River Town Center - from fund 101-Areawide General fund to 401-Areawide General Capital Improvement Projects fund. To be repaid by monthly lease payments assessed to tenants on or before December 31,2028. AO

Municipality of Anchorage
Summary of Bonds Authorized but Unissued
at August 26, 2025

Voter Approved Year	Proposition Number	Project Description	Remaining Authorized But Unissued 8/26/2025
General Purpose - General Obligation			
2023	3	Anchorage Roads & Drainage Service Area	15,000,000
2024	3	Anchorage Roads & Drainage Service Area	47,110,000
2025	2	Anchorage Roads & Drainage Service Area	33,700,000
2023	4	Anchorage Fire	2,000,000
2025	7	Anchorage Fire	2,400,000
2022	5	Anchorage Parks & Recreation Service Area	1,300,000
2023	A	Anchorage Parks & Recreation Service Area	3,950,000
2024	4	Anchorage Parks & Recreation Service Area	4,350,000
2025	3	Anchorage Parks & Recreation Service Area	8,250,000
2025	4	Anchorage Police Service Area	3,400,000
2023	2	Public Safety-Areawide	1,710,000
2024	6	Public Safety-Areawide	2,700,000
2025	5	Public Safety-Areawide	5,400,000
2021	2	Public Facilities-Areawide	330,000
2025	5 / 6	Public Facilities-Areawide	6,800,000
2021	3	Public Transportation-Areawide	1,230,000
2022	3	Public Transportation-Areawide	1,200,000
2023	2	Public Transportation-Areawide	1,110,000
2024	6	Public Transportation-Areawide	1,860,000
2024	9	Chugach State Park Access	4,000,000
2025	9	Chugach State Park Access	300,000
2023	5	Chugiak Fire Service Area	450,000
Total General Purpose - General Obligation			148,550,000

Municipality of Anchorage
General Obligation, General Purpose Bonds
 Combined Annual Net Debt Service Requirements
 as of December 31, 2024

Fiscal Year	Principal Outstanding *	Principal Payment	Interest Payment	Total Net Debt Service
2026	426,150,000	33,275,000	17,373,697	50,648,697
2027	392,875,000	34,770,000	15,884,908	50,654,908
2028	358,105,000	31,815,000	14,318,791	46,133,791
2029	326,290,000	28,340,000	13,199,599	41,539,599
2030	297,950,000	29,505,000	12,040,240	41,545,240
2031	268,445,000	27,100,000	10,909,220	38,009,220
2032	241,345,000	26,400,000	9,849,289	36,249,289
2033	214,945,000	25,485,000	8,838,359	34,323,359
2034	189,460,000	26,600,000	7,885,501	34,485,501
2035	162,860,000	24,910,000	6,821,313	31,731,313
2036	137,950,000	22,165,000	5,788,819	27,953,819
2037	115,785,000	21,175,000	4,804,275	25,979,275
2038	94,610,000	22,125,000	3,857,725	25,982,725
2039	72,485,000	18,330,000	2,890,775	21,220,775
2040	54,155,000	16,640,000	2,195,525	18,835,525
2041	37,515,000	14,190,000	1,554,600	15,744,600
2042	23,325,000	11,290,000	933,000	12,223,000
2043	12,035,000	5,900,000	481,400	6,381,400
2044	6,135,000	6,135,000	245,400	6,380,400
2045	-	-	-	-
Totals		426,150,000	139,872,436	566,022,436

Notes:

* Principal Outstanding is as at the beginning of the calendar year. Debt service does not change during the year unless new debt is issued or existing debt is refinanced. The most recent refinancing of existing debt was on December 16, 2021.

Non-Bond Debt Service Budget Summaries

Fund 301000 Alaska Center for the Performing Arts (ACPA); Refinanced 2004, Final payment 2034

	Time Frame	Principal	Interest	Total P&I
	Prior to 2026	1,615,000	1,651,014	3,266,014
	2026	190,000	106,000	296,000
	2027-2034	1,930,000	458,750	2,388,750
Alaska Center for the Performing Arts (ACPA) Total		3,735,000	2,215,764	2,388,750

Fund 101000 716 Building-Police Headquarters; Financed 2023, Final payment 2048

	Time Frame	Principal	Interest	Total P&I
	Prior to 2026	724,417	1,995,700	2,720,117
	2026	392,964	967,096	1,360,060
	2027-2048	17,182,620	12,738,670	29,921,290
716 Building-Police Headquarters Total		18,300,001	15,701,466	34,001,467

Fund 202 CivicVentures; Refinanced 2025, Final payment 2038

	Time Frame	Principal	Interest	Total P&I
	Prior to 2026	3,555,000	3,132,774	6,687,774
	2026	3,725,000	2,963,750	6,688,750
	2027-2038	55,550,000	18,014,250	73,564,250
CivicVentures Total		62,830,000	24,110,774	86,940,774

Fund 131/151 Certificates of Participation (COPs); Financed 2019, Final payment 2032

	Time Frame	Principal	Interest	Total P&I
	Prior to 2026	25,675,000	12,449,621	38,124,621
	2026	4,255,000	1,170,707	5,425,707
	2027-2032	28,745,000	3,786,395	32,531,395
Certificates of Participation (COPs) Total		58,675,000	17,406,722	76,081,722

Appendix G

General Government Property Tax Rate Trends

Tax District ¹	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026 ⁵
School District	6.92	7.23	7.16	7.75	8.47	7.63	7.17	6.67	6.320	TBD in Spring
1, 3	8.74	9.17	9.20	9.35	9.55	9.21	9.86	9.48 ⁴	9.470	9.40
2, 19-21, 28, 32-37, 40, 41, 44, 45, 48, 52-54, 57	6.52	6.51	6.59	6.81	7.00	6.67	6.98	6.92 ⁴	6.870	7.02
4	5.40	5.50	5.51	5.18	5.12 ²	4.78	5.39	5.66	5.890	5.97
5	6.36	6.22	6.36	6.36	6.36 ³	6.27	6.51	6.68	6.640	6.77
8	8.74	9.17	9.20	9.35	9.55	9.21	9.86	9.43	9.420	9.40
9, 23, 43	5.99	5.86	5.93	6.13	6.24	6.01	6.23	6.19	6.070	6.33
10, 50	8.90	8.84	8.90	9.09	9.22	8.96	9.28	9.30	9.180	9.39
11	5.99	5.86	5.93	6.13	6.24	6.01	6.23	6.24 ⁴	6.120	6.33
12	9.27	9.26	9.34	9.56	9.75	9.42	9.73	9.67 ⁴	9.620	9.73
15	0.40	0.10	0.18	0.05	0.31 ²	0.08	0.24	0.49	0.470	0.60
16, 56, 59	3.61	3.47	3.61	3.61	3.61 ³	3.52	3.76	3.93	3.890	4.06
22, 51	7.52	7.45	7.58	7.57	7.59 ³	7.47	7.81	8.04	8.000	8.10
30	6.52	6.45	6.58	6.57	6.59 ³	6.47	6.81	7.04	7.000	7.12
31	8.32	8.31	8.39	8.61	8.80	8.47	8.78	8.72 ⁴	8.670	8.80
42	5.83	6.13	6.22	6.15	6.16 ³	6.06	6.64	6.49	6.490	6.44
46	7.38	7.21	7.36	7.55	7.68	7.44	7.68	7.62	7.500	7.74
47	4.91	4.73	4.95	4.94	4.96 ³	4.86	5.11	5.26	5.220	5.37
55	5.41	5.27	5.41	5.41	5.41 ³	5.32	5.56	5.73	5.690	5.84
58	6.52	6.45	6.58	6.57	6.59 ³	6.47	6.81	7.04	7.000	7.12

¹ Tax rates for Old City Road Service, Limited Road Service Areas and Street Lighting Service Areas, where applicable, are not included. Other Road Service areas are included.

² Downward adjustment of 2.62 mills for tax districts that are outside the Anchorage Fire and Anchorage Police Service Areas is shown in these rates.

³ Downward adjustment of 1.14 mills for tax districts that are outside the Anchorage Fire Service Area is shown in these rates.

⁴ Includes Anchorage Building Safety Service Area mill rate at 0.045.

⁵ The 2026 mill rates in this appendix are based on preliminary data. The 2026 assessed valuations and tax revenues will be updated as part of the 2026 Revised Budget process and the actual 2026 mill rates, inclusive of the Anchorage School District (ASD), will be presented to the Assembly for approval in April 2026.

Appendix H

Preliminary General Government Property Tax per \$100,000 Assessed Valuation

The tax rates in this appendix are based on preliminary data and exclude 2026 taxes related to the Anchorage School District (ASD). The 2026 assessed valuations and taxes will be updated as part of the 2026 Revised Budget process and the actual 2026 mill rates will be presented to the Assembly for approval in April 2026.

Tax District	Areawide¹	Fire	Police	Parks & Rec	Roads²	Building Safety	Total
1, 3	42	227	364	69	238	-	940
2, 19-21, 28, 32-37, 40, 41, 44, 45, 48, 52-54, 57	42	227	364	69	-	-	702
4	42	-	-	-	555	-	597
5	42	-	364	-	271	-	677
8	42	227	364	69	238	-	940
9, 23, 43	42	227	364	-	-	-	633
10, 50	42	227	364	100	206	-	939
11	42	227	364	-	-	-	633
12	42	227	364	69	271	-	973
15	42	-	18	-	-	-	60
16, 56, 59	42	-	364	-	-	-	406
22, 51	42	98	364	100	206	-	810
30, 58	42	-	364	100	206	-	712
31	42	227	364	69	178	-	880
42	42	-	364	-	238	-	644
46	42	227	364	100	41	-	774
47	42	-	364	100	31	-	537
55	42	-	364	-	178	-	584

¹ Some services provided by the Municipality must be offered on an "areawide" basis under State law or as provided for in the Municipal Charter. These include services such as health and environmental protection, social services, animal control, library, museum, mass transit, emergency medical services, planning and zoning, property assessment, and tax collection.

² Tax rates for Old City Road Service, Limited Road Service Areas, and Street Lighting Service Areas, where applicable, are not included. Other Road Service Areas are included.

Municipality of Anchorage Tax District Map

Anchorage Bowl

The Municipality of Anchorage (MOA) does not warrant the accuracy of maps or data provided, nor their suitability for any particular application.

Appendix I

Tax Districts

- | | |
|---|-------------------------------------|
| 1, City/Anchorage | 35, Mountain Park Estates LRSA |
| 2, Hillside | 36, SRW Homeowners LRSA |
| 3, Spenard | 37, Mountain Park/Robin Hill LRSA |
| 5, Glen Alps SA w/o Fire | 40, Raven Woods/Bubbling Brook LRSA |
| 8, Spenard w/o Building Safety | 41, Upper Grover LRSA |
| 9, Stuckagain Heights w/o Parks & Rec | 42, View Point |
| 11, Municipal Landfill | 43, Bear Valley LRSA |
| 12, Canyon Road (Glen Alps SA) | 44, Villages Scenic Parkway LRSA |
| 15, Muni/Outside Bowl w/limited Police | 45, Sequoia Estates LRSA |
| 19, Upper OMalley LRSA | 48, Paradise Valley South LRSA |
| 20, Talus West LRSA | 52, Rockhill LRSA |
| 21, Rabbit Ck View/Rabbit Ck Hts LRSA w/ APRSA | 53, Totem LRSA |
| 23, Rabbit Ck View/Rabbit Ck Hts LRSA w/o APRSA | 54, Lakehill LRSA |
| 28, Birch Tree/Elmore LRSA | 55, South Goldenview LRSA w/o Fire |
| 31, South Goldenview Area LRSA | 56, Bear Valley LRSA w/o Fire |
| 32, Section 6/Campbell Airstrip LRSA | 57, Homestead LRSA |
| 33, Sky ranch Estates LRSA | <all other values> |
| 34, Valli-Vue Estates LRSA | |

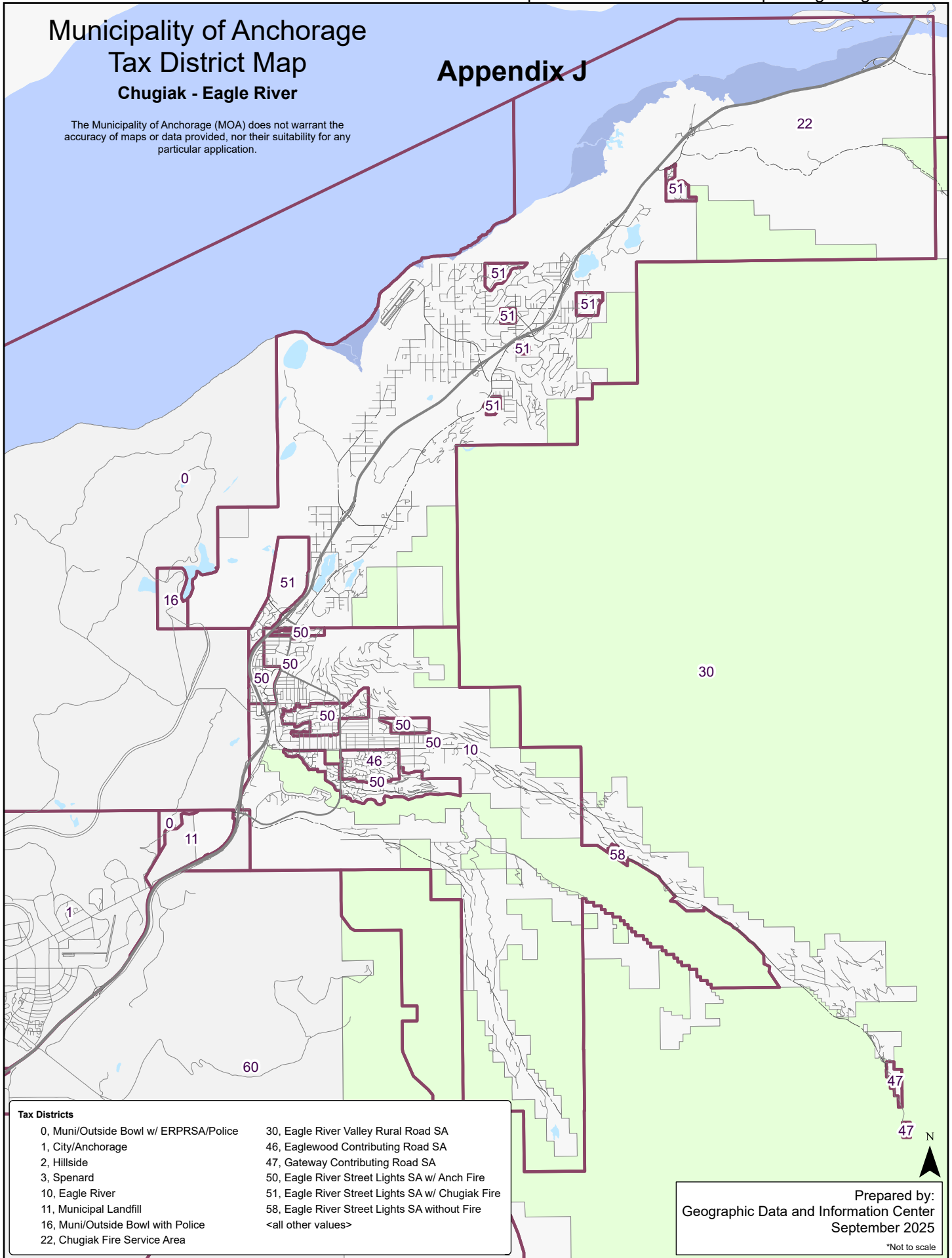
Prepared by:
Geographic Data and Information Center
September 2025

*Not to scale

Municipality of Anchorage Tax District Map Chugiak - Eagle River

Appendix J

The Municipality of Anchorage (MOA) does not warrant the accuracy of maps or data provided, nor their suitability for any particular application.



Tax Districts

- | | |
|---------------------------------------|--|
| 0, Muni/Outside Bowl w/ ERPRSA/Police | 30, Eagle River Valley Rural Road SA |
| 1, City/Anchorage | 46, Eaglewood Contributing Road SA |
| 2, Hillside | 47, Gateway Contributing Road SA |
| 3, Spenard | 50, Eagle River Street Lights SA w/ Anch Fire |
| 10, Eagle River | 51, Eagle River Street Lights SA w/ Chugiak Fire |
| 11, Municipal Landfill | 58, Eagle River Street Lights SA without Fire |
| 16, Muni/Outside Bowl with Police | <all other values> |
| 22, Chugiak Fire Service Area | |

Prepared by:
Geographic Data and Information Center
September 2025

*Not to scale

Municipality of Anchorage Tax District Map

Girdwood

The Municipality of Anchorage (MOA) does not warrant the accuracy of maps or data provided, nor their suitability for any particular application.

Appendix K

Chugach
National
Forest

15

4

4

Seward Highway

Chugach
National
Forest

N

Prepared by:
Geographic Data and Information Center
September 2025
*Not to scale

Appendix L

Chugiak Fire Service Area

(Fund 104000)

The Municipality's Charter requires that our local government operate under a service area concept, which means that residents of particular areas vote to levy taxes for service(s) from the Municipality.

Chugiak Fire Service Area was established for fire protection within the service area. The maximum mill rate for the service area shall not exceed 1.00 mill in any calendar year (AMC 27.30.060). The service area is included in Municipal Tax Districts 22 and 51.

The net cost total on the Fund Summary presented on the following page represents the tax cost for the Chugiak Fire Service Area, based on the 2026 Proposed Budget. It includes \$108,850 of revenues associated with the fund that are not considered program revenues, such as Penalties & Interest (P&I) on Delinquent Taxes, Auto Tax, Electric Co-Op Allocation and Cash Pools Short-term Interest.

The mill rate is calculated based on the taxes to be collected, divided by the assessed valuation of the service area, then multiplied by 1,000.

$$\frac{\text{Taxes to be Collected in SA}}{\text{Service Area Assessed Value}} \times 1,000 = \text{Mill Rate}$$

The preliminary 2026 mill rate, based on the 2026 Proposed Budget taxes to be collected and preliminary service area assessed value at 08/27/2025, is calculated as follows:

$$\frac{\$ 1,522,752}{\$ 1,559,757,822} \times 1,000 = 0.98$$

The actual 2026 taxes to be collected and the actual 2026 mill rate will be based on the 2026 Revised budget that will include updated/revised IGCs and will be recalculated with updated assessed values, all to be presented to the Assembly for approval in April 2026.

Fund 104000 Summary
Chugiak Fire Service Area
(Fund Center # 354000, 189120)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Fund Center				
Chugiak Fire and Rescue (354000) - Department: Fire	1,022,984	1,115,754	1,115,754	-
Direct Cost Total	1,022,984	1,115,754	1,115,754	-
Intragovernmental Charges				
Charges by/to Other Departments	486,292	498,992	515,848	3.38%
Function Cost Total	1,509,276	1,614,746	1,631,602	1.04%
Program Generated Revenue	-	(88,850)	(108,850)	22.51%
Net Cost Total	1,509,276	1,525,896	1,522,752	-0.21%
Direct Cost by Category				
Salaries and Benefits	-	-	-	-
Supplies	18,948	-	-	-
Travel	-	-	-	-
Contractual/Other Services	1,004,036	1,115,754	1,115,754	-
Debt Service	-	-	-	-
Equipment, Furnishings	-	-	-	-
Direct Cost Total	1,022,984	1,115,754	1,115,754	-
Position Summary as Budgeted				
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Position Total	-	-	-	-

Chugiak Fire and Rescue
Department: Fire
Division: Emergency Operations
(Fund Center # 354000)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Salaries and Benefits	-	-	-	-
Supplies	18,948	-	-	-
Travel	-	-	-	-
Contractual/Other Services	1,004,036	1,115,754	1,115,754	-
Equipment, Furnishings	-	-	-	-
Manageable Direct Cost Total	1,022,984	1,115,754	1,115,754	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	1,022,984	1,115,754	1,115,754	-
Intragovernmental Charges				
Charges by/to Other Departments	486,292	498,992	515,848	3.38%
Function Cost Total	1,509,276	1,614,746	1,631,602	1.04%
Net Cost				
Direct Cost Total	1,022,984	1,115,754	1,115,754	-
Charges by/to Other Departments Total	486,292	498,992	515,848	3.38%
Program Generated Revenue Total	-	-	-	-
Net Cost Total	1,509,276	1,614,746	1,631,602	1.04%

Appendix M

Girdwood Valley Service Area

(Fund 106000)

The Municipality's Charter requires that our local government operate under a service area concept, which means that residents of particular areas vote to levy taxes for service(s) from the Municipality.

Girdwood Valley Service Area was established for street construction and maintenance, solid waste collection, fire protection, parks and recreation, the operation and maintenance of a municipal cemetery, the provision of police protection services, and the provision of services in support of policies that promote local housing and economic stability at the sole expense of the Girdwood Valley Service Area. The maximum attainable mill rate for the service area shall not exceed 6.00 mills in any calendar year (AMC 27.30.020). The service area is included in Municipal Tax District 4.

The net cost total on the fund summary presented on the following page represents the tax cost for the Girdwood Valley Service Area, based on the 2026 Proposed Budget. It includes \$79,201 of revenues associated with the fund that are not considered program revenues, such as Penalties & Interest (P&I) on Delinquent Taxes, Auto Tax, Electric Co-Op Allocation and Cash Pools Short-term Interest.

The mill rate is calculated based on the taxes to be collected, divided by the assessed valuation of the service area, then multiplied by 1,000.

$$\frac{\text{Taxes to be Collected in SA}}{\text{Service Area Assessed Value}} \times 1,000 = \text{Mill Rate}$$

The preliminary 2026 mill rate, based on the 2026 Proposed Budget taxes to be collected and preliminary service area assessed value at 08/27/2025, is calculated as follows:

$$\frac{\$ 5,465,561}{\$ 984,704,946} \times 1,000 = 5.55$$

The actual 2026 taxes to be collected and the actual 2026 mill rate will be based on the 2026 Revised budget that will include updated/revised IGCs and will be recalculated with updated assessed values, all to be presented to the Assembly for approval in April 2026.

Fund 106000 Summary
Girdwood Valley Service Area
(Fund Center # 355000, 450000, 510900, 558000, 746000, 189130)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Fund Center				
Housing & Development (510900) - Department: Planning, Deve	5,500	117,600	157,600	34.01%
Fire and Rescue (355000) - Department: Fire	1,282,575	1,500,385	1,602,373	6.80%
Police (450000) - Department: Police	807,946	817,044	913,238	11.77%
Parks & Recreation (558000) - Department: Parks & Recreation	419,888	755,099	539,739	-28.52%
Street Maintenance (746000) - Department: Maintenance & Ops	1,233,061	1,517,892	1,671,751	10.14%
Direct Cost Total	3,748,971	4,708,020	4,884,701	3.75%
Intragovernmental Charges				
Charges by/to Other Departments	657,745	671,532	688,561	2.54%
Function Cost Total	4,406,716	5,379,552	5,573,262	3.60%
Program Generated Revenue	(28,584)	(54,701)	(107,701)	96.89%
Net Cost Total	4,378,132	5,324,851	5,465,561	2.64%
Direct Cost by Category				
Salaries and Benefits	347,888	346,145	341,853	-1.24%
Supplies	85,664	165,843	162,343	-2.11%
Travel	-	5,000	5,000	-
Contractual/OtherServices	3,309,465	4,080,492	4,264,965	4.52%
Debt Service	5,954	110,540	110,540	-
Equipment, Furnishings	-	-	-	-
Direct Cost Total	3,748,971	4,708,020	4,884,701	3.75%
Position Summary as Budgeted				
Full-Time	2	2	2	-
Part-Time	1	1	2	100.00%
Position Total	3	3	4	33.33%

Girdwood Service Area Housing & Development
Department: Planning, Development & Public Works
Division: PDPW Administration
(Fund Center # 510900)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Salaries and Benefits	-	-	-	-
Supplies	-	-	-	-
Travel	-	-	-	-
Contractual/Other Services	5,500	117,600	157,600	34.01%
Equipment, Furnishings	-	-	-	-
Manageable Direct Cost Total	5,500	117,600	157,600	34.01%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	5,500	117,600	157,600	34.01%
Intragovernmental Charges				
Charges by/to Other Departments	-	-	-	-
Function Cost Total	5,500	117,600	157,600	34.01%
Net Cost				
Direct Cost Total	5,500	117,600	157,600	34.01%
Charges by/to Other Departments Total	-	-	-	-
Program Generated Revenue Total	-	-	-	-
Net Cost Total	5,500	117,600	157,600	34.01%

Girdwood Valley Fire and Rescue
Department: Fire
Division: Emergency Operations
(Fund Center # 355000)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Salaries and Benefits	-	-	-	-
Supplies	4,963	35,000	35,000	-
Travel	-	5,000	5,000	-
Contractual/Other Services	1,277,612	1,355,845	1,457,833	7.52%
Equipment, Furnishings	-	-	-	-
Manageable Direct Cost Total	1,282,575	1,395,845	1,497,833	7.31%
Debt Service	-	104,540	104,540	-
Non-Manageable Direct Cost Total	-	104,540	104,540	-
Direct Cost Total	1,282,575	1,500,385	1,602,373	6.80%
Intragovernmental Charges				
Charges by/to Other Departments	483,923	475,532	491,888	3.44%
Function Cost Total	1,766,499	1,975,917	2,094,261	5.99%
Program Generated Revenue				
406370 - Fire Service Fees	(15,600)	(21,000)	(21,000)	-
Program Generated Revenue Total	(15,600)	(21,000)	(21,000)	-
Net Cost				
Direct Cost Total	1,282,575	1,500,385	1,602,373	6.80%
Charges by/to Other Departments Total	483,923	475,532	491,888	3.44%
Program Generated Revenue Total	(15,600)	(21,000)	(21,000)	-
Net Cost Total	1,750,899	1,954,917	2,073,261	6.05%

Girdwood Valley Police Services**Department: Police****Division: Operations**

(Fund Center # 450000)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Salaries and Benefits	-	-	-	-
Supplies	1,883	-	-	-
Travel	-	-	-	-
Contractual/Other Services	800,109	811,044	907,238	11.86%
Equipment, Furnishings	-	-	-	-
Manageable Direct Cost Total	801,992	811,044	907,238	11.86%
Debt Service	5,954	6,000	6,000	-
Non-Manageable Direct Cost Total	5,954	6,000	6,000	-
Direct Cost Total	807,946	817,044	913,238	11.77%
Intragovernmental Charges				
Charges by/to Other Departments	405	374	367	-1.87%
Function Cost Total	808,351	817,418	913,605	11.77%
Net Cost				
Direct Cost Total	807,946	817,044	913,238	11.77%
Charges by/to Other Departments Total	405	374	367	-1.87%
Program Generated Revenue Total	-	-	-	-
Net Cost Total	808,351	817,418	913,605	11.77%

Girdwood Valley Parks & Recreation
Department: Parks & Recreation
Division: Girdwood Parks & Recreation
(Fund Center # 558000)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Salaries and Benefits	48,422	48,756	40,396	-17.15%
Supplies	29,628	44,843	41,343	-7.81%
Travel	-	-	-	-
Contractual/Other Services	341,839	661,500	458,000	-30.76%
Equipment, Furnishings	-	-	-	-
Manageable Direct Cost Total	419,888	755,099	539,739	-28.52%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	419,888	755,099	539,739	-28.52%
Intragovernmental Charges				
Charges by/to Other Departments	98,011	97,786	99,163	1.41%
Function Cost Total	517,899	852,885	638,902	-25.09%
Program Generated Revenue				
403010 - Assessment Collections	(1,224)	-	-	-
406280 - Programs Lessons & Camps	(264)	(500)	(500)	-
406290 - Rec Center Rentals & Activities	(1,886)	(2,100)	(2,100)	-
406310 - Camping Fees	(1,546)	(1,900)	(1,900)	-
Program Generated Revenue Total	(4,920)	(4,500)	(4,500)	-
Net Cost				
Direct Cost Total	419,888	755,099	539,739	-28.52%
Charges by/to Other Departments Total	98,011	97,786	99,163	1.41%
Program Generated Revenue Total	(4,920)	(4,500)	(4,500)	-
Net Cost Total	512,979	848,385	634,402	-25.22%

Girdwood Valley Street Maintenance
Department: Maintenance & Operations
Division: Street Maintenance
(Fund Center # 746000)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Salaries and Benefits	299,466	297,389	301,457	1.37%
Supplies	49,191	86,000	86,000	-
Travel	-	-	-	-
Contractual/Other Services	884,405	1,134,503	1,284,294	13.20%
Equipment, Furnishings	-	-	-	-
Manageable Direct Cost Total	1,233,061	1,517,892	1,671,751	10.14%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	1,233,061	1,517,892	1,671,751	10.14%
Intragovernmental Charges				
Charges by/to Other Departments	75,406	97,840	97,143	-0.71%
Function Cost Total	1,308,467	1,615,732	1,768,894	9.48%
Program Generated Revenue				
408405 - Lease & Rental Revenue	(7,795)	(3,000)	(3,000)	-
Program Generated Revenue Total	(8,064)	(3,000)	(3,000)	-
Net Cost				
Direct Cost Total	1,233,061	1,517,892	1,671,751	10.14%
Charges by/to Other Departments Total	75,406	97,840	97,143	-0.71%
Program Generated Revenue Total	(8,064)	(3,000)	(3,000)	-
Net Cost Total	1,300,403	1,612,732	1,765,894	9.50%

Appendix N

Chugiak, Birchwood, Eagle River Rural Road Service Area (Fund 119000)

The Municipality's Charter requires that local government operate under a service area concept, which means that residents of particular areas vote to levy taxes for service(s) from the Municipality.

Chugiak, Birchwood, Eagle River Rural Road Service Area (CBERRRSA) was established for capital improvements for roads and drainage and the maintenance thereof within and over road rights-of-way in the service area including street light capital improvements and street light operation and maintenance at special sites outside the Eagle River Street Light Service Area which enhance public safety, but excluding capital improvements for and maintenance and operation of: 1) traffic engineering; 2) park and recreational services; 3) water, sewer, telephone, electric, gas and other utility improvements and services; 4) off-road mass transit facilities and signs; and 5) fire hydrants and parking meters within the service area. The service area also shall be authorized to operate and maintain street lights at special sites outside of the Eagle River Street Light Service Area for purposes of enhancing public safety.

The maximum attainable mill rate for services provided in the service area shall not exceed 2.10 mills in any calendar year. No more than 1.1 mills shall be for road and drainage maintenance and no more than 1.0 mill shall be for capital improvements (AMC 27.30.215). The service area is included in Municipal Tax Districts 10, 22, 30, 50, 51, and 58.

The net cost total on the fund summary presented on the following page represents the tax cost for the CBERRRSA, based on the 2026 Proposed Budget. It includes \$211,272 of revenues associated with the fund that are not considered program revenues, such as Penalties & Interest (P&I) on Delinquent Taxes and Cash Pools Short-term Interest.

The mill rate is calculated based on the taxes to be collected, divided by the assessed valuation of the service area, then multiplied by 1,000.

$$\frac{\text{Taxes to be Collected in SA}}{\text{Service Area Assessed Value}} \times 1,000 = \text{Mill Rate}$$

The preliminary 2026 mill rate, based on the 2026 Proposed Budget taxes to be collected and preliminary service area assessed value at 08/27/2025, is calculated as follows:

$$\frac{\$ 9,663,573}{\$ 4,689,957,687} \times 1,000 = 2.06$$

The actual 2026 taxes to be collected and the actual 2026 mill rate will be based on the 2026 Revised budget that will include updated/revised IGCs and will be recalculated with updated assessed values, all to be presented to the Assembly for approval in April 2026.

Fund 119000 Summary
Chugiak, Birchwood, Eagle River Rural Road Service Area
(Fund Center # 744900, 747300, 189180)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Fund Center				
Operations of CBERRRSA (744900) - Department: Public Works	4,358,476	5,086,036	5,135,303	0.97%
ER Contribution to CIP (747300) - Department: Public Works	4,312,757	4,562,628	4,562,628	-
Direct Cost Total	8,671,233	9,648,664	9,697,931	0.51%
Intragovernmental Charges				
Charges by/to Other Departments	142,868	204,726	203,514	-0.59%
Function Cost Total	8,814,101	9,853,390	9,901,445	0.49%
Program Generated Revenue	(251,775)	(271,872)	(237,872)	-12.51%
Net Cost Total	8,562,325	9,581,518	9,663,573	0.86%
Direct Cost by Category				
Salaries and Benefits	669,929	661,612	662,821	0.18%
Supplies	45,514	167,287	167,287	-
Travel	-	-	-	-
Contractual/Other Services	7,881,929	8,729,967	8,778,025	0.55%
Debt Service	62,000	83,798	83,798	-
Equipment, Furnishings	11,861	6,000	6,000	-
Direct Cost Total	8,671,233	9,648,664	9,697,931	0.51%
Position Summary as Budgeted				
Full-Time	4	4	4	-
Part-Time	-	-	-	-
Position Total	4	4	4	-

Operations of Chugiak, Birchwood, Eagle River RRSA
Department: Public Works Administration
Division: Other Service Areas
(Fund Center # 744900)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Salaries and Benefits	669,929	661,612	662,821	0.18%
Supplies	45,514	167,287	167,287	-
Travel	-	-	-	-
Contractual/Other Services	3,569,172	4,167,339	4,215,397	1.15%
Equipment, Furnishings	11,861	6,000	6,000	-
Manageable Direct Cost Total	4,296,476	5,002,238	5,051,505	0.98%
Debt Service	62,000	83,798	83,798	-
Non-Manageable Direct Cost Total	62,000	83,798	83,798	-
Direct Cost Total	4,358,476	5,086,036	5,135,303	0.97%
Intragovernmental Charges				
Charges by/to Other Departments	142,868	204,726	203,514	-0.59%
Function Cost Total	4,501,344	5,290,762	5,338,817	0.91%
Program Generated Revenue				
406625 - Reimbursed Cost-NonGrant Funded	(48,460)	(25,000)	(25,000)	-
408380 - Prior Year Expense Recovery	(215)	-	-	-
408580 - Miscellaneous Revenues	(203,100)	(1,600)	(1,600)	-
Program Generated Revenue Total	(251,775)	(26,600)	(26,600)	-
Net Cost				
Direct Cost Total	4,358,476	5,086,036	5,135,303	0.97%
Charges by/to Other Departments Total	142,868	204,726	203,514	-0.59%
Program Generated Revenue Total	(251,775)	(26,600)	(26,600)	-
Net Cost Total	4,249,568	5,264,162	5,312,217	0.91%

Eagle River Contribution to CIP
Department: Public Works Administration
Division: Other Service Areas
(Fund Center # 747300)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Salaries and Benefits	-	-	-	-
Supplies	-	-	-	-
Travel	-	-	-	-
Contractual/Other Services	4,312,757	4,562,628	4,562,628	-
Equipment, Furnishings	-	-	-	-
Manageable Direct Cost Total	4,312,757	4,562,628	4,562,628	-
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	4,312,757	4,562,628	4,562,628	-
Intragovernmental Charges				
Charges by/to Other Departments	-	-	-	-
Function Cost Total	4,312,757	4,562,628	4,562,628	-
Net Cost				
Direct Cost Total	4,312,757	4,562,628	4,562,628	-
Charges by/to Other Departments Total	-	-	-	-
Program Generated Revenue Total	-	-	-	-
Net Cost Total	4,312,757	4,562,628	4,562,628	-

Appendix O

Eagle River-Chugiak Park and Recreational Service Area

(Fund 162000)

The Municipality's Charter requires that local government operate under a service area concept, which means that residents of particular areas vote to levy taxes for service(s) from the Municipality.

Eagle River-Chugiak Park and Recreational Service Area (ERCPRSA) was established for parks and recreational services and capital improvements within the service area. The maximum attainable mill rate for the service area shall not exceed 1.00 mill in any calendar year (AMC 27.30.090). The service area is included Municipal Tax Districts 10, 22, 30, 46, 47, 50, 51, and 58.

The net cost total on the fund summary presented on the following page offset by represents the tax cost for the ERCPRSA, based on the 2026 Proposed Budget. It includes \$100,114 of revenues associated with the fund that are not considered program revenues, such as Penalties & Interest (P&I) on Delinquent Taxes, Auto Tax, Contributions from Other Funds, and Cash Pools Short-term Interest.

The mill rate is calculated based on the taxes to be collected, divided by the assessed valuation of the service area, then multiplied by 1,000.

$$\frac{\text{Taxes to be Collected in SA}}{\text{Service Area Assessed Value}} \times 1,000 = \text{Mill Rate}$$

The preliminary 2026 mill rate, based on the 2026 Proposed Budget taxes to be collected and preliminary service area assessed value at 08/27/2025, is calculated as follows:

$$\frac{\$ 5,045,007}{\$ 5,033,585,668} \times 1,000 = 1.00$$

The actual 2026 taxes to be collected and the actual 2026 mill rate will be based on the 2026 Revised budget that will include updated/revised IGCs and will be recalculated with updated assessed values, all to be presented to the Assembly for approval in April 2026.

Fund 162 Summary
Eagle River-Chugiak Park and Recreational Service Area
(Fund Center # 555300, 555000, 555100, 555900, 555200, 555950, 189280)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Fund Center				
Fire Lake Rec Ctr (555300) - Department: Parks & Rec	22,804	50,000	50,000	-
ER Park Facilities (555000) - Department: Parks & Rec	21,424	41,033	40,781	-0.61%
ER Chugiak Parks (555100) - Department: Parks & Rec	1,956,636	2,191,227	2,655,426	21.18%
ER Parks Debt (555900) - Department: Parks & Rec	61,670	61,812	61,757	-0.09%
Chugiak Pool (555200) - Department: Parks & Rec	497,190	676,463	678,969	0.37%
Contrib for Cap Improvmnt (555950) - Department: Parks & Rec	1,144,055	1,224,263	1,006,717	-17.77%
Direct Cost Total	3,703,778	4,244,798	4,493,650	5.86%
Intragovernmental Charges				
Charges by/to Other Departments	737,316	916,781	909,073	-0.84%
Function Cost Total	4,441,094	5,161,579	5,402,723	4.67%
Program Generated Revenue	(288,184)	(202,716)	(357,716)	76.46%
Net Cost Total	4,152,910	4,958,863	5,045,007	1.74%
Direct Cost by Category				
Salaries and Benefits	1,603,198	2,327,854	2,471,170	6.16%
Supplies	325,024	126,300	136,663	8.21%
Travel	-	-	-	-
Contractual/Other Services	1,711,734	1,718,992	1,814,220	5.54%
Debt Service	63,004	61,812	61,757	-0.09%
Equipment, Furnishings	818	9,840	9,840	-
Direct Cost Total	3,703,778	4,244,798	4,493,650	5.86%
Position Summary as Budgeted				
Full-Time	16	16	16	-
Part-Time	27	27	27	-
Position Total	43	43	43	-

Position Summaries include:
1 FT Director position in 2021, 2022, and 2023
that is split between Anchorage and Eagle River

Fire Lake Recreation Center
Department: Parks & Recreation
Division: Eagle River/Chugiak Parks & Recreation
(Fund Center # 555300)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Salaries and Benefits	-	-	-	-
Supplies	-	-	-	-
Travel	-	-	-	-
Contractual/Other Services	22,804	50,000	50,000	-
Equipment, Furnishings	-	-	-	-
Manageable Direct Cost Total	22,804	50,000	50,000	-
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	22,804	50,000	50,000	-
Intragovernmental Charges				
Charges by/to Other Departments	7,418	9,441	9,441	-
Function Cost Total	30,222	59,441	59,441	-
Program Generated Revenue				
408390 - Insurance Recoveries	(16,639)	-	-	-
Program Generated Revenue Total	(16,639)	-	-	-
Net Cost				
Direct Cost Total	22,804	50,000	50,000	-
Charges by/to Other Departments Total	7,418	9,441	9,441	-
Net Cost Total	13,583	59,441	59,441	-

Eagle River Park Facilities
Department: Parks & Recreation
Division: Eagle River/Chugiak Parks & Recreation
(Fund Center # 555000)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Salaries and Benefits	6,324	25,933	25,681	-0.97%
Supplies	1,085	3,000	3,000	-
Travel	-	-	-	-
Contractual/Other Services	14,015	11,100	11,100	-
Equipment, Furnishings	-	1,000	1,000	-
Manageable Direct Cost Total	21,424	41,033	40,781	-0.61%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	21,424	41,033	40,781	-0.61%
Intragovernmental Charges				
Charges by/to Other Departments	819	4,783	4,758	-0.52%
Function Cost Total	22,243	45,816	45,539	-0.60%
Program Generated Revenue				
406290 - Rec Center Rentals & Activities	(545)	(5,600)	(5,600)	-
Program Generated Revenue Total	(545)	(5,600)	(5,600)	-
Net Cost				
Direct Cost Total	21,424	41,033	40,781	-0.61%
Charges by/to Other Departments Total	819	4,783	4,758	-0.52%
Program Generated Revenue Total	(545)	(5,600)	(5,600)	-
Net Cost Total	21,698	40,216	39,939	-0.69%

Eagle River/Chugiak Parks
Department: Parks & Recreation
Division: Eagle River/Chugiak Parks & Recreation
(Fund Center # 555100)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Salaries and Benefits	1,207,382	1,754,783	1,895,845	8.04%
Supplies	284,107	69,925	80,288	14.82%
Travel	-	-	-	-
Contractual/Other Services	462,995	357,679	670,453	87.45%
Equipment, Furnishings	818	8,840	8,840	-
Manageable Direct Cost Total	1,955,302	2,191,227	2,655,426	21.18%
Debt Service	1,334	-	-	-
Non-Manageable Direct Cost Total	1,334	-	-	-
Direct Cost Total	1,956,636	2,191,227	2,655,426	21.18%
Intragovernmental Charges				
Charges by/to Other Departments	695,272	849,968	842,422	-0.89%
Function Cost Total	2,651,908	3,041,195	3,497,848	15.02%
Program Generated Revenue				
406290 - Rec Center Rentals & Activities	(121,728)	(112,500)	(112,500)	-
406625 - Reimbursed Cost-NonGrant Funded	(29,055)	(29,502)	(29,502)	-
408380 - Prior Year Expense Recovery	(4,371)	-	-	-
408405 - Lease & Rental Revenue	(23,861)	(17,000)	(17,000)	-
Program Generated Revenue Total	(179,015)	(159,002)	(159,002)	-
Net Cost				
Direct Cost Total	1,956,636	2,191,227	2,655,426	21.18%
Charges by/to Other Departments Total	695,272	849,968	842,422	-0.89%
Program Generated Revenue Total	(179,015)	(159,002)	(159,002)	-
Net Cost Total	2,472,892	2,882,193	3,338,846	15.84%

Eagle River Parks Debt (162000)
Department: Parks & Recreation
Division: Eagle River/Chugiak Parks & Recreation
(Fund Center # 555900)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Salaries and Benefits	-	-	-	-
Supplies	-	-	-	-
Travel	-	-	-	-
Contractual/Other Services	-	-	-	-
Equipment, Furnishings	-	-	-	-
Manageable Direct Cost Total	-	-	-	-
Debt Service	61,670	61,812	61,757	-0.09%
Non-Manageable Direct Cost Total	61,670	61,812	61,757	-0.09%
Direct Cost Total	61,670	61,812	61,757	-0.09%
Intragovernmental Charges				
Charges by/to Other Departments	-	-	-	-
Function Cost Total	61,670	61,812	61,757	-0.09%
Program Generated Revenue				
460030 - Premium On Bond Sales	-	-	-	-
Program Generated Revenue Total	-	-	-	-
Net Cost				
Direct Cost Total	61,670	61,812	61,757	-0.09%
Charges by/to Other Departments Total	-	-	-	-
Program Generated Revenue Total	-	-	-	-
Net Cost Total	61,670	61,812	61,757	-0.09%

Chugiak Pool
Department: Parks & Recreation
Division: Eagle River/Chugiak Parks & Recreation
(Fund Center # 555200)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Salaries and Benefits	389,493	547,138	549,644	0.46%
Supplies	39,832	53,375	53,375	-
Travel	-	-	-	-
Contractual/Other Services	67,865	75,950	75,950	-
Equipment, Furnishings	-	-	-	-
Manageable Direct Cost Total	497,190	676,463	678,969	0.37%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	497,190	676,463	678,969	0.37%
Intragovernmental Charges				
Charges by/to Other Departments	33,806	52,589	52,452	-0.26%
Function Cost Total	530,997	729,052	731,421	0.32%
Program Generated Revenue				
406300 - Aquatics	(91,844)	(93,000)	(93,000)	-
Program Generated Revenue Total	(91,985)	(93,000)	(93,000)	-
Net Cost				
Direct Cost Total	497,190	676,463	678,969	0.37%
Charges by/to Other Departments Total	33,806	52,589	52,452	-0.26%
Program Generated Revenue Total	(91,985)	(93,000)	(93,000)	-
Net Cost Total	439,012	636,052	638,421	0.37%

Contribution for Capital Improvements
Department: Parks & Recreation
Division: Eagle River/Chugiak Parks & Recreation
(Fund Center # 555950)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Salaries and Benefits	-	-	-	-
Supplies	-	-	-	-
Travel	-	-	-	-
Contractual/Other Services	1,144,055	1,224,263	1,006,717	-17.77%
Equipment, Furnishings	-	-	-	-
Manageable Direct Cost Total	1,144,055	1,224,263	1,006,717	-17.77%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	1,144,055	1,224,263	1,006,717	-17.77%
Intragovernmental Charges				
Charges by/to Other Departments	-	-	-	-
Function Cost Total	1,144,055	1,224,263	1,006,717	-17.77%
Net Cost				
Direct Cost Total	1,144,055	1,224,263	1,006,717	-17.77%
Net Cost Total	1,144,055	1,224,263	1,006,717	-17.77%

Appendix P

Police & Fire Retirement System



Police & Fire Retirement System

Purpose

Carry out administration of retirement benefits for current and future retirees and beneficiaries of the Police & Fire Retirement System, in accordance with provisions contained in AMC 3.85 for the exclusive benefit of the members by prudently managing and investing Plan assets.

Description of System

Police & Fire Retirement System is comprised of three retirement plans, all of which were created for the purpose of encouraging qualified personnel to enter and remain in the service of the Municipality of Anchorage as police officers and firefighters through the establishment of a system of retirement, disability and death benefits for members, participants and their beneficiaries. This system is intended to be a contractual relationship in accordance with the provisions of Article XII, Section 7, of the Constitution of Alaska.

The members are separated into three plans:

- Plan I for members employed on or before June 30, 1977
- Plan II for members employed on or after July 1, 1977, and before April 17, 1984
- Plan III for members employed on or after April 17, 1984, and prior to May 25, 1994

No other person is eligible to participate in the system. Re-employed or rehired members shall, at the time of employment, be required to participate in the State of Alaska Pension Plan (PERS) and are not eligible to again participate in the retirement system.

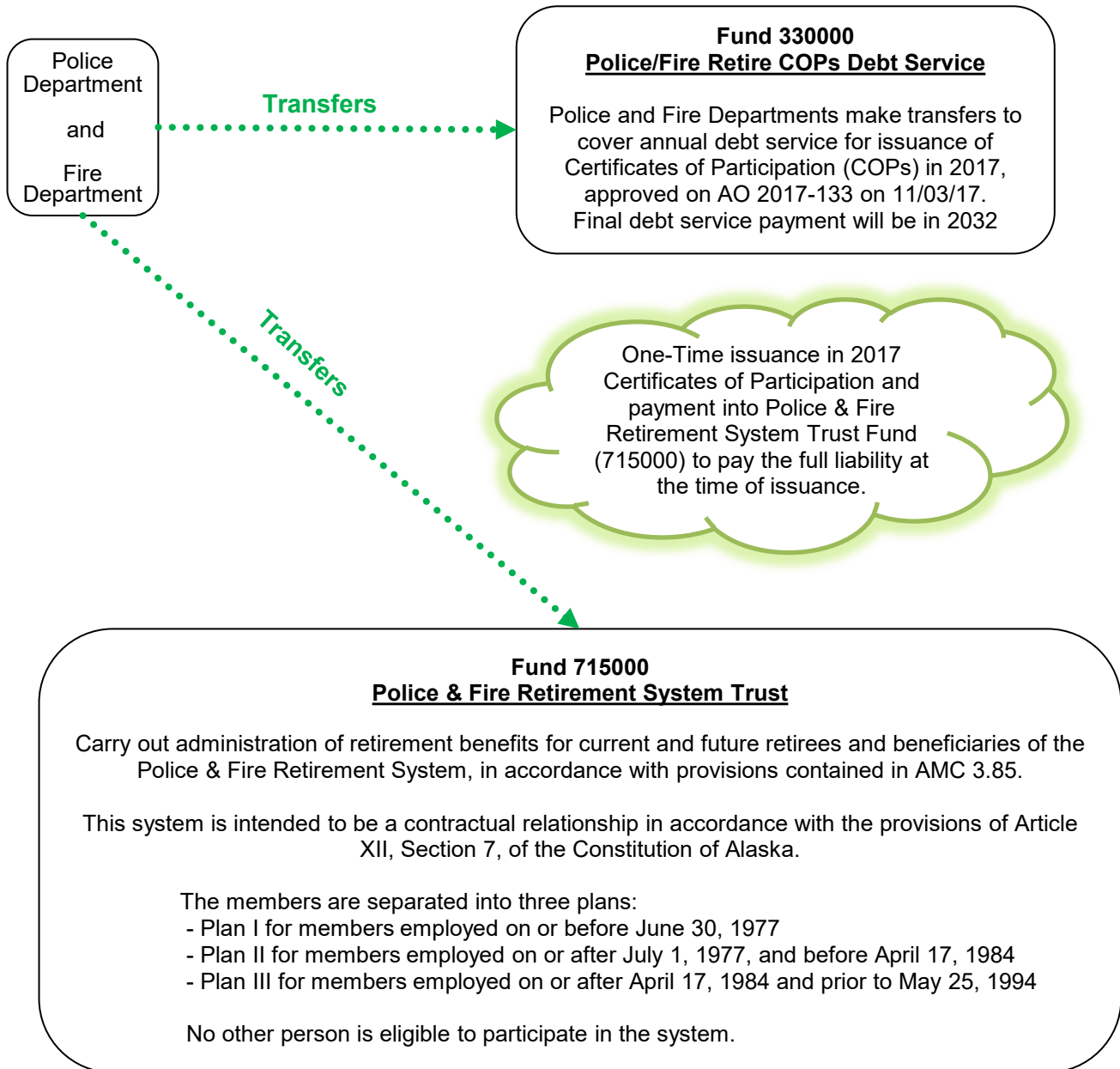
The system was set up to operate on the investment earnings of the Trust fund but, because of losses incurred due to market conditions in 2008, the Municipality has been making annual transfers from the Police and Fire departments' operating budgets to bring the fund back to fully funded/self-sustaining.

In 2017, the Municipality of Anchorage issued Certificates of Participation (COPs) to pay the full liability at the time of issuance to the Police & Fire Retirement Trust. The Municipal Assembly approved ordinance AO 2017-133 on November 03, 2017, accepting and approving the issuance of the COPs and incurring such debt. The Police and Fire departments now make annual transfers to the Certificates of Participation Debt Service Fund (330000).

The Trust is administered by a nine-person board of trustees.

The accounting for the Trust Fund is in 715000; management of the Trust Fund and payment of retirement benefits are reported in Contractual/Other Services but are not budgeted or appropriated. The operating budget for the administration of the System is appropriated as a section with the GGOB.

Police & Fire Retirement System Flow of Funds AMC 3.85



Police & Fire Retirement System Department Summary

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Division				
Police & Fire Retirement System Administration	36,522,264	37,001,411	37,023,641	0.06%
Direct Cost Total	36,522,264	37,001,411	37,023,641	0.06%
Intragovernmental Charges				
Charges by/to Other Departments	71,571	71,976	72,310	0.46%
Function Cost Total	36,593,835	37,073,387	37,095,951	0.06%
Program Generated Revenue	(30,652,139)	1,000	(10)	(101.00%)
Net Cost Total	5,941,696	37,074,387	37,095,941	0.06%
Direct Cost by Category				
Salaries and Benefits	548,597	528,350	550,580	4.21%
Supplies	709	1,500	1,500	-
Travel	9,265	34,000	34,000	-
Contractual/Other Services	35,963,693	36,430,561	36,430,561	-
Debt Service	-	-	-	-
Equipment, Furnishings	-	7,000	7,000	-
Direct Cost Total	36,522,264	37,001,411	37,023,641	0.06%
Position Summary as Budgeted				
Full-Time	3	3	3	-
Part-Time	-	-	-	-
Position Total	3	3	3	-

Police & Fire Retirement System
Division Summary
Police & Fire Retirement System Administration
(Fund Center # 172300, 172100, 172200, 171000)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Salaries and Benefits	548,597	528,350	550,580	4.21%
Supplies	709	1,500	1,500	-
Travel	9,265	34,000	34,000	-
Contractual/Other Services	35,963,693	36,430,561	36,430,561	-
Equipment, Furnishings	-	7,000	7,000	-
Manageable Direct Cost Total	36,522,264	37,001,411	37,023,641	0.06%
Debt Service	-	-	-	-
Depreciation/Amortization	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	36,522,264	37,001,411	37,023,641	-
Intragovernmental Charges				
Charges by/to Other Departments	71,571	71,976	72,310	0.46%
Function Cost Total	36,593,835	37,073,387	37,095,951	0.06%
Program Generated Revenue by Fund				
Fund 715000 - Police/Fire Retirement Trust	30,652,139	(1,000)	10	(101.00%)
Program Generated Revenue Total	30,652,139	(1,000)	10	(101.00%)
Net Cost Total	5,941,696	37,074,387	37,095,941	0.06%
Position Summary as Budgeted				
Full-Time	3	3	3	-
Position Total	3	3	3	-

Police & Fire Retirement System

Division Detail

Police & Fire Retirement System Administration

(Fund Center # 172300, 172100, 172200, 171000)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Salaries and Benefits	548,597	528,350	550,580	4.21%
Supplies	709	1,500	1,500	-
Travel	9,265	34,000	34,000	-
Contractual/Other Services	35,963,693	36,430,561	36,430,561	-
Equipment, Furnishings	-	7,000	7,000	-
Manageable Direct Cost Total	36,522,264	37,001,411	37,023,641	0.06%
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	36,522,264	37,001,411	37,023,641	0.06%
Intragovernmental Charges				
Charges by/to Other Departments	71,571	71,976	72,310	0.46%
Program Generated Revenue				
408380 - Prior Year Expense Recovery	493	-	-	-
408580 - Miscellaneous Revenues	1,615,366	-	-	-
440010 - GCP Short-Term Interest	(2,463)	(1,000)	10	(101.00%)
440050 - Other Interest Income	3,677,942	-	-	-
440070 - Dividend Income	3,345,619	-	-	-
440080 - UnRlzd Gns&Lss Invs(MOA/AWWU)	2,363,496	-	-	-
440090 - Realized Gains & Losses on Sale of Investments	19,651,686	-	-	-
Program Generated Revenue Total	30,652,139	(1,000)	10	(101.00%)
Net Cost				
Direct Cost Total	36,522,264	37,001,411	37,023,641	0.06%
Charges by/to Other Departments Total	71,571	71,976	72,310	0.46%
Program Generated Revenue Total	(30,652,139)	1,000	(10)	(101.00%)
Net Cost Total	5,941,696	37,074,387	37,095,941	0.06%

Position Detail as Budgeted

	2024 Revised		2025 Revised		2026 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Director Police & Fire Retire	1	-	1	-	1	-
Retirement Specialist III	1	-	1	-	1	-
Retirement Specialist IV	1	-	1	-	1	-
Position Detail as Budgeted Total	3	-	3	-	3	-

Police & Fire Retirement COP Debt Service Department Summary

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Division				
Police & Fire Retirement COP Debt Service	5,429,111	5,431,640	5,426,957	(0.09%)
Direct Cost Total	5,429,111	5,431,640	5,426,957	(0.09%)
Function Cost Total	5,429,111	5,431,640	5,426,957	(0.09%)
Program Generated Revenue	(5,453,162)	(5,427,873)	(5,426,967)	(0.02%)
Net Cost Total	(24,051)	3,767	(10)	(100.27%)
Direct Cost by Category				
Travel	-	-	-	-
Debt Service	5,429,111	5,431,640	5,426,957	(0.09%)
Direct Cost Total	5,429,111	5,431,640	5,426,957	(0.09%)
Position Summary as Budgeted				
Part-Time	-	-	-	-
Position Total	-	-	-	-

Police & Fire Retirement COP Debt Service Division Summary

Police & Fire Retirement COP Debt Service

(Fund Center # 177000)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Travel	-	-	-	-
Manageable Direct Cost Total	-	-	-	-
Debt Service	5,429,111	5,431,640	5,426,957	(0.09%)
Non-Manageable Direct Cost Total	5,429,111	5,431,640	5,426,957	(0.09%)
Direct Cost Total	5,429,111	5,431,640	5,426,957	-
Function Cost Total	5,429,111	5,431,640	5,426,957	(0.09%)
Program Generated Revenue by Fund				
Fund 330000 - Police & Fire Retirement COP Debt Serv	5,453,162	5,427,873	5,426,967	(0.02%)
Program Generated Revenue Total	5,453,162	5,427,873	5,426,967	(0.02%)
Net Cost Total	(24,051)	3,767	(10)	(100.27%)
Position Summary as Budgeted				
Position Total				-

Police & Fire Retirement COP Debt Service

Division Detail

Police & Fire Retirement COP Debt Service

(Fund Center # 177000)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Travel	-	-	-	-
Manageable Direct Cost Total	-	-	-	-
Debt Service	5,429,111	5,431,640	5,426,957	(0.09%)
Non-Manageable Direct Cost Total	5,429,111	5,431,640	5,426,957	(0.09%)
Direct Cost Total	5,429,111	5,431,640	5,426,957	(0.09%)
Program Generated Revenue				
439045 - Interest Earned Restricted Funds	24,051	-	-	-
440010 - GCP Short-Term Interest	-	10	10	-
450010 - Transfer from Other Funds	5,429,111	5,427,863	5,426,957	(0.02%)
Program Generated Revenue Total	5,453,162	5,427,873	5,426,967	(0.02%)
Net Cost				
Direct Cost Total	5,429,111	5,431,640	5,426,957	(0.09%)
Program Generated Revenue Total	(5,453,162)	(5,427,873)	(5,426,967)	(0.02%)
Net Cost Total	(24,051)	3,767	(10)	(100.27%)

Appendix Q

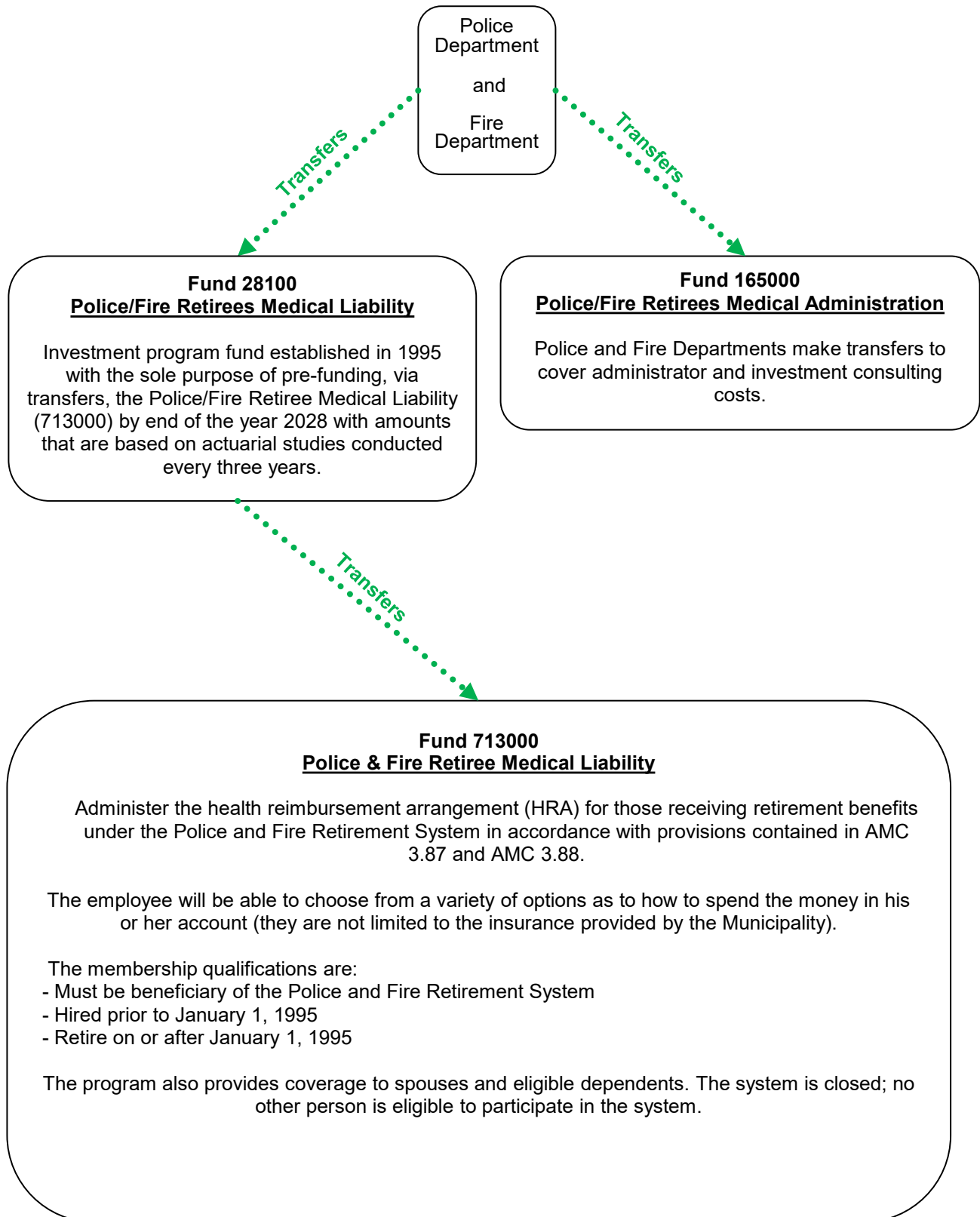
Police & Fire Retiree Medical Funding Program



Police & Fire Retiree Medical Funding Program

Flow of Funds

AMC 3.87 & AMC 3.88



Police & Fire Retiree Medical Funding Program

Purpose

Administer the health reimbursement arrangement (HRA) for those receiving retirement benefits under the Police and Fire Retirement System in accordance with provisions contained in AMC 3.87 and AMC 3.88.

Description

Police and Fire Retiree Medical system is a defined contribution plan. The Municipality will pay a predetermined amount to a Trust, for the employee's benefit. The employee will be able to choose from a variety of options as to how to spend the money in his or her account (they are not limited to the insurance provided by the Municipality).

The membership qualifications are:

- Must be beneficiary of the Police and Fire Retirement System
- Hired prior to January 1, 1995
- Retire on or after January 1, 1995.

The program also provides coverage to spouses and eligible dependents. The system is closed; no other person is eligible to participate in the system.

Police and Fire Departments make contributions to cover administrator and investment consulting costs in Police/Fire Retirees Medical Administration Fund (165000).

Police and Fire Departments also make contributions to the Pre-Funding Investment Program in the Police/Fire Retiree Medical Liability Fund (281000). This fund was established in 1995 with the sole purpose of pre-funding, via contributions, the Police/Fire Retiree Medical Liability (713000) by end of the year 2028. A five-member investment board manages the pre-funding investments. The contribution amounts to Fund 281000 are based on actuarial studies conducted every three years.

Additionally, the Police and Fire Departments pay premiums and provide monthly discounts from the stated premium to all members purchasing municipal health insurance. The Police and Fire Departments make these payments directly to the Municipal Self Insurance fund.

The Trust is administered by an eight-person board of trustees.

The operating budget for the administration of the Program and the contributions from the prefunding debt service fund to the Trust fund are appropriated as sections with the GGOB. The activity of the Trust Fund, management of the Trust and payment of medical benefits, are not budgeted or appropriated.

Police & Fire Retiree Medical Funding Program Department Summary

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Division				
Police & Fire Retiree Medical Funding Program	3,959,201	4,123,303	4,123,303	-
Direct Cost Total	3,959,201	4,123,303	4,123,303	-
Intragovernmental Charges				
Charges by/to Other Departments	40,424	55,678	48,420	(13.04%)
Function Cost Total	3,999,625	4,178,981	4,171,723	(0.17%)
Program Generated Revenue	(2,908,782)	(6,326,834)	(6,322,834)	(0.06%)
Net Cost Total	1,090,843	(2,147,853)	(2,151,111)	0.15%
Direct Cost by Category				
Salaries and Benefits	137,494	137,801	137,801	-
Supplies	-	1,280	1,280	-
Travel	-	-	-	-
Contractual/Other Services	3,821,707	3,984,222	3,984,222	-
Debt Service	-	-	-	-
Direct Cost Total	3,959,201	4,123,303	4,123,303	-
Position Summary as Budgeted				
Full-Time	1	1	1	-
Part-Time	-	-	-	-
Position Total	1	1	1	-

Police & Fire Retiree Medical Funding Program Division Summary

Police & Fire Retiree Medical Funding Program

(Fund Center # 187600, 186000, 187601)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Salaries and Benefits	137,494	137,801	137,801	-
Supplies	-	1,280	1,280	-
Travel	-	-	-	-
Contractual/Other Services	3,821,707	3,984,222	3,984,222	-
Manageable Direct Cost Total	3,959,201	4,123,303	4,123,303	-
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	3,959,201	4,123,303	4,123,303	-
Intragovernmental Charges				
Charges by/to Other Departments	40,424	55,678	48,420	(13.04%)
Function Cost Total	3,999,625	4,178,981	4,171,723	(0.17%)
Program Generated Revenue by Fund				
Fund 165000 - Police/Fire Retirees Med Admin (**Moved fr GG starting in 2011**)	5,803	201,006	197,006	(1.99%)
Fund 281000 - Police/Fire Ret Med Liability (**Moved fr GG starting in 2011**)	2,902,979	6,125,828	6,125,828	-
Program Generated Revenue Total	2,908,782	6,326,834	6,322,834	(0.06%)
Net Cost Total	1,090,843	(2,147,853)	(2,151,111)	0.15%

Position Summary as Budgeted

Full-Time	1	1	1	-
Position Total	1	1	1	-

Police & Fire Retiree Medical Funding Program

Division Detail

Police & Fire Retiree Medical Funding Program

(Fund Center # 187600, 186000, 187601)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Category				
Salaries and Benefits	137,494	137,801	137,801	-
Supplies	-	1,280	1,280	-
Travel	-	-	-	-
Contractual/Other Services	3,821,707	3,984,222	3,984,222	-
Manageable Direct Cost Total	3,959,201	4,123,303	4,123,303	-
Debt Service	-	-	-	-
Non-Manageable Direct Cost Total	-	-	-	-
Direct Cost Total	3,959,201	4,123,303	4,123,303	-
Intragovernmental Charges				
Charges by/to Other Departments	40,424	55,678	48,420	(13.04%)
Program Generated Revenue				
406625 - Reimbursed Cost-NonGrant Funded	10,847	11,410	11,410	-
440010 - GCP Short-Term Interest	(6,170)	(8,000)	(12,000)	50.00%
440050 - Other Interest Income	119,629	253,139	253,139	-
440070 - Dividend Income	773,414	665,577	665,577	-
440080 - UnRlzd Gns&Lss Invs(MOA/AWWU)	232,327	4,460,268	4,460,268	-
440090 - Realized Gains & Losses on Sale of Investments	1,778,736	746,844	746,844	-
450010 - Transfer from Other Funds	-	197,596	197,596	-
Program Generated Revenue Total	2,908,782	6,326,834	6,322,834	(0.06%)
Net Cost				
Direct Cost Total	3,959,201	4,123,303	4,123,303	-
Charges by/to Other Departments Total	40,424	55,678	48,420	(13.04%)
Program Generated Revenue Total	(2,908,782)	(6,326,834)	(6,322,834)	(0.06%)
Net Cost Total	1,090,843	(2,147,853)	(2,151,111)	0.15%

Position Detail as Budgeted

	2024 Revised		2025 Revised		2026 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Special Administrative Assistant II	1	-	1	-	1	-
Position Detail as Budgeted Total	1	-	1	-	1	-

Appendix R - 1

Alcoholic Beverages Retail Sales Tax Program

Purpose

The net receipts from the alcoholic beverages retail sales tax, after payment of the costs of administration, collection, and audit to the municipality, are dedicated and shall be available to use only for:

- Funding for police, related criminal justice personnel, and first responders
- Funding to combat and address child abuse, sexual assault, and domestic violence
- Funding for substance misuse treatment, prevention programs, detoxification or long-term addiction recovery facilities, mental and behavioral health programs, and resources to prevent and address Anchorage's homelessness crisis.

The dedicated net receipts shall only be used to provide additional service levels above the 2020 baseline. The net receipts described shall not be used to supplant funding for existing service levels contained in the actual operating budget for fiscal year 2020 and the funding to provide for and maintain that level of service in subsequent years.

Description

Ordinance AO 2019-148(S-1), As Amended submitted to the qualified voters of the Municipality of Anchorage at the regular municipal election on April 7, 2020 as Proposition 13 passed 51.24% yes to 48.76% no. Proposition 13 amends the Anchorage Municipal Charter by adding a new Section 14.07 Alcoholic beverages retail sales tax. The assembly is authorized to levy a five percent (5%) tax on all retail sales of alcoholic beverages. The tax levy shall be effective February 1, 2021.

No increase of the alcoholic beverages retail sales tax above five percent (5%) or change of the use of its proceeds may be made without approval of the majority of qualified voters voting on the question.

At least 120 days before the end of the fiscal year of the municipality and at such other times as the assembly directs, the mayor shall submit to the assembly a report of the tax revenues collected and expended. The report of expenses shall be itemized by each authorized use or purpose and presented to the public.

AO 2020-57(S), passed and approved by the Anchorage Assembly on June 23, 2020 added Anchorage Municipal Code (AMC) Chapter 12.65, Alcoholic Beverages Retail Sales Tax to establish the requirements and procedures for the administration, collection, and enforcement of the alcoholic beverages retail sales tax.

In accordance with AO 2019-148(S-1), As Amended, Section 3. the Municipality created fund 206000 Alcoholic Beverages Retail Sales Tax Fund to account for the revenues and expenditures of the tax proceeds.

Fund 206000 Summary Alcohol Tax

(Fund Center # 101300, 111200, 115500, 134300, 189300, 244400, 244500,
244600, 353200, 450200, 536000, 536100, 551200)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Fund Center				
Assembly (101300)	329,837	-	-	-
Finance (134300) Treasury Revenue Management	275,289	293,403	297,530	1.41%
Fire (3532) First Responders	-	1,363,317	-	-100.00%
Health (244400) Mental Health & Substance Misuse	873,329	-	-	-
Health (244500) Homelessness & Mental Health	12,493,315	9,250,507	10,444,584	12.91%
Health (244600) Child Abuse / SADVP	6,210,787	2,842,209	2,246,491	-20.96%
Library (53600) Homelessness & Mental Health	92,799	-	-	-
Library (53610) Child Abuse / SADVP	331,211	237,174	113,685	-52.07%
Mayor (111200)	-	25,000	-	-100.00%
Municipal Atty (115500) Legal First Responders	219,493	302,484	291,117	-3.76%
Parks & Recreation (551200) Homelessness & Mental Health	609,263	757,486	821,557	8.46%
Police (3532) First Responders	1,185,703	716,277	1,276,785	78.25%
Direct Cost Total	22,621,025	15,787,857	15,491,749	-1.88%
Intragovernmental Charges				
Charges by/to Other Departments	64,479	471,418	377,532	-19.92%
Function Cost Total	22,685,503	16,259,275	15,869,281	-2.40%
Program Generated Revenue	(16,522,039)	(16,259,275)	(16,265,275)	0.04%
Net Cost Total	6,163,465	-	(395,994)	100.00%

Direct Cost by Category				
Salaries and Benefits	2,602,000	4,052,400	2,811,692	-30.62%
Supplies	109,100	148,798	148,798	-
Travel	256,421	-	-	-
Contractual/Other Services	19,648,043	11,586,659	12,531,259	8.15%
Debt Service	-	-	-	-
Equipment, Furnishings	5,461	-	-	-
Direct Cost Total	22,621,025	15,787,857	15,491,749	-1.88%

Position Summary as Budgeted

Full-Time	23	21	21	-
Part-Time	3	3	3	-
Position Total	26	24	24	-

Alcoholic Beverages Retail Sales Tax Program Reconciliation from 2025 Revised Budget to 2026 Proposed Budget

	Function Costs	Positions		
		FT	PT	Seas/T
2025 Revised Budget	16,259,275	21	-	3
2025 One-Time Requirements				
- Reverse ONE-TIME 2025 Proposed - Non-congregate winter shelter	(4,552,288)	-	-	-
- Reverse ONE-TIME 2025 Proposed S Version - Eklutna Afterschool Program	(100,000)	-	-	-
- Reverse ONE-TIME 2025 Proposed S Version - Best Beginnings	(125,000)	-	-	-
- Reverse ONE-TIME 2025 Proposed S Version - Alcohol Tax Program education and outreach	(25,000)	-	-	-
Transfers by/to Other Departments				
- Intragovernmental Charges (IGCs)	(27,531)	-	-	-
Changes in Existing Programs/Funding for 2026				
- Salaries and benefits adjustments	131,393	-	-	-
- Fleet	45,408	-	-	-
2026 Continuation Level	11,606,257	21	-	3
2026 Proposed Budget Changes				
- Reduce Evidence Based Grants to providers	(500,000)	-	-	-
- Increase Non-congregate shelter	4,581,480	-	-	-
- Reduce Anchorage Coalition to End Homelessness	(280,000)	-	-	-
- Add Congregate shelter - annual operations contract	1,000,000	-	-	-
- Reduce MCT 24/7 Operations	(1,438,456)	-	-	-
- HOPE Multi-Disciplinary Outreach Team - 3rd Ave RNC	500,000	-	-	-
- Christian Health Association	400,000	-	-	-
2026 Proposed Budget	15,869,281	21	-	3

Alcoholic Beverages Retail Sales Tax Program Reconciliation from 2025 Revised to 2026 Proposed by Program

			Function Cost (Direct + IGCs)				
Line	Department/ Agency	Category and Description	2025 Revised Budget	Reverse Prior-Year One-Time	Contin- uation	Proposed Changes	2026 Proposed Budget
1	Child Abuse, Sexual Assault, and Domestic Violence						
2	Health	Evidence-based grants to providers	2,000,000	-	-	(500,000)	1,500,000
3	Health	Evidence-based grant to Abused Women's Aid in Crisis (AWAIC)	225,000	-	-	-	225,000
4	Health	Evidence-based grant to Standing Together Against Rape (STAR)	225,000	-	-	-	225,000
5	Health	Evidence-based grant to Victims for Justice	225,000	-	-	-	225,000
6	Health	Program operations	69,453	-	4,246	-	73,699
7	Health	Eklutna Afterschool Program	100,000	(100,000)	-	-	-
8	Library	Early Literacy program operations	113,745		1,549	-	115,294
9	Library	Best Beginnings	125,000	(125,000)	-	-	-
10	Subtotal Child Abuse, Sexual Assault, and Domestic Violence		\$ 3,083,198	\$ (225,000)	\$ 5,795	\$ (500,000)	\$ 2,363,993
11							
12	First Responders						
13	Fire	MCT 24/7 Operations	1,450,400	-	(11,944)	(1,438,456)	-
14	Municipal Attorney	Program operations	303,583	-	(11,388)	-	292,195
15	Police	Program operations	736,639	-	61,567	-	798,206
16	Police	HOPE Multi-Disciplinary Outreach Team - 3rd Ave RNC	-	-	-	500,000	500,000
17	Subtotal First Responders		\$2,490,622	\$ -	\$ 38,235	\$ (938,456)	\$ 1,590,401
18							
19	Homelessness						
20	Health	Pay for Success/Home for Good - housing program	-	-	-	-	-
21	Health	Program operations	675,939	-	45,069	-	721,008
22	Health	Catholic Social Services Complex Care	1,647,000	-	-	-	1,647,000
23	Health	Christian Health Association	495,000	-	-	400,000	895,000
24	Health	Brother Francis Shelter	603,000	-	-	-	603,000
25	Health	Anchorage Coalition to End Homelessness	630,000	-	-	(280,000)	350,000
26	Health	Covenant House	657,000	-	-	-	657,000
27	Health	Non-congregate winter shelter	4,552,288	(4,552,288)	-	4,581,480	4,581,480
28	Health	Congregate shelter - annual operations contract	-	-	-	1,000,000	1,000,000
29	Parks & Recreation	Healthy Spaces homeless camp abatement	794,553	-	64,638	-	859,191
30	Subtotal Homelessness		\$ 10,054,780	\$ (4,552,288)	\$ 109,707	\$ 5,701,480	\$ 11,313,679
31							
32	Mental Health and Substance Misuse						
33		None	-	-	-	-	-
34	Subtotal Mental Health and Substance Misuse		\$ -	\$ -	\$ -	\$ -	\$ -
35							
36	Administration, Collection, and Audits to the Municipality						
37	Finance	Alcohol Tax enforcement, including tax collection software costs	605,675	-	(4,467)	-	601,208
38	Mayor	Alcohol Tax education and outreach	25,000	(25,000)	-	-	-
39	Subtotal Administration, Collection, and Audits to the Municipality		\$ 630,675	\$ (25,000)	\$ (4,467)	\$ -	\$ 601,208
40							
41	Total Alcoholic Beverages Retail Sales Tax Program Function Cost		\$ 16,259,275	\$ (4,802,288)	\$ 149,270	\$ 4,263,024	\$ 15,869,281
42							
43	Revenues Projected		16,259,275	-	(300,000)	-	15,959,275
44	Fund Balance Use		-	-	-	-	-
45	Total Alcoholic Beverages Retail Sales Tax Program Financing Sources		\$ 16,259,275	\$ -	\$ (300,000)	\$ -	\$ 15,959,275
46							
47	Financing Sources Balance		\$ -	\$ 4,802,288	\$ (449,270)	\$ (4,263,024)	\$ 89,994
48							

Notes:

2026 Continuation Changes: adjustments due to updated calculated position and employee labor costs and updated allocation costs (intragovernmental charges - IGCs) based on 2026 Proposed cost pools and current year factors. Revenue forecast to be flat from 2025 Revised.

2026 Proposed Changes: Partial reduction in funds available for evidence-based grants to providers (\$500,000); removal of alcohol tax use for AFD MCT operations (\$1,438,456) - MCT operational funding remains available in AFD's budget; expanded presence of APD's multi-disciplinary HOPE team at the 3rd Avenue Resource & Navigation Center \$500,000; increased funding for overnight shelter services for families & children \$400,000; and congregate shelter surge capacity to accommodate emergency cold weather needs \$1,000,000.

Appendix R - 2

Marijuana Retail Sales Tax Program

Purpose

All marijuana tax revenue collected by the Municipality of Anchorage is to be dedicated to the Anchorage Child Care & Early Education Fund (ACCEE Fund), and shall be available to use for:

- Childcare or early education provider training, professional development, staffing, or livable wages
- Creating access to childcare and early education programs
- Supporting reading programs
- Funding facilities

Description

Proposition 14 submitted to the qualified voters of the Municipality of Anchorage at the regular municipal election on April 4, 2023, passed 55.92% to 44.08%. Proposition 14 amends the Anchorage Municipal Charter by adding a new Section to Article VI 6.06, dedicating retail marijuana sales tax net proceeds and creating the Accountability Board of Child Care and Early Education. The assembly is authorized by Section 14.06 to levy five percent (5%) tax on the sales price of marijuana and marijuana products until June 30, 2028, when that amount can be increased to up to ten percent (10%).

Proposition 14 also established a Child Care and Early Education Board to advise the Anchorage Mayor and Assembly on use of the funds. In July 2024, the Assembly codified the Board's terms, composition, operations, and responsibilities in AO 2024-061 (S-1). The Board consists of nine members, all of which are appointed by the mayor and must be confirmed by the Assembly.

At least 120 days before the end of the fiscal year of the municipality, pursuant to Proposition 14, the board shall submit to the mayor and assembly an annual ACCEE Fund budget.

Fund 208000 Summary Marijuana Tax

(Fund Center # 134400, 189310, 235500, 551300)

	2024 Actuals Unaudited	2025 Revised	2026 Proposed	26 v 25 % Chg
Direct Cost by Fund Center				
Finance (134400) Revenue Management	-	580,000	33,934	-94.15%
Health (235500) Childcare & Early Education Program	30,315	8,385,000	8,402,199	0.21%
Parks & Recreation (551300) Childcare & Early Education Progr	-	400,000	-	-100.00%
Direct Cost Total	30,315	9,365,000	8,436,133	-9.92%
Intragovernmental Charges				
Charges by/to Other Departments	-	251,066	244,097	-2.78%
Function Cost Total	30,315	9,616,066	8,680,230	-9.73%
Program Generated Revenue	(6,483,349)	(6,010,000)	(6,321,000)	5.17%
Net Cost Total	(6,453,034)	3,606,066	2,359,230	-34.58%

Direct Cost by Category				
Salaries and Benefits	-	-	321,745	100.00%
Supplies	-	-	-	-
Travel	-	-	-	-
Contractual/OtherServices	30,315	9,365,000	8,114,388	-13.35%
Debt Service	-	-	-	-
Equipment, Furnishings	-	-	-	-
Direct Cost Total	30,315	9,365,000	8,436,133	-9.92%

Position Summary as Budgeted

Full-Time	-	-	2	100.00%
Part-Time	-	-	-	-
Position Total	-	-	2	100.00%

Marijuana Retail Sales Tax Program Reconciliation from 2025 Revised Budget to 2026 Proposed Budget

	Function Costs	Positions		
		FT	PT	Seas/T
2025 Revised Budget	9,616,066	-	-	-
2025 One-Time Requirements				
- Reverse ONE-TIME 2025 Proposed S Version - Early Education Grants to Providers	(2,000,000)	-	-	-
- Funding to support pre-K in Title 1 schools				
- Reverse ONE-TIME 2025 1Q - Little Bears Playhouse construction	(200,000)	-	-	-
Transfers by/to Other Departments				
- Intragovernmental Charges (IGCs)	(6,969)	-	-	-
Changes in Existing Programs/Funding for 2026				
- Salaries and benefits adjustments	321,745	2	-	-
- Reduce non-labor to fund new positions - 1 FT Senior Administrative Officer, 1 FT Special Administrative Assistant II	(319,546)	2	-	-
2026 Continuation Level	7,411,296	4	-	-
2026 Proposed Budget Changes				
- Early Educator Child Care Subsidies - Pilot - Subsidies to support the cost of childcare for early educators. Pilot program with funding distributed beginning in summer of 2025.	500,000	-	-	-
- Pilot Projects - Flexible financial assistance that drives innovation, increases access to quality, affordable childcare, and brings further investment in the sector. Includes eligibility for capital projects.	(750,000)	-	-	-
- Early Education Grants to Providers - Funding to support pre-K in Title 1 schools.	2,000,000	-	-	-
- Sector Worker Retention Bonuses - Retention focused bonus payments for sector workers based on experience and training completed.	400,000	-	-	-
- Start-Up Funds for In-Home Providers - Small awards available for newly created in-home care providers.	100,000	-	-	-
- Grant to Boys & Girls Club of Southcentral Alaska - restricted specifically to underwrite membership fees, to reduce or eliminate barriers to access clubhouse programs at the Mt. View Community Center Club, Northeast Community Center Club, Woodland Park Club, and Eagle River Club, as determined by the	(400,000)	-	-	-
- Tax Collection - cost of Municipal tax collection.	(546,066)	-	-	-
- Board Administration - Funding set aside for Board administration, including but not limited to the cost of staff, contractors, data collection, studies, research, and/or any required audits.	(35,000)	-	-	-
2026 Proposed Budget	8,680,230	4	-	-

Marijuana Retail Sales Tax Program Reconciliation from 2025 Revised to 2026 Proposed by Program

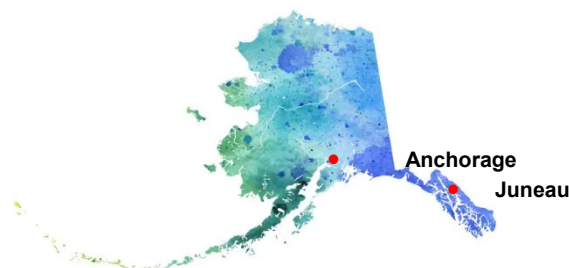
			Function Cost (Direct + IGCs)				
Line	Department/ Agency	Category and Description	2025 Revised Budget	Reverse Prior-Year One-Time	Contin- uation	Proposed Changes	2026 Proposed Budget
1	Child Care						
2	Health	<u>Early Educator Child Care Subsidies - Pilot</u> - Subsidies to support the cost of childcare for early educators. Pilot program with funding distributed beginning in summer of 2025.	1,250,000	-	-	500,000	1,750,000
3	Health	<u>Flexible Operational Funding</u> - Direct financial assistance to existing childcare providers to support operational costs and stabilize the sector (formerly named "Childcare Sector Stimulus Payments").	2,400,000	-	-	-	2,400,000
4	Health	<u>Pilot Projects</u> - Flexible financial assistance that drives innovation, increases access to quality, affordable childcare, and brings further investment in the sector. Includes eligibility for capital projects.	2,000,000	-	-	(750,000)	1,250,000
5	Health	<u>Early Education Grants to Providers</u> - Funding to support pre-K in Title 1 schools.	2,000,000	(2,000,000)	-	2,000,000	2,000,000
6	Health	<u>Little Bears Playhouse Construction</u> - Funding to support construction of daycare in Girdwood.	200,000	(200,000)	-	-	-
7	Health	<u>Sector Worker Retention Bonuses</u> - Retention focused bonus payments for sector workers based on experience and training completed.	-	-	-	400,000	400,000
8	Health	<u>Start-Up Funds for In-Home Providers</u> - Small awards available for newly created in-home care providers.	-	-	-	100,000	100,000
9	Parks & Recreation	<u>Grant to Boys & Girls Club of Southcentral Alaska</u> - restricted specifically to underwrite membership fees, to reduce or eliminate barriers to access clubhouse programs at the Mt. View Community Center Club, Northeast Community Center Club, Woodland Park Club, and Eagle River Club, as determined by the organization.	400,000	-	-	(400,000)	-
10	Subtotal Child Care		\$ 8,250,000	\$ (2,200,000)	\$ -	\$ 1,850,000	\$ 7,900,000
11							
12	Administration & Collection						
13	Finance	<u>Tax Collection</u> - cost of Municipal tax collection.	831,066	-	(9,032)	(546,066)	275,968
14	Health	Board Administration - Funding set aside for Board administration, including but not limited to the cost of staff, contractors, data collection, studies, research, and/or any required audits.	535,000	-	4,262	(35,000)	504,262
15	Subtotal Administration & Collection		\$ 1,366,066	\$ -	\$ (4,770)	\$ (581,066)	\$ 780,230
16							
17	Total Marijuana Retail Sales Tax Program Function Cost		\$ 9,616,066	\$ (2,200,000)	\$ (4,770)	\$ 1,268,934	\$ 8,680,230
18							
19	Revenues Projected		5,900,000	-	200,000	-	6,100,000
20	Fund Balance Use		5,200,000	(5,200,000)	-	2,600,066	2,600,066
21	Total Marijuana Retail Sales Tax Program Financing Sources		\$ 11,100,000	\$ (5,200,000)	\$ 200,000	\$ 2,600,066	\$ 8,700,066
22							
23	Financing Sources Balance		\$ 1,483,934	\$ (3,000,000)	\$ 204,770	\$ 1,331,132	\$ 19,836
24							
25	Notes:						
26	<u>2026 Continuation Changes:</u> adjustments due to updated calculated position and employee labor costs and updated allocation costs (intragovernmental charges -						
27	IGCs) based on 2026 Proposed cost pools and current year factors. Revenue forecast to increase \$200,000 from 2025 Revised.						
28							
29	<u>2026 Proposed Changes:</u> \$500,000 increase to Early Educator Child Care Subsidies; (\$750,000) reduction to pilot projects and capital funding; increased						
30	\$400,000 funding for Sector Worker Retention Bonuses and \$100,000 for start-up funds for new in-home providers. Remove one-time (\$400,000) grant funding to						
31	Boys & Girls Club of Southcentral Alaska.						
32							

Appendix S

Local Government Profile

Geography

Anchorage is located in south central Alaska situated on a broad plain at the head of the Cook Inlet. It lies slightly farther north than Oslo, Stockholm, Helsinki and St. Petersburg. According to the United States Census Bureau, the municipality has a total area of 1980 square miles.



Organization

In 1975, the citizens of the Anchorage area ratified a Home Rule Charter for a unified municipal government. Under the Municipal Charter, the City of Anchorage, incorporated in 1920, the Greater Anchorage Area Borough, incorporated in 1964, and two small incorporated communities, Girdwood and Glen Alps were dissolved as of September 15, 1975, and the Municipality became their legal successor. Being a unified home rule municipality, the Municipality is responsible for a wide range of public services that are commonly provided through both a city and a county government.

The chief executive officer of the Municipality is the Mayor, who is elected at-large to a three-year term and who may not serve more than two consecutive terms. Subject to confirmation by the Assembly, the Mayor appoints the Municipal Manager, the Municipal Attorney, the Chief Fiscal Officer, and all head of municipal departments. The Mayor may participate, but may not vote, in meetings of the Assembly. The Mayor may veto ordinances passed by the Assembly, and veto, strike or reduce budget or appropriation measure line items. A minimum of eight members of the Assembly must vote to override a veto by the Mayor.

The legislative power of the Municipality is vested in the Assembly comprised of twelve members, elected by district, to three-year staggering terms and who may not service more than three consecutive terms. The presiding officer of the Assembly is the Chairperson, who is elected annually from and by the membership of the Assembly. The Assembly appoints the Municipal Clerk. Municipal ordinances, Assembly schedules, agendas and other legislative information are available on-line at www.muni.org.

The Municipality has multiple citizen boards and commissions to advise and assist the administration and Assembly with issues that range from animal control to zoning. Members are appointed by the Mayor and confirmed by the Assembly. Board members and commissioners volunteer their services and typically serve three-year, staggering terms.

Municipal services are provided through service areas. Each service area is treated as an individual taxing unit although only the Municipality can levy taxes. Certain services of the Municipality – education, planning and zoning, health services, animal control, environmental quality, taxing and assessing, emergency medical service and public transportation – are provided area-wide. The ad valorem tax rate for these services is uniform throughout the Municipality. In addition, service areas consisting of only part of the area within the Municipality have been created for such purposes as fire protection, police protection, road maintenance, parks and recreation, building safety, etc. As a result, the total tax rate applicable to any given

parcel of property is the sum of the Municipality-wide levy rates plus the rates for the special-purpose service areas within which that parcel is located.

Pursuant to the Municipal Charter, the Municipality owns and operates a number of utilities as enterprise funds. These include: Anchorage Water & Wastewater Utility, Anchorage Hydropower, Solid Waste Services, the Don Young Port of Alaska, and Merrill Field Airport. The Municipality also runs the Anchorage Community Development Authority.

Climate

For its northern location (61° latitude), Anchorage enjoys a subarctic climate with strong maritime influences that moderate temperatures. Average daytime summer temperatures range from 55 to 78 degrees; average daytime winter temperature ranges between 5 to 30 degrees. Anchorage has a frost-free growing season that averages slightly over 101 days.

Demographics

The Anchorage Municipality is home to nearly 40 percent of Alaska's population.

<u>Year</u>	<u>Anchorage</u>	<u>State of Alaska</u>
2024	290,761	741,147
2023	289,653	736,812
2022	289,810	736,556
2021	290,410	736,105
2020	291,247	733,391
2019	291,845	731,007
2018	294,488	734,055
2017	297,739	737,783
2016	298,962	739,649
2015	298,637	736,989
2014	300,008	736,416

Source: State of Alaska Department of Labor and Workforce Development Research and Analysis

<u>Race/Origin</u>	<u>Percent</u>
White	61.4%
Asian	10.7%
Hispanic Origin (of any race)	9.8%
Alaska Native / American Indian	9.7%
Two or More Races	8.9%
Black / African American	5.8%
Native Hawaiian or Pacific Islander	3.4%

Source: State of Alaska Department of Labor and Workforce Development Research and Analysis

Most Anchorage School District families – 85 percent – speak English at home. The remaining 15 percent speak 100 languages with the top 5 being:

- Filipino
- Hmong
- Samoan
- Spanish
- Yu'pik

Source: ASD online (asdk12.org)

The median age of Anchorage residents is 34.3 years. Other demographic information includes:

Household income	\$105,356
Average household size	2.57
Mean Commute Time (minutes)	18.1

Source: United States Census Bureau, July 2024

Economy

The Municipality of Anchorage is the leading trade, banking and communications center of Alaska as well as the headquarters city in Alaska for many of the national and international firms participating in the development of the petroleum, natural gas and other natural resources of the State. The Municipality is also an important seaport, a world air transportation center, the headquarters city for the Alaska Railroad and the site of the large and historically stable military base, Joint Base Elmendorf-Richardson, also known as JBER which is a combined installation of Elmendorf Air Force Base and Fort Richardson Army Bases. Federal and State government offices and tourism are also major factors in the economic base of the Municipality.

Outlook for jobs in Anchorage, by industry

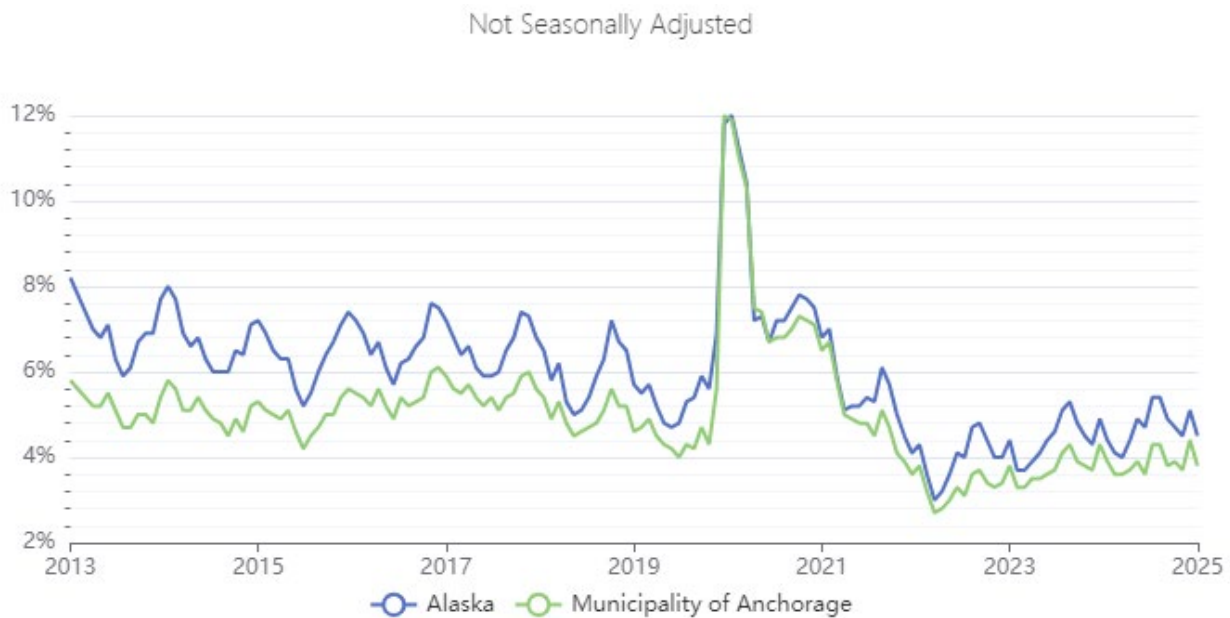
	Monthly avg, 2023	Monthly avg, 2024	Change 2023- 2024	Percent change	Job Forecast		
					Monthly avg, 2025	Change 2024- 2025	Percent change
Total Nonfarm Employment	327,800	334,400	6,600	2.0%	339,700	5,300	1.6%
Total Private	294,300	254,500	5,200	2.1%	259,400	4,900	1.9%
Mining and Logging	11,700	12,500	800	6.8%	13,500	1,000	8.0%
Oil and Gas	7,600	8,100	500	6.6%	8,700	600	7.4%
Construction	17,100	19,100	2,000	11.7%	20,600	1,500	7.9%
Manufacturing	12,800	12,000	-800	-6.3%	11,400	-600	-5.0%
Trade, Transportation, and Utilities	65,300	65,900	600	0.9%	66,900	1,000	1.5%
Wholesale Trade	6,400	6,400	0	0%	6,500	100	1.6%
Retail Trade	35,300	34,800	-500	-1.4%	34,700	-100	-0.3%
Transportation, Warehousing, and Utilities	23,600	24,700	1,100	4.7%	25,700	1,000	4.0%
Information	4,600	4,400	-200	-4.3%	4,300	-100	-2.3%
Financial Activities	10,900	10,700	-200	-1.8%	10,600	-100	-0.9%
Professional and Business Services	28,100	29,000	900	3.2%	29,500	500	1.7%
Educational (private) and Health Services	51,400	52,900	1,500	2.9%	54,000	1,100	2.1%
Health Care	40,300	41,800	1,500	3.7%	43,000	1,200	2.9%
Leisure and Hospitality	35,700	35,900	200	0.6%	36,200	300	0.8%
Other Services	11,700	12,100	400	3.4%	12,400	300	2.5%
Total Government	78,500	79,900	1,400	1.8%	80,300	400	0.5%
Federal, except military	15,200	15,600	400	2.6%	15,600	0	0%
State, incl. University of Alaska	23,100	23,800	700	3.0%	24,000	200	0.8%
Local and tribal, incl. public schools	40,200	40,500	300	0.7%	40,700	200	0.5%

Source: Alaska Economic Trends, January 2025

Not Seasonally Adjusted Monthly and Annual Unemployment Rates for Municipality of Anchorage

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
2025	4.3	4.3	3.8	3.9	3.7	4.4	3.8						
2024	4.1	4.3	3.9	3.8	3.7	4.3	3.9	3.6	3.6	3.7	3.9	3.6	3.9
2023	3.5	3.5	3.3	3.2	3.3	3.7	3.2	3.3	3.5	3.5	3.5	3.6	3.4
2022	4.	4.5	3.9	3.7	3.5	3.7	3.2	2.7	2.8	2.9	3.1	3.0	3.5
2021	6.8	7.2	7.1	7.0	6.4	6.6	5.7	4.9	4.8	4.7	4.7	4.4	5.9
2020	4.6	4.3	5.7	12.0	11.9	11.0	10.3	7.5	7.5	6.7	6.9	6.8	7.9
2019	5.5	5.2	5.2	4.5	4.7	4.9	4.6	4.3	4.2	4.1	4.3	4.2	4.6
2018	5.7	5.8	5.5	5.2	4.8	5.3	4.7	4.5	4.6	4.6	4.7	4.9	5.0
2017	5.8	5.9	5.7	5.5	5.4	5.6	5.3	5.2	5.3	5	5.2	5.3	5.4
2016	5.2	5.5	5.4	5.3	5.2	5.5	5.2	5	5.4	5.2	5.3	5.3	5.3
2015	5.1	5.2	5.1	4.9	4.9	5.2	4.6	4.3	4.5	4.7	4.9	4.9	4.9

Source: Alaska Department of Labor and Workforce Development Research and Analysis Section



Source: Alaska Department of Labor and Workforce Development Research and Analysis Section

Politics

Anchorage sends 14 representatives to the 40-member Alaska House of Representatives and 7 senators to the 20-member senate, making up nearly half of both houses.

Transportation

The Ted Stevens Anchorage International Airport is the primary passenger airport and is an important cargo airport globally due to Anchorage's location on the great circle routes between Asia and the lower 48. It is located approximately three miles southwest of the principal business district of the Municipality. This airport is the leader in international air freight gateway in the nation, by weight. Twenty-six percent of the tonnage of U.S. international air freight

moves through Anchorage. The Ted Stevens International Airport includes both domestic and international terminals and general aviation.

Lake Hood Seaplane Base is the largest sea plane base in the world and is located adjacent to the Ted Stevens Anchorage International Airport along Lake Hood. The facility operates on a year-round basis, but weather conditions in the winter months dictate that the Seaplane Base operates as a ski-plane facility for part of the year.

More than 2,200 private aircraft are based in the Anchorage area and are served by 11 airfields and two float plane bases. Merrill Field, operated by the Municipality, is the largest general aviation airport for private aircraft in the State of Alaska.

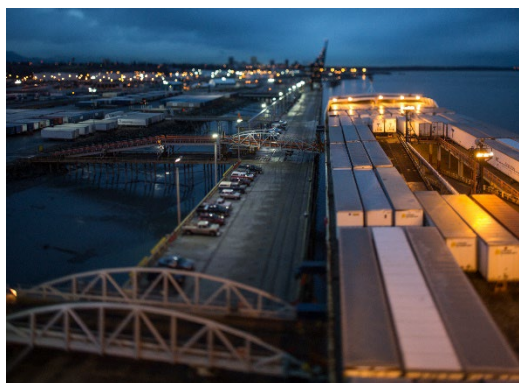


Lake Hood by Jack Bonney



Alaska Railroad Train by Juno Kim

The Alaska Railroad Corporation, which maintains its headquarters and principal repair shops, warehouses and yards in Anchorage, provides freight and passenger service spanning more than 685 track miles and connecting over 70% of Alaska's population. The railroad serves the cities of Anchorage and Fairbanks, the ports of Whittier, Seward, and Anchorage, as well as Denali National Park and military installations.



Port of Alaska by Andre Horton

The Don Young Port of Alaska receives 95% of all goods destined for Alaska. Besides handling incoming and outgoing cargo shipments, the Don Young Port of Alaska also serves as a storage facility for jet fuel from Alaska refineries utilized at both the Ted Stevens International Airport and Joint Base Elmendorf Richardson (JBER). The port is located just north of Ship Creek near downtown Anchorage on the Knik Arm of the Cook Inlet of the Pacific Ocean. The docks have excellent connections with the Alaska Railroad and highway connections to Alaska intrastate highway routes.

Anchorage is connected to the rest of Alaska through two major highways. Alaska Route 1 also known as the Seward Highway connects Anchorage south to the Kenai Peninsula. The Glenn Highway extends eastbound beyond Joint Base Elmendorf-Richardson and Eagle River, connecting Anchorage to the Matanuska-Susitna Valley. This route leads further to the Richardson Highways to go further north or to the Tok Cut-Off with further connections to the contiguous North American highway system via the Alaska Highway.

Anchorage has a bus system called People Mover with a central hub downtown and one satellite hub that serves the suburbs of Eagle River.

Community Services

Police Department

Mission:

"To protect and serve our community in the most professional and compassionate manner possible."

APD, the Anchorage Police Department honorably serves a population of over 285,000 in a service area that covers the Knik River bridge on the north end to Ingram Creek on the south side. APD currently employs just under 650 people made up of both sworn and non-sworn positions. The Anchorage Police Department prides itself on working closely with the community in which it serves. APD Employees' Union (APDEA), and the non-profit Anchorage Cops for Community (AC4C) work closely together to engage with the public through several different outreach programs and public events. It is APD's goal to continually look for ways to better the department in such a manner that benefits all who live within its boundaries.



APD Northern Lights by APD

Call-for-Service: Is a police action but does not always generate a police report and does not represent actual, classified, crime statistics.

2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
240,619	249,882	216,711	257,587	260,303	228,935	236,512	227,638	230,422	231,629

Time to Answer Calls-for-Service: In accordance with the National Emergency Number Association (NENA), 95% of all 9-1-1 calls should be answered within twenty seconds.

2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
11.4 sec	12.5 sec	14 sec	17.4 sec	15.57 sec	12.66 sec	9.88 sec	10.37 sec	11.12 sec	11.53 sec.

Source: Anchorage Police Department



Fire Department

Mission:

“To serve our community before, during, and after an emergency.”

The Anchorage fire service area, served by 13 fire stations, covers the immediate 166 square miles of the Anchorage bowl and out to Eagle River with EMS coverage extending throughout the 1,961 square miles of the entire Municipality.

Mutual Aid agreements exist between the Anchorage Fire Department, Ted Stevens International Airport Police and Fire Department, Joint Base Elmendorf-Richardson, Girdwood Fire Department and Chugiak Volunteer Fire and Rescue Department. In addition, the State of Alaska Division of Forestry and the U.S. Bureau of Land Management help protect residents and property lying within the Municipality during the wildland fire season and the Anchorage Fire Department lends support to other communities threatened by wildland fires throughout South-central Alaska. Service within the response area offers a variety of challenges. Rescue and fire response to off-road terrain that requires 4-wheel drive and, occasionally, helicopters, occurs only short distances from major highways and the high-rise, downtown urban area. Suburban and rural areas add to the mix and a young populace spread over a wide socioeconomic range contributes to a full spectrum of emergency response activity. The Anchorage Fire Department serves a diverse need with a fully blended fire and rescue service.

Efficient Emergency Response:

Year	2019	2020	2021	2022	2023	2024
Structure Fire Dispatches	319	250	177	255	278	215
Structure Fire Response Time (minutes)	4.38	4.38	5.1	4.86	4.26	4.20
Cardiac Arrest Dispatches	599	685	819	922	1,048	1,319
Cardiac Arrest Response Time (minutes)	4.38	4.27	4.0	3.8	4.17	3.0
Fire and Cardiac Arrest Dispatches	918	935	996	1,177	1,326	1,534
Average Response Time (minutes)	4.38	4.325	4.55	4.33	4.215	3.40
Annual Property Loss Due to Fire (\$mil)	\$25.38	\$12.00	\$22.68	\$31.03	\$22.10	\$11.34

Source: Anchorage Fire Department



Parks and Recreation Department

Anchorage Parks and Recreation is responsible for beautifying parks, natural areas, and recreation facilities. The department operate year-round recreation programs for all ages and abilities, and oversees Anchorage's horticulture, park maintenance, and provides support for community gardens, dog parks and a Youth Employment in Parks (YEP) program that offers teens a gateway into the natural resources workforce. Anchorage Parks and Recreation also supports hundreds of volunteers through special events, park adoptions, and program instruction at locations throughout the city.



ANCHORAGE PARKS & RECREATION

Healthy Parks, Healthy People

Number of Parks	224
Playgrounds	82
Athletic Fields	110
Swimming Pools	5
Recreation Facilities	11
Trails and Greenbelts	250 miles (135 miles paved)

Trails Around Anchorage

Paved bike trails/multi-use	120+ miles/195 kms
Plowed winter walkways	130 miles/216 kms
Maintained ski trails	105 miles/175+ kms
Dog mushing trails	36 miles/60 kms
Summer non-paved hiking trails	87 miles/145+ kms
Lighted ski trails	24 miles/40 kms
Ski-joring trails	66 kms
Equestrian trails	10 kms

Numerous trails connect to the Chugach State Park, a high, alpine tundra park of some 495,000 acres.

Source: Parks and Recreation's website: www.muni.org/Departments/parks



Wildlife

Alaska is known as bear country. With an estimated 250 black bears and 60 grizzly bears that live in the Anchorage area alone it's no wonder why. Along with the diverse bear population, about 200-300 moose inhabit the Municipality year-round with an increase to 700-1,000 moose in the winter. There are approximately 2,400 Dall sheep that can be seen in the areas along the Turnagain Arm as well as four or five wolf packs in the Anchorage Municipality, which is about 25-30 wolves, and two of those packs are known to be active in the Anchorage Bowl. But that's not all. A diverse wildlife population exists in urban Anchorage and the surrounding area with 52 species of mammals and at least 203 birds.

Source: Alaska Department of Fish and Game

Anchorage has a thriving moose population and is perhaps the most famous of its urban wildlife. Moose can and do appear in many parks and along trails at all times of the year. Known for their enormous size (male moose can reach six feet at the shoulder and weigh in at 2,000 pounds) and ability to kick with all four feet, moose are normally content to browse on grasses, leaves, and branches and generally cause little trouble. But -- moose can easily become agitated if humans, dogs, or natural predators enter their space, particularly during the fall rut (breeding season) and in the spring when calves are born. It is imperative that people never approach a moose for any reason. Look for warning signs: ears pinned back, hackles up on neck, and a lowering of the head. If you see these, move away quickly.

Tree Swallow by Erin Baker

Source: Parks and Recreation's website: [Parks and Recreation Wildlife in Anchorage \(muni.org\)](http://Parks and Recreation Wildlife in Anchorage (muni.org))



Mother and Baby Moose by Brian Bonney

Appendix T

Structure of Municipal Funds

Funds represent accounting entities established to track resources available for and costs needed to provide for functions or activities. A fund is a grouping of related accounts used to maintain control over resources segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance related legal requirements and are established based on generally accepted accounting standards.

As a rule, the effect of interfund activity (IGCs, Transfers to/from Other Funds) has been eliminated from the government-wide financial statements. Exceptions to this rule are charges between Anchorage's various business-type functions and various other functions of Anchorage. Elimination of these charges would distort the direct costs and program revenues reported for the various functions concerned.

The Municipality of Anchorage uses Governmental, Proprietary, and Fiduciary Fund types. All the funds listed in this section are included in the Municipality's audited financial statements, unless otherwise noted.

The chart on page T - 2 displays the structure of all Municipal funds.

Governmental Funds

Governmental operations are supported by various funding sources and so have been grouped into the following fund-types – general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds. Any one fund may support various functions and all the fund's financial reports reflect relevant information for those functions.

The Anchorage Assembly approves operating budgets and appropriations of direct costs at the department level. The function cost (direct costs and IGCs) is appropriated at the fund level.

Governmental Fund Basis of Accounting

The governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting – revenues are recognized as soon as they are both measurable and available and expenditures are generally recorded when a liability is incurred. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments are recorded only when payment is due.

Property taxes, lodging and other taxes, licenses and interest associated with the current fiscal period are all considered to be susceptible to accrual. Only the portion of special assessment receivable due within the current period is considered to be susceptible to accrual as revenue of the current period. All other revenue items are considered to be measurable and available only when cash is received by the Municipality.

Municipality of Anchorage Fund Structure														
Governmental Funds					Proprietary Funds			Fiduciary Funds						
General Fund					Internal Service Funds			Trust Funds						
Significant Sub-Funds					Enterprise Funds			INTERNAL USE ONLY FUNDS						
****	101000	Areawide General			***	2020Z0	Convention Center Reserves	***	713000	Police & Fire Retirees Medical				
	102000	Former City SA			***	205000	Nuisance Property Abatement	***	715000	Police & Fire Retirement System				
*	103000	Areawide EMS Lease Special Levy			***	206000	Alcoholic Beverages Retail Sales Tax	***	731000	MOA Trust Fund Reserve				
*	104000	Chugiak Fire SA			***	207000	Opioid Settlement							
*	105000	Glen Alps SA			***	208000	Marijuana Retail Sales Tax							
*	106000	Girdwood Valley SA			***	209000	C-PACER Program							
****	107000	Areawide APD IT Systems Special Levy			***	211000	E911 Surcharge							
****	108000	Former Borough SA			*	221000	Heritage Land Bank							
*	131000	Anchorage Fire SA			****	231XYY	State Grants							
*	141000	Anchorage Roads & Drainage SA			****	241X00	Federal Grants							
*	151000	Anchorage Metropolitan Police SA			****	2457YY	49th State Angel Fund (49SAF)							
*	152000	Turnagain Arm Police SA			****	257X00	State/Fed Fine & Forfeiture Contr							
*	161000	Anchorage Parks & Recreation SA			****	2610V0	Misc Operational Grants							
*	162000	Eagle River/Chugiak Parks/Rec SA			***	271000	Public Svces Spec Assess Dist							
*	163000	Anchorage Building Safety SA			***	281000	Police/Fire Ret Med Liab							
*	164000	Public Finance & Investment				291000	Special Assmnt Bonds							
***	165000	Police/Fire Retirees Medical				(Z: 1 - Room Tax; 2 - Oper; 3 - Cap)								
***	170000	ML&P Sale Proceeds				(X: 8 - Transfer; 9 - State/Fed)								
***	190000	Operating Projects Committed General				(YY: 01-05 - Disast Recvry)								
						(V: 1 - Misc; 2 - Tricent; 3 - Goldn Ann)								
Other Limited Service Areas					Debt Service Funds									
*	110000	Chugach State Park Access SA			*	301000	ACPA Surcharge Revenue Bond							
*	111000	Birchtree/Elmore LRSA			***	310000	Jail Lease Revenue Fund							
*	112000	Sec. 6/Campbell Airstrip LRSA				320000	CIVICVentures Bond Fund							
*	113000	Valli-Vue Estates LRSA			***	330000	Police/Fire Retire COP Debt Svc							
*	114000	Skyranch Estates LRSA												
*	115000	Upper Grover LRSA												
*	116000	Raven Woods/Bubbling Brook LRSA			****	401W00	Areawide General CIP							
*	117000	Mt. Park Estates LRSA			****	404W00	Chugiak Fire SA CIP							
*	118000	Mt. Park/Robin Hill RRSA			****	406W00	Girdwood Valley SA CIP							
*	119000	Chugiak/Birchwood/Eagle River RRSA			****	409W00	Misc Capital Projects Pass-Thru							
*	121000	Eaglewood Contributing RSA			****	410W00	Chugach State Park Access SA CIP							
*	122000	Gateway Contributing RSA			****	419W00	CBERRRSA CIP							
*	123000	Lakehill LRSA			****	420W00	Chugiak/Birchwd/ER Other CIP							
*	124000	Totem LRSA			****	421W00	Heritage Land Bank CIP							
*	125000	Paradise Valley South LRSA			****	431W00	Anchorage Fire SA CIP							
*	126000	SRW Homeowners LRSA			****	441W00	Anchorage Roads & Drainage SA CIP							
*	129000	Eagle River Street Light SA			****	451W00	Anchorage Police SA CIP							
*	142000	Talus West LRSA			****	461W00	Anchorage Bowl Parks & Rec SA CIP							
*	143000	Upper O'Malley LRSA			****	462W00	Eagle River/Chugiak Parks & Rec SA CIP							
*	144000	Bear Valley LRSA			****	485W00	Public Transportation CIP							
*	145000	Rabbit Creek View/Heights LRSA			****	490000	Historic Preservation CIP							
*	146000	Villages Scenic Parkway LRSA				(W: 1 - Bond; 8 - Transfer; 9 - State/Fed)								
*	147000	Sequoia Estates LRSA			Permanent Funds									
*	148000	Rockhill LRSA			****	720000	Cemetery Trust Fund							
*	149000	South Goldenview Area RRSA			***	730000	Municipality of Anchorage (non-Expendable) Trust							
*	150000	Homestead LRSA												

Yellow highlights indicate that the fund has different values in the last 3 numbers that represent the type of funding source (details are in blue).

The basis of budgeting for the governmental funds conforms to the basis of accounting in the governmental fund financial statements, with the following exceptions:

- IGCs are budgeted as expenditures but classified under Other Financing Sources / Uses in the financial statements.
- Transfers to Other Funds are budgeted as expenditures but classified as Transfers to Other Funds under Other Financing Sources / Uses in the financial statements.
- Transfers from Other Funds are budgeted as revenues but classified as Transfers from Other Funds under Other Financing Sources / Uses in the financial statements.
- The taxes collected for, and then transferred to the Anchorage School District (ASD) are not included in the GGOB but are included as Tax revenue and Education expense in the financial statements under Areawide Service Area. ASD presents its own budget to the Assembly for appropriation, has separate audited financial statements and is included as a component unit in the financial statements.
- Municipal Utilities Service Assessment (MUSA) and Municipal Enterprise Service Assessment (MESA) are budgeted as revenues but classified as Transfers from Other Funds under Other Financing Sources / Uses in the financial statements.
- Bond refunding is not budgeted but is included in the Other Financing Sources / Uses in the financial statements.
- PERS on-behalf payments made by the State of Alaska are not budgeted but are included in the financial statements. The on-behalf payments are not cash transactions and there is no impact or cost to the taxpayers associated with these transactions.

Following are descriptions of the governmental fund-types and funds:

General Fund

The Municipality uses one general fund to account for all financial resources except those that are required to be accounted for in another fund. Property taxes are the primary funding source of the General Fund. The appropriation of this fund's annual operating budget is included in the GGOB, unless otherwise noted.

The service area concept provides for taxpayers in different taxing districts to pay only for those services they agree to receive, and each of these service areas requires a separate annual operating budget appropriation and separate budgetary accounting. For management accounting and reporting, the general fund is subdivided into separate sub-funds for each of the municipal service areas, per AMC 27.30.

Five Major Sub-Funds of the Municipal General Fund:

101000 – Areawide

(AMC 27.40) The following powers may be exercised on an areawide basis and are accounted for in this fund: animal control; assessment and collection; education; fireworks control; health and environmental protection; library; mass transit; planning, platting and zoning; taxicab and limousine regulation; regulation of entry upon and use of municipal rights-of-way; parking; civic, convention, sports, performing and visual arts center and urban redevelopment and beautification; and general powers granted to all environmental protection; library; mass transit; planning, platting and zoning; taxicab and limousine regulation; regulation of entry upon and use of municipal rights-of-way; parking; civic, convention, sports, performing and visual arts center and urban redevelopment and beautification; and general powers granted to all municipalities under AS 29.35 or assumed on an areawide basis by the former Greater Anchorage Area Borough under the provisions of AS 29.35.

131000 – Anchorage Fire Service Area

(AMC 27.30.050) Accounts for fire protection in this service area that includes areas formerly known as the City of Anchorage, the Eagle River Service Area, the Glenn Heights Area and the Bear Valley Fire Service Area but not including any portion of the Powder Reserve Tract A.

141000 – Anchorage Roads and Drainage Service Area (ARDSA)

(AMC 27.30.100) Accounts for roads and maintenance in this service area that includes areas formerly known as the City of Anchorage, Service Area 35 of the Greater Anchorage Area Borough, and the Glenn Heights Area.

151000 – Anchorage Metropolitan Police Service Area (AMPSA)

(AMC 27.30.135) Accounts for police protection services in this service area that includes areas formerly known as the City of Anchorage, the Spenard Service Area of the Greater Anchorage Area Borough, the Muldoon-Sand Lake Area, the Dimond Industrial Park Area, the Oceanview-Klatt Area, the Basher Area and a portion of the Far North Bicentennial Park, the Southeast Midtown Area, Independence Park and surrounding area, Section 16 except Boling Subdivision, the Eagle River-Chugiak Area and all other areas of the municipality north of McHugh Creek.

161000 – Anchorage Parks and Recreation

(AMC 27.30.080) Accounts for park and recreation services in the area that includes areas formerly known as the City of Anchorage, Service Area 30 of the Greater Anchorage Borough and the Glenn Heights Area.

Lesser Service Area Sub-funds of the Municipal General Fund:

102000 – Former City

No budget activity. Minimum activity reported in financial reports.

104000 – Chugiak Fire Service Area

(AMC 27.30.060) Accounts for fire protection in within the service area. Mill rate not to exceed 1.00 mill in any calendar year. See Appendix L.

105000 – Glenn Alps Service Area

(AMC 27.30.190) Accounts for all those services formerly authorized to be performed in the City of Glen Alps. Mill rate not to exceed 2.75 mills in any calendar year.

106000 – Girdwood Valley Service Area (GVSA)

(AMC 27.30.020) Accounts for street construction and maintenance, solid waste collection, fire protection, parks and recreation, the operation and maintenance of a municipal cemetery, the provision of police protection services, and the provision of services in support of policies that promote local housing and economic stability at the sole expense of the Girdwood Valley Service Area. Mill rate not to exceed 6.0 mills in any calendar year. See Appendix M.

108000 – Former Borough

No budget activity. Minimum activity reported in financial reports.

110000 – Chugach State Park Access Service Area

(AMC 27.30.085) Provides capital improvements that support access to Chugach State Park and ameliorate the neighborhood effects of access by park users, and the maintenance thereof.

152000 – Turnagain Arm Police Service Area (TAPSA)

(AMC 27.30.670) The following powers shall be exercised within the service area: the provision of police services, at the sole expense of the Turnagain Arm Police Service Area. The maximum attainable mill levy rate shall not exceed 0.5 mills in any calendar year.

162000 – Eagle River-Chugiak Park and Recreational Service Area (ERCPRSA)

(AMC 27.30.090) Accounts for park and recreational services within the service area. Mill rate not to exceed 1.0 mills in any calendar year. See Appendix O.

163000 – Anchorage Building Safety Service Area (ABSSA)

(AMC 27.30.040) Accounts for building safety services within the service area supported by building inspection and plan review revenues.

Limited Service Area Sub-Funds of the Municipal General Fund:

111000 – Birchtree/Elmore Limited Road Service Area

(AMC 27.30.290) Accounts for limited road maintenance and repair within the service area. Mill rate not to exceed 1.50 mills in any calendar year.

112000 – Section 6/Campbell Airstrip Limited Road Service Area

(AMC 27.30.300) Accounts for limited road maintenance and repair within the service area. Mill rate not to exceed 1.50 mills in any calendar year.

113000 – Valli Vue Estates Limited Road Service Area

(AMC 27.30.310) Accounts for limited road maintenance and repair within the service area. Mill rate not to exceed 1.40 mills in any calendar year.

114000 – Sky ranch Estates Limited Road Service Area

(AMC 27.30.320) Accounts for limited road service maintenance and repair within the service area. Mill rate not to exceed 1.30 mills in any calendar year.

- 115000 – Upper Grover Limited Road Service Area
(AMC 27.30.340) Accounts for limited road service maintenance and repair within the service area. Mill rate not to exceed 1.00 mill in any calendar year.
- 116000 – Raven Woods/Bubbling Brook Limited Road Service Area
(AMC 27.30.350) Accounts for limited road service maintenance and repair within the service area. Mill rate not to exceed 1.50 mills in any calendar year.
- 117000 – Mountain Park Estates Limited Road Service Area
(AMC 27.30.330) Accounts for limited road maintenance and repair within the service area. Mill rate not to exceed 1.00 mill in any calendar year.
- 118000 – Mountain Park/Robin Hill Rural Road Service Area
(AMC 27.30.360) Accounts for limited road maintenance and repair within the service area. Mill rate not to exceed 1.30 mills in any calendar year.
- 119000 – Chugiak, Birchwood, Eagle River Rural Road Service Area (CBERRRSA)
(AMC 27.30.215) Accounts for limited capital improvements for roads and drainage and the maintenance thereof within and over road rights-of-way in the service area including street light capital improvements and street light operation and maintenance at special sites outside the Eagle River Street Light Service Area which enhance public safety, but excluding capital improvements for and maintenance and operation of: 1) traffic engineering; 2) park and recreational services; 3) water, sewer, telephone, electric, gas and other utility improvements and services; 4) off-road mass transit facilities and signs; and 5) fire hydrants and parking meters within the service area. The service area also shall be authorized to operate and maintain street lights at special sites outside of the Eagle River Street Light Service Area for purposes of enhancing public safety. Mill rate not to exceed 2.10 mills in any calendar year; no more than 1.1 mills shall be for road and drainage maintenance and no more than 1.0 mill shall be for capital improvements. See Appendix N.
- 121000 – Eaglewood Contributing Road Service Area
(AMC 27.30.550) Accounts for maintenance of roads common to the CBERRRSA within the service area. Mill rate not to exceed 20% of the CBERRRSA mill rate in any calendar year.
- 122000 – Gateway Contributing Road Service Area
(AMC 27.30.540) Accounts for maintenance of roads common to the CBERRRSA within the service area. Mill rate not to exceed 15% of the CBERRRSA mill rate in any calendar year.
- 123000 – Lakehill Limited Road Service Area
(AMC 27.30.600) Accounts for limited maintenance of roads within the service area. Mill rate not to exceed 1.50 mills in any calendar year.
- 124000 – Totem Limited Road Service Area
(AMC 27.30.610) Accounts for limited maintenance of roads within the service area. Mill rate not to exceed 1.50 mills in any calendar year.

- 125000 – Paradise Valley South Limited Road Service Area
(AMC 27.30.640) Accounts for limited maintenance of roads within the service area. Mill rate not to exceed 1.00 mill in any calendar year.
- 126000 – SRW Homeowner's Limited Road Service Area
(AMC 27.30.650) Accounts for limited road service maintenance and repair within the service area. Mill rate not to exceed 1.50 mills in any calendar year.
- 129000 – Eagle River Street Light Service Area
(AMC 27.30.560) Accounts for maintenance and operation of streetlights within the service area. Mill rate not to exceed 0.50 mill in any calendar year.
- 142000 – Talus West Limited Road Service Area
(AMC 27.30.200) Accounts for limited road maintenance within the service area. Mill rate not to exceed 1.30 mills in any calendar year.
- 143000 – Upper O'Malley Limited Road Service Area
(AMC 27.30.210) Accounts for limited road maintenance within the service area. Mill rate not to exceed 2.00 mills in any calendar year.
- 144000 – Bear Valley Limited Road Service Area
(AMC 27.30.370) Accounts for maintenance of roads and snow plowing within the service area. Mill rate not to exceed 1.50 mills in any calendar year.
- 145000 – Rabbit Creek View and Rabbit Creek Heights Limited Road Service Area
(AMC 27.30.240) Accounts for limited road service maintenance and repair within the service area. Mill rate not to exceed 2.50 mills in any calendar year.
- 146000 – Villages Scenic Parkway Limited Road Service Area
(AMC 27.30.390) Accounts for maintenance of roads, snow plowing and sanding within the service area. Mill rate not to exceed 1.00 mill in any calendar year.
- 147000 – Sequoia Estates Limited Road Service Area
(AMC 27.30.380) Accounts for street lighting and maintenance of roads and drainage within the service area. Mill rate not to exceed 1.50 mills in any calendar year.
- 148000 – Rockhill Limited Road Service Area
(AMC 27.30.590) Accounts for road maintenance within the service area. Mill rate not to exceed 1.50 mills in any calendar year.
- 149000 – South Goldenview Area Rural Road Service Area
(AMC 27.30.280) Accounts for capital improvements for roads and drainage and the maintenance thereof provided within and over road rights-of-way in the service area with no more than 1.20 mills designated for road and drainage maintenance and no more than 0.60 mills designated for capital improvements in any calendar year.
- 150000 – Homestead Limited Road Service Area
(AMC 27.30.660) Accounts for maintenance of roads within the service area. Mill rate not to exceed 1.30 mills in any calendar year.

152000 – Turnagain Arm Police Service Area (TAPSA)
(AMC 27.30.670) Accounts for provision of police services, at the sole expense of the TAPSA. Mill rate not to exceed 0.50 mills in any calendar year.

Non Service Area Sub-Funds of the Municipal General Fund:

103000 – Areawide EMS Lease Special Levy

Financial resources in this fund are comprised of a voter approved special tax levy dedicated to payment of the costs of leasing emergency medical equipment and systems.

107000 – Areawide Anchorage Police Department (APD) Information Technology Systems Special Levy

Financial resources in this fund are comprised of a voter approved special tax levy dedicated to payment of the costs of leases for; APD body-worn camera, in-car cameras, digital-6 evidence management, computer-aided dispatch and record-management systems, and related technologies and systems.

164000 – Public Finance and Investment

Financial resources in this fund account for the management of the Municipality's debt and investment portfolios.

165000 – Police/Fire Retirees Medical Administration

(AMC 3.87) Financial resources in this fund may be used only for the administration of the Police & Fire Retirees' Medical Liability. The fund is treated as a sub-fund of the General fund for financial statement presentation. The appropriation of this fund's annual operating budget is included as a section with the GGOB. See Appendix Q.

170000 – Municipal Light & Power Sale Proceeds

This fund is temporarily used to track and separate the general government financial activity related to the October 2020 sale of Municipal Light & Power (ML&P) to Chugach Electric Association, Inc. (CEA). This fund will be used for this purpose only and then will be closed.

190000 – Operating Projects Committed General Fund

This fund is used for transfers of municipal funds for operating projects/activities that may span multiple years. At the end of each year, the fund balance in this fund will be committed to fund the unspent balance of the existing projects in this fund. At the beginning of each year, the fund balance in this fund will be appropriated to the existing projects in this fund or reappropriated for a different purpose, to possibly include transfer back to originating fund. The appropriation of this fund's annual budget is appropriated separately.

Special Resource Funds

These funds are used to account for the proceeds from specific revenue sources that are legally restricted to expenditure for specified purposes.

2020Z0 – Convention Center Operating Reserve

Financial resources in this fund may be used only for the bonded debt service or lease payments, carrying costs, and operation, and/or maintenance of the

convention center. This fund is included in, and appropriated with, the GGOB and is subject to supplemental appropriations.

205000 – Nuisance Property Abatement

(AMC 6.140) Money in this fund is dedicated to addressing, mitigating, and abating nuisances on private property within the Municipality. The revenues collected in this fund are allowed to be appropriated in accordance with AMC 6.140.

206000 – Alcoholic Beverages Retail Sales Tax

The net receipts from the alcoholic beverages retail sales tax, after payment of the costs of administration, collection, and audit to the municipality, are dedicated and shall be available to use only for:

- Funding for police, related criminal justice personnel, and first responders
- Funding to combat and address child abuse, sexual assault, and domestic violence
- Funding for substance misuse treatment, prevention programs, detoxification or long-term addiction recovery facilities, mental and behavioral health programs, and resources to prevent and address Anchorage's homelessness crisis.

207000 – Opioid Settlements

This fund is used to separately account for, record, and report several opioid settlements that have been reached with manufacturers, distributors, and other entities involved in the opioid epidemic. The use of these funds is specifically for opioid remediation uses, to include the treatment and prevention.

208000 – Marijuana Retail Sales Tax

(Anchorage Municipal Charter § 6.06) This fund is dedicating retail marijuana sales tax net proceeds for Child Care and Early Education:

- Creating access to childcare and early education programs for the residents of Anchorage including foster children;
- Provide funding for reading programs for childcare and early education programs;
- Provide resources to increase funding, livable wages, training and staffing for childcare and early education programs; and
- Prioritize the utilization of existing school district facilities that are closed, scheduled to be closed, or underutilized for use for childcare and early education programs, as long as they are economically feasible, before other facilities are considered for the use of these funds.

209000 – C-PACER Program

(AMC 12.75.020) Fund related to the activities of the PACER program pursuant to AS 29.55.100-29.55.165 to finance through assessments the construction, installation, or modification of a qualified improvement project.

211000 – E911 Surcharge

E911 surcharge revenues in this fund may be used for expenditures allowable under AS 29.35.13 – 29.35.137. This fund is included in, and appropriated with, the GGOB and is subject to supplemental appropriations.

221000 – Heritage Land Bank

(AMC 25.40.035) Financial resources in this fund may be used for the Heritage Land Bank purpose: the acquisition, inventory, management, withdraw, transfer and disposal of municipal land which has not been dedicated or transferred to a specific municipal agency for one or more municipal uses. A portion of the Heritage Land Bank operating fund accounts may be appropriated annually for management of the Heritage Land Bank and the land in the Heritage Land Bank inventory, to fulfill the purpose and mission of the Heritage Land Bank. This fund is included in, and appropriated with, the GGOB and is subject to supplemental appropriations.

231XYY – State Grants and Federal Grants Passed Through the State Fund

Financial resources in this fund may be used only in accordance with the individual state grant agreements. Large-scale disaster recoveries may be accounted for in this fund for state and/or federal reimbursements. This fund has carryover budgets, based on appropriations.

241X00 – Federal Grants Fund

Financial resources in this fund may be used only in accordance with the individual federal grant agreements. This fund has carryover budgets, based on appropriations.

2457YY – 49th State Angel Fund (49SAF)

Financial resources in this fund may be used only in accordance with the State Small Business Credit Initiative Act of 2010. Appropriated with AR 2012-42 and is a carryover budget subject to supplemental appropriations.

257X00 – Federal/State Fines and Forfeitures Fund

Accounts for monies seized or confiscated by the Police Department in the course of criminal investigations. These resources may be used only to supplement special investigation costs not to supplant the operating budget. This fund has carryover budgets, based on appropriations.

2610V0 – Miscellaneous Operational Grants Fund

Accounts for the use of miscellaneous restricted contributions and donations from non-state and non-federal entities. This fund includes the donation for the Tri-Centennial Celebration, which previously made up the entire former Fund 257. These resources may be used only in accordance with the grantor agreements. This fund has carryover budgets, based on appropriations.

271000 – Public Services Special Assessment District

Accounts for the special assessment collections from the Downtown Improvement District, Special Assessment District IS97 to be used only for special services approved through the special assessment process. The budget for this fund is appropriated annually, typically with two appropriations: the first is based on an estimate of the budget year assessment and is included as a section with the GGOB appropriation and the second is a true-up to the actual assessments for the year and is presented as a supplemental appropriation.

281000 – Police & Fire Retiree Medical Liability Pre-Funding

(AMC 3.88) Financial resources in this fund may be used only to reduce the subject liability. This fund was established in 1995 with the sole purpose of pre-funding the Police/Fire Retiree Liability by end of the year 2028. Police and Fire Departments make contributions to this fund. This fund holds and manages the Municipal investments. The annual budgets for investment fees and contribution to Police & Fire Retirees Medical Trust Fund (713000) are appropriated as a section with the GGOB and are subject to supplemental appropriation. See Appendix Q.

291000 – Special Assessment Bond Redemption

Financial resources in this fund may be used only for redemption of Special Assessment District Bonds. Separate sub-ledger accounting is required for receipts and disbursements related to each bond.

Capital Projects Funds

These funds account for financial resources used for activities related to the acquisition, maintenance, and improvement of major capital facilities or city assets, other than those financed by proprietary funds and trust funds. The majority of the Municipality's capital funds correspond to respective service area (SA) sub-funds of the operating general fund. These funds have carryover project budgets, based on appropriations.

401W00 – Areawide General Capital Improvement Projects

Accounts for general government capital projects not accounted for in other funds.

404W00 – Chugiak Fire SA Capital Improvement Projects

406W00 – Girdwood Valley SA Capital Improvement Projects

409W00 – Miscellaneous Capital Projects Pass-Thru

Accounts for capital improvement projects for out-of-service area roads and drainage, gas lines and pass-thru grants.

410W00 – Chugach State Park Access Service Area Capital Improvement Projects

419W00 – Chugiak, Birchwood, Eagle River Rural Roads SA Capital Improvement Projects

420W00 – Chugiak, Birchwood, Eagle River Other Capital Improvement Projects

421W00 – Heritage Land Bank Capital Improvement Projects

Accounts for capital improvement projects recommended by the Board of Heritage Land Bank and approved by the Assembly.

431W00 – Anchorage Fire SA Capital Improvement Projects

441W00 – Anchorage Roads and Drainage SA Capital Improvement Projects

451W00 – Anchorage Police SA Capital Improvement Projects

461W00 – Anchorage Bowl Parks and Recreation SA Capital Improvement Projects

462W00 – Eagle River/Chugiak Parks and Recreation SA Capital Improvement Projects

485W00 – Public Transportation Capital Improvement Projects

Accounts for capital improvement projects for transit facilities and equipment.

490000 – Historic Preservation Capital Improvement Projects

(AMC 6.100) Funding in the historic preservation project fund is dedicated to financing historic preservation projects.

Debt Service Funds

Used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

301000 – Anchorage Center for the Performing Arts (ACPA) Surcharge Revenue Bond

Accounts for the performing arts center surcharge revenue and debt service on the roof repair loan. This fund is included in, and appropriated with, the GGOB and is subject to supplemental appropriations.

310000 – Jail Lease Revenue Fund

Created for the accounting of jail lease revenue and debt service payments. This fund is included in, and appropriated with, the GGOB and is subject to supplemental appropriations.

320000 – CIVICVentures Bond Fund

Accounts for the accumulation of lodging revenue transfers and investment earnings and debt service on the convention and civic revenue bonds.

330000 – Police & Fire Retiree Certificates of Participation (COPs) Debt Service Fund

In 2017 the Municipality of Anchorage issued Certificates of Participation (COPs) to pay the full liability at the time of issuance to the Police & Fire Retirement Trust. The Municipal Assembly approved ordinance AO 2017-133 on November 03, 2017 accepting and approving the issuance of the COPs and incurring such debt. The Police and Fire departments now make annual contributions to the Certificates of Participation Debt Service Fund (330000). See Appendix P.

Permanent Funds

Used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the reporting government's programs.

720000 – Cemetery Trust Fund

(AMC 25.60.100) The contributions and earnings of this fund must be used for the perpetual maintenance of the Anchorage Memorial Park Cemetery and columbarium.

730000 – Municipality of Anchorage (non-Expendable) Trust Fund

(AMC 6.50.060.B) Established to hold the Anchorage Telephone Utility (ATU) Revenue Bond Reserve Investment and any other amounts the assembly may deposit. Defined as an endowment fund with a controlled spending policy limiting dividend distributions and managed by the Municipal Treasurer. The budget for this fund is appropriated annually, typically with two appropriations: the first is for the contribution to general government and is included as a section with the

GGOB and the second is for the annual financial management and support services that are presented as a supplemental appropriation.

Proprietary Funds

Two different types of proprietary funds are used: enterprise funds and internal service funds.

The governmental fund financial statements are reported using the accrual basis of accounting – revenues are recognized when they are earned and measurable and expenses are recognized in the period incurred, if measurable. The basis of budgeting for the proprietary funds conforms to the basis of accounting, with the following exception:

- Municipal Utilities Service Assessment (MUSA) and Municipal Enterprise Service Assessment (MESA) are budgeted as expenditures but classified as Transfers to Other Funds in the combining financial statements.

Enterprise funds

Account for business-type activities of the Municipality and are operated in a manner to provide a reasonable profit. These funds are appropriated with the Utility/Enterprise Operating and Capital Activities. All operating and capital enterprise funds are subject to appropriation except for fund 566000 – Solid Waste Administration. Capital enterprise funds identify funding sources such as: state/federal grants, loans, bonds, or equity.

531S00 – Anchorage Hydropower Utility

Accounts for the Municipal ownership interest in the generation assets of the Eklutna Hydroelectric Project. This fund is regulated and is reported in compliance with Federal Energy Regulatory Commission (FERC) requirements. The capital fund does not expire and represents equity funding to support on-going maintenance and preservation of the generation assets.

540T00 – Water Utility

Accounts for the operations of the Municipal owned Anchorage Water Utility. Providing safe and reliable water service today and into the future. This fund is regulated and is reported in compliance with National Association of Regulatory Utility Commissioners (NARUC) requirements. The capital funds do not expire and represent equity and debt funding to support plant, pipe, and equipment maintenance and preservation.

550T00 – Wastewater Utility

Accounts for the operations of the Municipal owned Anchorage Wastewater Utility. Providing safe and reliable wastewater service today and into the future. This fund is regulated and is reported in compliance with National Association of Regulatory Utility Commissioners (NARUC) requirements. The capital funds do not expire and represent equity and debt funding to support plant, pipe, and equipment maintenance and preservation.

560R00 – Refuse Utility

Accounts for Municipal owned refuse collection services to provide garbage and recycling collection services to the Municipality. The capital funds do not expire and represent equity and debt funding sources to provide equipment required for services.

562QQ0 – Disposal Waste

Accounts for Municipal owned landfill and transfer station operations for the disposal of solid waste, the collection of household hazardous waste, and the promotion of community recycling and sustainability. The capital funds do not expire and represent equity and debt funding sources to provide equipment required for services and facility care.

563000 – Solid Waste Landfill Liability Closure/Care

(AMC 26.80.060) Created to accumulate funds for the liability related to the final closure of a landfill, and to maintain and monitor the landfill for 30 years after closure as required by the United States Environmental Protection Agency.

566000 – Solid Waste Administration

Account for Municipal owned solid waste administration. This is an operating fund only that is financed by IGCs from the Refuse and Disposal Waste Utilities. This fund is not appropriated, as the expenses are appropriated in the Refuse and Disposal Waste operating funds.

570QQ0 – Don Young Port of Alaska

Accounts for the operations of the Municipal owned port providing a modern, safe, and efficient facility to support the movement of goods throughout the State of Alaska. The capital funds do not expire and represent equity and state funding to support capital improvements.

580QQ0 – Merrill Field Municipal Airport

Accounts for the operations of Merrill Field, a Municipal-owned airport. Merrill Field Airport is committed to operating and maintaining a safe and efficient airport that meets the aviation and business needs of the community. The capital funds do not expire and represent federal grant funding sources to support safety and maintain airport assets.

Internal Service Funds

Activities that provide service to Municipal organizations without either a profit or loss over time.

602000 – General Liability / Workers Compensation

Accounts for money received from other Municipal funds to pay for the costs of premiums, professional services, processing fees and claim settlements related to general liability and workers' compensation claims against the Municipality. This fund is included in, and appropriated with, the GGOB, and is financed by IGCs that are also budgeted in the GGOB.

603000 – Medical/Dental Self Insurance

Accounts for money received from other Municipal funds to pay for the costs of premiums, professional services and processing fees and claims related to

medical, dental and life insurance of Municipal employees and their eligible dependents. This fund is not appropriated, but is funded by direct cost expenditures included in the GGOB under each department's salaries and benefits budget.

604000 – Unemployment Compensation

Accounts for money received from other Municipal funds to pay for the reimbursement to the State of Alaska for unemployment compensation claims of former Municipal employees. This fund is not appropriated, but is funded by direct cost expenditures included in the GGOB under each department's salaries and benefits budget.

601000 – Equipment Maintenance Operations

Accounts for the day-to-day operational management and maintenance of general government equipment and vehicles. The appropriation for this fund is separately disclosed on the ordinance that approves the General Government Operating Budget, but is funded by direct cost expenditures included in the GGOB under each department's Contractual/Other Services budget.

601800 – Equipment Maintenance Capital

Accounts for the purchases of vehicles and other equipment. This fund was established to account separately for resources included in the Municipal capital budget; i.e. that do not lapse at year-end. However, the financial data is combined with that of fund 601000 for financial statement presentation. This fund has carryover budgets, based on appropriations.

607000 – Information Technology Operations

Accounts for the day-to-day operational data processing services to Municipal organizations. This fund is included in, and appropriated with, the GGOB, and is financed by IGCs that are also budgeted in the GGOB.

607800 – Information Technology Capital

Accounts for the purchases of data processing equipment and software. This fund was established to account separately for resources included in the Municipal capital budget; i.e. that do not lapse at year-end. However, the financial data is combined with that of fund 607000 for financial statement presentation. This fund has carryover budgets, based on appropriations.

Fiduciary Funds

Report assets held in a trustee or agency capacity, for the benefit of parties outside the government, and therefore cannot be used to support Municipal programs.

713000 – Police and Fire Retiree Medical Expendable Trust

(AMC 3.87) Investments and income of this fund must be used for the police and fire retirees' medical liability and actual expense incurred on their behalf. Payments are either disbursed to the participant, or are held in trust in individual participant accounts for future disbursement. See Appendix Q.

715000 – Police and Fire Retirement (non-expendable Pension) Trust

(AMC 3.85) Investments and income of this fund must be used to administer and fund police and fire retirees' pensions for Plans I, II and III. Note that proprietary –

type accounting is used for pension trusts but in all other respects this trust is treated like a general government activity. The operating budget for the administration of the system is appropriated as a section with the GGOB. The management of the Trust Fund and payment of retirement benefits are not budgeted or appropriated. See Appendix P.

731000 – Municipality of Anchorage Trust Fund Reserve
(AMC 6.50.060.B) Established to hold the Anchorage Telephone Utility (ATU) Revenue Bond Reserve Investment and any other amounts the assembly may deposit. May be used to (1) supplement the MOA Trust Fund annual dividend, (2) provide a reduction in property taxes, (3) retire municipal debt or (4) contribute additional funds into the MOA Trust Fund corpus. This fund has not had a balance for several years, but with the 2013 Approved budget, received an appropriation which was then fully used in the 2013 Revised budget.

Component Units

Component units are entities for which the Municipality is financially accountable. They are included in the Municipality's government-wide financial statements because of the significance of their operational or financial relationships with the primary government. Complete financial statements of individual component units can be obtained from their respective administrative offices.

Anchorage School District (ASD)

Responsible for elementary and secondary education within Anchorage. Members of the School Board are elected by the voters; however, the ASD is fiscally dependent upon the primary government because the Assembly approves the total budget of the ASD, levies the necessary taxes, and approves the borrowing of money and the issuance of bonds. ASD is included in the financial reports as a discretely presented component unit. The budget for the ASD is appropriated by the assembly.

Anchorage Community Development Authority (ACDA)

(AMC 25.35) A legally separate public corporation created to provide services to the general public by: operating and managing on-street and off-street parking; purchasing, developing, and selling properties and other economic development activities. The voting majority of the board is composed of members appointed by the Mayor. ACDA is included in the financial reports as a discretely presented component unit. The authority shall prepare and submit an annual budget to the mayor and the assembly prior to approval of the municipality's annual budget.

Alaska Center for Performing Arts, Inc. (ACPA)

A legally separate non-profit entity that provides facility management services for the Municipality and operates, manages, maintains and promotes the performing arts center, which is owned by the primary government. ACPA is included in the financial reports as a discretely presented component unit.

CIVICVentures

A legally separate non-profit corporation created to finance and construct a new convention center for Anchorage, as well as upgrades and improvements to the existing Egan Center. The five-member board of directors is appointed by the

Mayor. CIVICVentures is included in the financial reports as a blended component unit, and is reported as a debt service fund and as a capital projects fund.

Appendix U

Financial Policies

The Municipality of Anchorage has established financial policies to achieve and maintain a positive long-term financial condition. These policies provide guidelines for current activities as well as future programs. Each policy has an Annual Review Date/Lead Review Agency to ensure on-going relevance and adherence to mandates to include a stated month or quarter in a year that the stated responsible agency is required to review. The municipality is working to streamline the review, update, and approval process through electronic means to include electronic signatures and paperless routing to speed up the time for review and expedite the time it takes to implement revised policies.

Funding Sources

The Municipality will try to maintain a diversified and stable funding system to shelter it from unforeseeable short-run fluctuations in any funding source.

The Municipality will estimate its annual funding sources by an objective, analytical process, wherever practical. The Municipality will project revenues for the next year and will update this projection annually. Each existing and potential funding source will be examined throughout the year and the budget will be adjusted during the initial budget preparation and at first quarter budget revision, where reasonable.

Each year the Municipality will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other cost increases.

Federal grant funds will be used to supplement, not replace local funds for grant related activities, per the grant agreements.

Tax Limit (Tax Cap)

In October 1983, the voters of Anchorage passed an amendment to the Charter known as the Tax Limit (or tax cap). While some think of it as a property tax cap, it actually sets a limit on how much all taxes can increase from one year to the next. Other taxes collected by the Municipality that are under the tax cap are on automobile registration, tobacco, aircraft registration and motor vehicle rental.

Proponents of the tax cap recognized that it was important that taxes be allowed to increase (although controlled) in order to keep up with demands of a growing community. Growth in taxes under the tax cap is permitted by annual adjustments for inflation, population, and new investment in the community. Voters also increase the tax cap when they approve general obligation bonds and corresponding increased operations and maintenance costs, both of which are disclosed bond propositions on the ballot.

In 2003, a substantive change to the tax cap was made by the Mayor and Assembly when they decided to exclude payments by municipal-owned utilities and enterprises. From 1984 to 2003, utility and enterprise payments were considered payment-in-lieu-of-taxes (PILT) and accordingly, fell under the tax cap. From a property taxpayer point of view, the practical effect of this was that these payments reduced the amount of property

taxes that could be collected – every dollar paid in a PILT meant a dollar less in property taxes could be collected.

The 2003 change excluded utility and enterprise PILT payments from the tax cap. At the same time, the Mayor and Assembly substantially increased how much utilities and enterprises were to pay in PILTs. Since utility and enterprise PILT revenue was no longer included in the total tax calculation, municipal government got more money to spend.

This prompted a citizen initiative (Proposition 9) in 2009 to return the tax cap to how it originally worked. The initiative passed with 60% of the vote and utility and enterprise PILT payments were again included in the tax cap's calculation. This change, which was phased-in over three years, resulted in approximately \$20 million in property tax savings annually.

Since property taxes are a major funding source for the Municipality, preparing a preliminary tax cap for the initial budget is a key step toward balancing the budget. During First Quarter Budget Amendment process, the tax cap is finalized for the year and the budget is balanced accordingly.

Intra-governmental Charges (IGCs)

These are charges for services provided by one Municipal organization to another. For example, the Maintenance and Operations Division maintains all general government buildings. Maintenance costs are budgeted in Maintenance and Operations and charged out to the appropriate users. By using an intra-governmental charge system, the full cost of a program – including overhead – is associated to a program. This system also allows general government departments/agencies to properly charge Municipal utilities, grants, and capital projects for services provided, resulting in a funding source for general government that is used to balance the budget.

Fund Balance

Fund balance is generally defined as the difference between a fund's assets and liabilities. The Municipality has a policy to maintain an amount equal to 10 percent of current year expenditures for unrestricted fund balance.

Two fund balance reserves are calculated during the First Quarter Budget Amendment process:

The largest reserve is designated for bond rating purposes and consists of 10 percent of current year expenditures. This reserve assures bond rating agencies that if there was a substantial decrease in the Municipality's revenue, funding still would be available to pay debt service (this reserve helps keep down the interest rate of the Municipality has to pay when it borrows funds through issuing bonds).

The second reserve is for operating emergencies and consists of between 2 to 3 percent of current year expenditures. This reserve provides funding to pay unanticipated obligations such as legal settlements.

Fund balance is determined at the close of the prior fiscal year (typically mid-March) and the current year reserves are then set during the First Quarter Budget Amendment process. If additional fund balance is required to achieve the necessary reserves, the

budget will be balanced to accommodate the use of funds. If there is more than sufficient fund balance to achieve the necessary reserves, the excess fund balance may be used as a funding source to balance the budget.

Capital Improvement

The Capital Improvement Program (CIP) is a six-year plan that guides the Municipality's capital improvement plans into the future. Each year it is updated and serves as the starting point for developing the current year Capital Improvement Budget (CIB).

Municipal departments prepare a comprehensive list of capital projects that are needed. Projects for this "Needs List" are proposed to departments by staff, the Municipal Administration, and others such as community councils, municipal boards and commissions, and Assembly members. Projects are scored against criteria such as the project's impact on safety, economic benefits, level of public support, if it is mandated, readiness and technical feasibility.

Gather community input, each spring OMB sends out a survey to community councils to solicit their comments on CIP projects as well as ideas to new projects in their area. This feedback is integrated into the prioritization process along with the other criteria.

Investment

It is the policy of the Municipality to invest public funds in a manner that provides the highest investment return consistent with preservation of capital while meeting the daily cash flow demands of the Municipality. Investment decisions shall be guided by the Municipal Code, the Operating Policy and Procedures for investment of Municipal funds, as modified from time to time by the Chief Fiscal Officer.

The Chief Fiscal Officer shall obtain the services of such investment managers, advisors, custodians and other professionals as are reasonably prudent and necessary to manage and invest all Municipal Funds. The Chief Fiscal Officer shall solicit input from the Investment Advisory Commission members prior to the final selection of any service providers. For an investment manager, advisor, custodian or other professionals contracted under the provisions of this section, Assembly approval is not required. The Chief Fiscal Officer shall report within 90 days to the Assembly, by Assembly Informational Memorandum, on contracts entered into to include, but not limited to, the duties to be performed by the contractor and the compensation paid.

Debt

No general obligation bonded indebtedness may be incurred unless authorized by the Assembly and ratified by a majority vote of those in the municipality voting on the question, except that refunding bonds may be issued without an election. General obligation debt of service areas must receive dual majority votes.

Tax, revenue, and grant anticipation notes shall be repaid within 12 months from their date of issuance. When the taxes, revenues or grants anticipated are not received within this time, the Assembly may renew the notes for a period not to exceed six months.

Debt service (principal, interest and fees related to borrowing) is included in the operating budgets. Debt service related to voter-approved bonds is included in the tax limit, thus is guaranteed to be funded.

Reporting and Audit

The Chief Fiscal Officer shall submit to the Assembly on an annual basis reports addressing portfolio performance and compliance. The annual report shall address the use of investment consultants and external money managers, the use of derivatives, securities lending activities and bank lines of credit. The report shall also include compliance with the requirements regarding portfolio diversifications, maximum holdings by type of authorized investment, and portfolio performance compared with portfolio benchmarks.

The Assembly shall provide for an annual independent audit of all municipal accounts by a certified public accountant. The audit shall be completed within 90 days following the close of the fiscal year.

Budget

It is illegal to expend money outside of the budget. AMC (Anchorage Municipal Code) 6.30.050 prohibits any contract, agreement, or other obligation, ordinance, resolution or order involving the expenditure of money, unless the Chief Fiscal Officer has certified that the money required for the expenditure has been appropriated for that purpose. AMC 6.10.040 requires the Mayor to submit a proposed budget for the next fiscal year to the Assembly at least 90 days before the end of the current fiscal year. And, AMC 6.10.070 allows the Assembly to increase or decrease, add or delete; but requires them to approve a budget and appropriate the necessary resources by ordinance at least 21 days prior to the end of the current fiscal year; otherwise, the Mayor's proposal becomes the budget and appropriation.

Accountability for Results

In early 2010 the Municipality launched an initiative by which departments report on the effectiveness of programs. This accountability initiative, called "Anchorage: Performance. Value. Results. (PVR)" reports the "return on investment" to citizens of their tax dollars in terms of services. It is not sufficient for programs to spend money and do a lot of activities without accountability to the results from that spending.

Report results to citizens, the budget includes the PVR framework for each department and division that includes its purpose, services, goals, performance measures and data that communicates how well the goals are being achieved. Performance measure information will be updated throughout the year and can be viewed at www.muni.org.

Transparency in Budgeting

In addition to the inclusion of reports about program performance measurement, the operating budget document also provides significant detail on spending at the department and division level. This includes detailed breakdown on the components of salary and benefit spending (over 50 percent of the entire budget); details regarding the revenue that supports each department and division, and the types of positions that deliver services.

Balanced Budget

The Municipality is required to have a balanced budget, a budget in which revenues and funding sources and expenditures and funding uses are equal. The Municipality may use fund balance to supplement unexpected revenue shortfall when needed, in order to achieve a balanced budget. The mayor shall notify the Assembly in writing within 21 days if a projected revenue shortfall in aggregate exceeds one percent of the total general government operating budget. The notice shall be delivered to the municipal clerk's office for distribution to the Assembly.

Reports

The Chief Fiscal Officer shall provide financial reporting on a monthly basis to the Assembly, with an executive summary, as determined in June of each year. On a quarterly basis, monthly reporting shall include the additional reporting requested by the Assembly. Reported positive or negative variances of five percent or more for expenses by department and one percent or more for revenues in aggregate for all general government funds within the one hundred series of accounts shall be noted with specificity in the executive summary (AMC 6.40.015).

Six-Year Fiscal Program

At least 90 days before the end of the fiscal year of the Municipality, the Mayor shall submit to the Assembly, with recommendations from the planning commission, a six-year program for public services, fiscal policies and capital improvements of the Municipality. The program shall include estimates of the effect of capital improvement projects on maintenance, operation and personnel costs. The Assembly shall hold at least one public hearing on the six-year program prior to adoption (AMC 13.02).

Budget Procedures

The Municipality's budget process has four areas of focus:

General Government Operating

Day-to-day operation of programs and services—from paying police officer salaries, to maintaining parks, and plowing snow. The primary source of revenue required to support the operating budget comes from property taxes. The budget is presented for a calendar year, in line with the Municipality's fiscal year.

General Government Capital

Plan for additional funding for improvements to the Municipality's infrastructure, such as roads, park construction and repairs, and new fire stations. The main source of funds to pay for these improvements is new voter-approved bonds, which are a financing tool similar to a loan that is paid back over time with interest. Payment of these bond proceeds is called debt service and is included in the operating budget. The plan is presented for a calendar year, in line with the Municipality's fiscal year.

Enterprise and Utilities Operating and Capital

Anchorage Water and Wastewater and Anchorage Hydropower utilities and Solid Waste Services, Port of Anchorage, and Merrill Field enterprises. Each entity has its own operating and capital budgets, which are paid for by ratepayers or users of their respective services. The budgets are presented for a calendar year, in line with the Municipality's fiscal year.

Anchorage School District

Budget year runs from July 1 to June 30. The budget is proposed by the School Superintendent and approved by the School Board. In the spring, it is submitted to the Anchorage Assembly for their approval, which is limited to approval of the budget's bottom line.

Budget Planning and Timeline

The Mayor is required to submit the proposed general government, enterprise and utilities operating and capital budgets to the Assembly 90 days prior to the end of the fiscal year (October 2st).

Prior to that (120 days prior to the end of the fiscal year), the Administration is required to provide preliminary information on the budget, revenues, Tax Cap, and major reorganizations.

Key Dates in Budget Process	
Summer	Preliminary budget information gathered
September 2	Preliminary budget information to Assembly
October 2	Mayor proposed budgets
October, November	Assembly deliberates, holds public hearings
December	Deadline for Assembly approval
April	Finalize budget revisions, set property tax rates
May 15	Property tax bills in mail

Preparation of the budget starts much earlier. A preliminary planning phase gets underway in the summer. The Office of Management and Budget (OMB) works with

departments to review their programs and responsibilities, assess what is being done during the current year, and begins to make plans for the next budget year. Some considerations during this phase are:

- Contractually obligated increases, such as labor contracts and health insurance premiums;
- New facilities that will open during the next fiscal year that will require staff, supplies, and other operating expenses;
- New responsibilities or programs required by Federal, State or local laws;
- New or changed programs to meet community needs or interests;
- Programs that can be eliminated because they are ineffective, no longer required, or desired; and/or
- Efficiencies and savings that can be achieved through organizational management.

During this period of time, OMB also reviews projected revenue information in order to get an early indication of the Municipality's ability to afford current spending levels and/or the potential need for reductions.

Balanced Budget

The Municipality is required to have a balanced budget, a budget in which revenues and financing sources and expenditures and financing uses are equal. This, coupled with the Tax Cap, requires an early estimate of both expenditures and revenues. Once this revenue/spending assessment is made, each department is given guidance for developing its preliminary budget proposal. Such guidance includes general direction from the Mayor regarding his/her program priorities.

Mayor Proposes/Assembly Appropriates

The Mayor submits the proposed operating and capital budgets to the Assembly in early October, the Assembly holds public work sessions at which the Administration discusses the Mayor's proposal.

Public Engagement

The budget books are put on the Office of Management & Budget's website, as well as the Mayor's website, for the public to view. The Assembly is required to hold two public hearings on the Mayor's proposed budget, which is the official opportunity for the public to comment and the Assembly to consider amendments. These are usually held during October and November. The Anchorage Charter requires that the Assembly approve the budget 21 days before the end of the year (by December 10). But if for some reason they still have not reached agreement, the Charter was amended to allow the Assembly and Mayor to continue to work. Once agreement is reached, that budget is known as the "Approved Budget."

Veto Process

The Mayor has the ability to strike or reduce an appropriation in the operating or capital budget within 7 days from Assembly action. The Assembly then has 21 days from the Mayor's veto to override his/her action and must have a super-majority of 8 Assembly members to be successful. If a veto is sustained, the Mayor's action is implemented.

First Quarter Budget Amendments

During the spring following the budget's approval, the Administration finalizes the prior year's spending numbers and firms up revenues available to support the current year

budget, including final tax cap. This process, called “First Quarter Budget Amendments,” takes place in April and May and results in the Assembly’s approval of a “Revised Budget.”

Unlike the proposed budget process in the fall that requires two public hearings, the first quarter amendment process only requires one public hearing and usually is at the Assembly meeting that follows the Mayor’s introduction of the proposed amendments.

Based on these final spending decisions for general government, the Assembly then sets the tax rates for each service area. The Municipality’s schedule is to mail tax bills on May 15th with the first half payment due June 15th (state law requires that taxpayers be provided notification a minimum of 30 days before taxes are due).

Budget Monitoring, Controls and Amendments

The budget allocates spending among several categories: labor (salaries and benefits); non-labor (supplies, travel, contracts, etc); transfers; debt service; and depreciation and amortization. Each department, enterprise and utility is responsible for managing and monitoring their respective budget at these category levels. Actual expenditures may not exceed direct budget appropriations at the individual department levels and function budget appropriations at the enterprise, utility and general government fund levels. Spending reports are provided monthly to the Assembly which reflect labor, overtime, and non-labor expenditures compared to budget. Quarterly, the spending reports, grants to nonprofit organizations, and travel are provided to the Assembly.

The Assembly may, by resolution, reduce or increase appropriations during the course of the fiscal year. A resolution reducing or increasing appropriations by an amount in excess of \$500,000 shall be subject to a public hearing, as per AO 2020-29 updated Anchorage Municipal Code 6.10.085.B.1.a on April 28, 2020.

The Office of Management and Budget is authorized to transfer budget amounts within departments.

Revisions that change the total expenditures of any department, or fund, must be approved by the Assembly. Appropriations that are not expended, encumbered, or designated to be carried over, lapse at the end of the fiscal year.

Departments, enterprise and utilities also monitor their program performance measures throughout the year to ascertain if goals are being met.

2026 Proposed General Government Operating Budget
Municipality of Anchorage
Operating & Capital Budgets -- General Government / Utilities / Enterprises
DRAFT 2026 Budget Preparation Calendar at September 8, 2025

Action	Date	Ref	Category
Community Council Surveys Available Online	1-Mar		Capital
Service Area Board communication by departments	Mar-Dec		All
Rollover of QuesticaBudget (prior-year revised to budget-year proposed operating and capital)	1-Jun		All
Community Council Surveys closed and documented in Questica	20-May		Capital
Questica budget available to departments	9-Jul		All
Trainings/Review - OMB and departments - Mayor's guidance, QB, SAP, budget process, personnel review, etc.	Jul 1 - 31		All
OMB distributes Mayor's guidance and priorities to departments to include: operating, O&M schedules, Service Area budgets, PVRs, and CIB/CIP etc.	29-Jul		All
Controller to provide to OMB for all departments: interfund loan, GASB 87, and GASB 96 schedules.	1-Aug		All
Public Finance to provide to OMB, for all departments: bond P&I projections, debt schedules, bond payouts for next year, cash pool impacts/investment earnings, etc.	1-Aug		All
Treasury to provide to OMB: preliminary revenue projections and also data for Six-Year Fiscal Program	1-Aug		Operating
Finance to provide to OMB: fund balance, bond rating, and financial strategies data for appendices and Six-Year Fiscal Program	1-Aug		Operating
AEDC to provide data for Six-Year Fiscal Program	6-Aug		Operating
All departments submit proposed changes to OMB to include: department narratives (descriptions/goals/business plans/etc), operating adjustments, revenue projections, O&M schedules, Service Area budgets, PVRs, and CIB/CIP etc.	8-Aug		All
OMB compiles summaries of department budget changes for review	8-Aug		All
OMB sends <u>preliminary</u> utility/enterprise 8 year summaries, revenue/expense statements, with focus on: debt, debt/equity ratios, etc. to Public Finance for review	8-Aug		Util/Ent
OMB sends <u>preliminary</u> CIB - GO bonds to Public Finance for bond counsel review	8-Aug		Capital
Mayor meets with departments and reviews budget proposals	Aug 11 - 22		All
Public Finance to provide to OMB: review of utility/enterprise 8 year summaries, revenue/expense statements, with focus on: debt, debt/equity ratios, etc.	15-Aug		Util/Ent
Public Finance to provide to OMB: bond counsel review of GO bond projects	15-Aug		Capital
OMB discussions with Mayor and Execs	Aug 25 - 29		All
OMB sends <u>preliminary</u> 120 Day Memo to Mayor for review	22-Aug		Operating
Mayor's decisions on <u>preliminary</u> 120 Day Memo	27-Aug		Operating
Mayor's decisions on Utility/Enterprise budgets to OMB	29-Aug		Util/Ent
Mayor's decisions on proposed CIB/CIP to OMB	29-Aug		Capital
Initial assessed value projection due to OMB from Prop. Appraisal	29-Aug		Operating
("120 Day Memo") Mayor's <u>preliminary</u> budget information to Assembly and online (revenues, tax limit, service priorities, reorganizations, utility/enterprise business plans, update to utility/enterprise strategic business plans, and proposed CIPs)	29-Aug	(A)	All
Mayor's final decisions on operating budget before IGC calculations	5-Sep		Operating
OMB Completes Proposed CIB/CIP book for Exec Review	5-Sep		Capital
OMB run IGCs	8-Sep		Operating
Mayor's final decisions on operating budget after IGC calculations	10-Sep		Operating
OMB Completes Proposed Utility/Enterprise book for Exec Review	12-Sep		Util/Ent
Exec final decisions on Proposed CIB/CIP book	12-Sep		Capital
Exec final decisions on Proposed Utility/Enterprise book	17-Sep		Util/Ent

2026 Proposed General Government Operating Budget
Municipality of Anchorage
Operating & Capital Budgets -- General Government / Utilities / Enterprises
DRAFT 2026 Budget Preparation Calendar at September 8, 2025

Action	Date	Ref	Category
OMB completes GG operating budget books and Six-Year Fiscal Program for Exec Review	17-Sep		Operating
OMB finalizes Proposed CIB/CIP book and Assembly documents	19-Sep		Capital
OMB finalizes Proposed Utility/Enterprise book and Assembly documents	19-Sep		Util/Ent
Exec final decisions on Proposed GG operating budget books and Six-Year Fiscal Program	24-Sep		Operating
OMB finalizes GG operating budget books and Six-Year Fiscal Program	24-Sep		Operating
OMB completes assembly documents for GG operating budgets and Six-Year Fiscal Program	24-Sep		Operating
OMB submits budgets and Six-Year Fiscal Program to Assembly and online (NLT October 2)	1-Oct	(B)	All
Formal introduction of Mayor's budgets to Assembly	7-Oct		All
Assembly Worksession 1 of 2 - General Government Operating & Capital	10-Oct		All
Planning & Zoning Commission recommendations on CIB/CIP; (first Monday after Assembly introduction of Mayor's CIB/CIP)	20-Oct		Capital
Assembly Public Hearing # 1 on proposed budgets	21-Oct	(C)	All
Assembly Worksession 2 of 2 - General Government Operating & Capital	24-Oct		All
Assembly Public Hearing # 2 on proposed budgets	4-Nov		All
Assembly Worksession - Assembly proposed amendments	7-Nov		All
Administration prepares S-Version	12-Nov		All
Assembly Budget Approval Meeting - Assembly amendments and adoption of budgets	18-Nov	(D)	All
OMB upload adopted budget into SAP for budget year use	19-Nov		Operating

Note: All dates are subject to change.

A

6.10.040 Submittal and adoption of municipal operating and capital budget. **September**

A. At least 120 days before the end of the fiscal year the Mayor shall submit to the Assembly the following:

1. A preliminary general government capital budget/capital program and utilities capital budget/capital program.
2. Proposed utility business plans and update to utility strategic plans.
3. Preliminary general government revenue plan, tax limitation, and administration service priorities.
4. Major departmental consolidations, reorganizations or establishments necessitating changes to Chapter 3.10 or 3.20, pertaining to executive organization, and required by proposed budgets for the next fiscal year.

B

Section 13.02. Six-Year Fiscal Program. October

At least 90 days before the end of the fiscal year of the municipality the mayor shall submit to the assembly, with recommendations from the planning commission, a six-year program for public services, fiscal policies and capital improvements of the municipality. The program shall include estimates of the effect of capital improvement projects on maintenance, operation and personnel costs. The assembly shall hold at

Section 13.03. Operating and capital budget. October

At least 90 days before the end of the fiscal year of the municipality the Mayor shall submit to the Assembly a proposed operating and capital budget for the next fiscal year. The form and content of the budget shall be consistent with the proposed six-year program. The Mayor shall submit with the budget an analysis of the fiscal implications of all tax levies and programs.

C

Section 13.04. Budget hearing.

The Assembly shall hold at least two public hearings on the proposed operating and capital budget for the next fiscal year, including one hearing at least 21 days after the budget is submitted to the Assembly, and one hearing at least seven but not more than 14 days prior to the

D

6.10.040 Submittal and adoption of municipal operating and capital budget.

B. The general government capital budget/capital program will be adopted at least 21 days prior to the end of the fiscal year of the municipality.

Appendix V

Department Goals Aligned with Mayor's Strategic Framework

Mayor's Overarching Framework

Values

- Nonpartisan collaboration
- Problem solving
- Public service
- Innovation

Goals



Good Government – Ensuring ethical and accountable government, balancing the budget, and delivering quality, effective government services.



Safe Anchorage – Creating a safer, healthier Anchorage for all by addressing homelessness, investing in crisis response services and public health, cleaning up our parks, trails and public spaces, and staffing up our public safety departments.



Building Our Future – Laying the foundation for a more prosperous future through housing solutions, economic development and investments in childcare, public infrastructure and quality of life.

Goals that Contribute to Achieving the Mayor's Mission:



Good Government – Ensuring ethical and accountable government, balancing the budget, and delivering quality, effective government services.

Mayor LaFrance is committed to an ethical, accountable, and effective local government focused on serving the people of Anchorage.

In recent years, the Municipality faced a series of operational challenges that impacted service delivery. These challenges included high levels of staff vacancy, along with a series of financial challenges that impacted the ability to close the books and budget strategically.

Mayor LaFrance's first year in office focused on resolving these significant issues and setting a strong foundation in order to provide the quality services that Anchorage residents expect. The administration is continuing to build upon that foundation to improve municipal services, enhance recruitment and retention efforts, and provide effective, transparent, and forward-looking fiscal management.

Department Goals that Contribute to Achieving Good Government:

Chief Administrative Officer – Federal Compliance Office

- Ensure compliance with federal grant requirements

Chief Administrative Officer – i-Team

- Achieve quantifiable cost savings and efficiencies in municipal processes

Chief Administrative Officer – Risk Management Division

- 24-hour claimant contact and zero Workers' Compensation late payment penalties.
- Recover \$1,000,000 annually in damage to MOA property.
- Assure a 24 hour turn around on all permits, contracts & Request for Proposal (RFP).
- Hold insurance renewals to expiring premiums or less annually for both the MOA and ASD. Inventory is added as acquired.
- Lower the cost of Municipal operations by reducing both the number of accidents and the severity of accidents in workers' compensation, auto liability and general liability exposures.

Development Services

- Continue to improve customer service by adding and retaining permit counter staff, improving employee morale, improving employee knowledge base with new training opportunities and instituting easy online permitting and payment systems.
- Increasing property values and providing development opportunities by removing blighted properties and readying lots for redevelopment.
- Increasing department transparency and informing the public by tailoring weekly and monthly permitting and construction valuation reporting to provide both detailed and "big picture" information.
- Increasing revenue by revamping antiquated accounting practices to ensure all department revenue is correctly captured.

Equal Rights Commission

- Continue to respond to inquiries in a timely manner.
- Complete all cases no later than our current deadline of 240 days.

Finance Department – Controller Division

- Report fairly, without material misstatement, the financial results of the Municipality of Anchorage on an annual basis.
- Maintain a system of internal controls such that transactions are accurately recorded on a timely basis to reduce the risk of fraud and error.
- Record transactions accurately and timely.
- Pay vendors accurately and timely.

Finance Department – Property Appraisal Division

- Timely annual assessment of all taxable property.
- Completion of annual assessment appeals.
- Improve Property Appraisal assessment functions to ensure accurate data collection for property records and market assessments.
- Advance public education about assessment issues.

Finance Department – Treasury Division

- Enforce and increase collections of all valid taxes and delinquent fines and fees owed to the Municipality.
- Promote and improve timely posting and analysis of municipal revenues.

Fire

- Assume management of Anchorage Safety Patrol to better align the continuum of care. In conjunction with creating single-role emergency medical technician positions in the AFD, this could improve opportunity, service, recruiting, and diversity within the workforce.

Health

- Enhance readiness to respond to public health emergencies by training Anchorage Health Department staff as members of the Crisis Health Action Team (CHAT).

Human Resources

- Enhance municipal human resources to include innovative workforce standards; focus on hiring, recruitment, wages and benefits, and retention.
- Improve the administration, consistency, and accuracy of the position classification system.
- Expand the pool of qualified candidates available to fill Municipal positions.
- Develop meaningful and cost-effective employee benefit options.
- Negotiate fiscally responsible collective bargaining.
- Negotiate and administer collective bargaining agreements that maximize management flexibility.
- Fill critical department vacancies that impact service delivery.
- Enhance leadership development and management training.
- Implement recruiting strategies to increase staff diversity.

Information Technology

- Upgrade and maintain the city's digital infrastructure to ensure high-speed and reliable internet connectivity.
- Create intuitive and user-friendly mobile apps and web portals that enable citizens to access services conveniently and efficiently.
- Implement robust security measures to protect sensitive information and gain citizens' trust in using technology for municipal services.
- Embrace open data initiatives, providing transparent access to relevant city data.
- Collaborate with local educational institutions and training programs to promote the development of a skilled tech workforce.
- Evaluate and upgrade the remote work access system to ensure stability and security for MOA employees.
- Conduct a comprehensive assessment of the current IT service delivery process and identify areas for improvement, such as response time, issue resolution, and user satisfaction.
- Develop and implement processes, standards, and policies based on industry best practices, such as ITIL, to enhance efficiency of the Information Technology department.
- Identify and implement appropriate IT tools and solutions that can optimize resource efficiency within the MOA organization.

- Plan and execute a phased approach to refresh the aging IT infrastructure, prioritizing critical components first, while also implementing scalable solutions to accommodate future growth needs.

Internal Audit

- Provide the Assembly and Mayor with objective information by completing the requested audits and special projects in the approved annual audit plan.

Library

- Timely and responsive access to a diverse collection of materials in order to promote literacy and life-long learning resources.
- Provide expert information and reference services to the public through excellent customer service and trained staff.

Maintenance & Operations

- Complete declared plow-outs within 84 hours of a snowfall four inches or more within Anchorage Roads and Drainage Service Area (ARDSA)
- Repair reported potholes within 24 hours within ARDSA
- Annually inspect and clean “as required” all storm drain structures per Alaska Pollution Discharge Elimination System (APDES) Phase II permit within ARDSA
- Improve response times to prioritized work order requests.

Management & Budget

- Improve the quality of the budget-related information provided to residents and decision-makers by continuing to receive the “Distinguished Budget Presentation Award” from Government Finance Officers Association (GFOA).
- Improve accuracy of Assembly documents prepared by departments.
- Maintain the Mayor’s “Performance. Value. Results” performance-based management initiative.
- Improve departments’ understanding of Intra-governmental charge (IGC) system.
- Ensure departments are satisfactorily served.

Municipal Attorney

- Develop and maintain institutional knowledge through effective recruitment and retention of attorneys and legal staff.
- Provide timely, effective, ethical advice to all municipal departments to help them better serve municipal employees and the public.
- Maintain high quality, efficient production of legal services through low turnover rate of professional staff, and successful completion by attorneys of subject matter training/continuing legal education.
- Effectively defend or pursue municipal interests through negotiation, communication, and litigation where necessary.
- Avoid or mitigate undue municipal liability.
- Litigate efficiently by building in-house expertise, with the goal of improving timeframe between hearing and decision and achieving a low incidence of remand or reversal on appeal in litigation.
- Oversee indigent defense contracts to ensure that defendants’ constitutional rights are protected.
- Provide speedy and just resolution in administrative hearings.

- Build and maintain public trust in the Municipality by ensuring lawful, ethical municipal operations.

Municipal Manager Department

- Improve organization efficiency and effectiveness by improving process and procedures.

Municipal Manager Department – Safety

- Ensure management commitment and employee participation in all safety and health programs at all levels in the organization.
- Maintain active engagement of management and employees in growing and developing our Culture of Safety.
- Assist in resolving safety and health issues through networking, research and working synergistically across all departments.

Municipal Manager Department - Transportation Inspection Division

- Promote a service-oriented ethic within the regulated vehicle industry.

Parks & Recreation

- Promote Anchorage's world-class park and trail system to attract businesses and retain a talented workforce.
- Foster public-private partnerships to diversity funding sources for capital improvement projects through state and federal grants, volunteer support and private contributions.
- Maximize budgeted resources through effective scheduling of facility hours and programs to align with community demand.
- Reorganization of Park Maintenance, Horticulture, Community Work Service, and the Cemetery operation to be more effective and efficient through strategic and data driven change.
- Through planned and managed development improve the safety, appearance, and usability of Anchorage Neighborhood Parks in an effective and cost-efficient manner.
- Provide opportunities for residents and visitors to enjoy Anchorage's parks and facilities.
- Offer aquatic programs year-round for public safety and recreation.
- Expand outreach to various Anchorage communities to promote and celebrate parks, trails, and facilities.
- Partner with organizations to provide programming in parks that creates a sense of place and community ownership.

Planning

- Incorporate the necessary tools and training for staff to serve the public effectively.
- Examine and track the level of tax subsidy for the processing of zoning and platting cases.
- Develop staff resources to serve as projects managers to assist major housing and economic development projects from concept phase to issuance of certificate of occupancy.
- Provide timely and accurate services for applicants requesting:
 - Land use reviews/determinations
 - Administrative land use permits
 - Zoning and platting services
- Provide timely, clear, and accurate information about zoning and platting cases to the general public and to the citizens serving on Anchorage's four land use regulatory

boards: Planning and Zoning Commission, Platting Board, Zoning Board of Examiners and Appeals, and Urban Design Commission.

Project Management & Engineering

- Delivering cost-effective capital project contracts that are procured through a competitive bidding process and are administered effectively to minimize change order costs.
- Ensure that all information published by the municipal GIS is up-to-date and accurate.

Public Transportation

- Provide a cost-effective service by maximizing local tax dollars which support transit efforts in coordination with eligible state and federal grants.
- Maximize administrative resources to reduce redundancy, promote concise processes, and clear communication.
- Maintain hardware and software applications for providing automated operating systems to meet the needs of transit customers most efficiently and effectively.
- Ensure effective and efficient bus route planning and scheduling.
- Explore best practices in three key areas: engagement and support, engineering and maintenance, and enforcement and monitoring.

Purchasing

- Provide departments with the knowledge needed to successfully procure items/services at the best value for the city with minimal difficulty (standardize and streamline processes).
- Provide training to departments on the purchasing processes and contract administration to increase efficiency and accuracy.
- Ensure that procurements are made in compliance with all laws and policies, while measuring the accuracy and fairness of the Purchasing bidding process.

Real Estate

- Generate revenue through disposals and use permits of HLB inventory provided to municipal and other agencies, and to the private sector.
- Annual tax foreclosure process: Collection of delinquent property taxes and assessments.
- Annual process for taking Clerk's Deed and subsequent sale of deeded properties via sealed bid auction.
- Review all contract files annually to maintain current and accurate information and contractor compliance.



Safe Streets and Trails – Creating a safer, healthier Anchorage for all by addressing homelessness, investing in crisis response services and public health, cleaning up our parks, trails and public spaces, and staffing up our public safety departments.

Anchorage faces significant challenges when it comes to homelessness, health, and public safety. Mayor LaFrance is committed to making our streets, trails, parks and public spaces safer for everyone who lives in or visits Anchorage. The following priorities are key to the administration's efforts to ensure a Safe Anchorage for all:

- Addressing Homelessness, particularly unsheltered homelessness
- Investing in Crisis Response Services

- Improving Public Safety and Staffing Up Public Safety Departments
- Creating Safe and Vibrant Public Spaces

Department Goals that Contribute to Achieving the Mayor’s Mission:

Development Services

- Mobilize ROW Enforcement plow trucks to assist Street Maintenance and Parks and Recreation with snow removal operations on critical streets and trailheads.
- Ensure new developments incorporate adequate snow storage, drainage improvements, lighting and bike/pedestrian facilities.
- Assist APD in the abatement of derelict properties and homeless camps.
- Demolish blighted, vacant properties to reduce the number of “hotspots” requiring APD and AFD resources.

Equal Rights Commission

- Seek to design and implement effective outreach programs so that all Anchorage residents will know that we exist and can assist them with discrimination and sexual harassment.

Fire

- Expand the Mobile Crisis Team to 24/7. The pilot program has proven its use and community demand at night.

Health

- Provide public transportation services which are safe, convenient, accessible, and reliable.
- Ensure vehicles, bus stops, and transit assets are maintained in an accessible, safe, and reliable condition.
- Implement a transit safety and security program.
- Provide operator safety and training.
- Treat all individuals with dignity and respect, serve the entire community. Provide training and education for public transportation employees to be more effective and responsive to those who are experiencing homelessness.
- Provide education and outreach to social service organizations serving the homeless population.

Library

- Improve public safety by providing safe and stimulating places and clean, well-maintained buildings for all.

Maintenance & Operations

- Support the efficient, safe operations of emergency services by providing expeditious maintenance of public safety mission critical infrastructure with a goal of 100% reliability.
- Minimize the downtime of Fire, Police, and General Government personnel.
- Assess LED Lighting options and design installation plan for LED streetlights.

Municipal Attorney

- Provide effective, timely assistance to law enforcement (APD and AFD).

- Assist law enforcement in increasing transparency in accordance with federal, state, and municipal law.
- Support Municipal Prosecution to ensure that misdemeanor crimes affecting daily life and safety within Anchorage are handled appropriately, either through prosecution or diversion programs to reduce recidivism.
- Support the Homelessness Coordinator, administration, municipal departments, and Assembly in creating and applying effective and legally sound laws and policies to address issues arising from homelessness.

Municipal Manager Department – Emergency Management Division

- Ensure community education and public outreach programs are effective in preparing citizens for emergencies and disasters.

Municipal Manager Department - Transportation Inspection Division

- Protect the safety and welfare of the regulated vehicle customers.

Parks & Recreation

- Provide recreation opportunities that are safe, secure, and enjoyable.
- Through the practice of routine maintenance, maintain Municipal Park assets to ensure optimum risk management by keeping parks, trails, and facilities in a state of good repair and that are safe and welcoming.
- Coordination with APD and the administration to promptly respond to the camp abatement process.
- Maintain vegetation within public space to open sight lines for public safety while reducing the likelihood of hidden and illegal camps.
- Continued focus on “healthy spaces” camp clean-up program to provide safe welcoming spaces for recreation and environmental stewardship.
- Upgrade aging park infrastructure to provide a safe experience to park and trail users.
- Continued development of inclusive playgrounds to serve the Anchorage population of all abilities.

Planning

- Apply Crime Prevention through Environmental Design guidelines in the review of site and building plans.
- Adopt policies and procedures to minimize the impacts of and response to natural disasters.
- Provide guidance in the design of public and private development projects that fosters crime prevention and minimizes the impacts from natural and man-made disasters.

Police

- Aggressively investigate and pursue violent criminals, specifically those involved in gun crime, drug trafficking and gang violence.
- Disrupt and intervene in illegal drug production, manufacturing, importation, or distribution; address drug-related activities that are having a significant harmful impact at the neighborhood level.
- Effectively partner with other governmental and community stakeholders to ensure the appropriate resources are available to assist individuals who are experiencing homelessness, mental illness, and substance abuse. Individuals in these communities are disproportionately impacted by crime. Intervene appropriately to address victimization and to hold offenders accountable.

- Reduce violence against women and children and strengthen services to victims of domestic violence, child abuse, sexual assault, and human trafficking.
- Maintain the rate of Uniform Crime Report (UCR) Part I crimes in Anchorage at or below the national average for comparable size communities.
- Answer 911 calls within national standard time range, under National Emergency Number Association (NENA) standards.

Project Management & Engineering

- Implement design and construction efforts for capital improvement projects that are safe, code compliant, informed by planning goals, multi-modal for active transportation needs, connected to transportation networks, context sensitive, and invested in creating vibrant public spaces.
- Manage the timely repair and replacement of aging roadway infrastructure by implementing a capital improvement program that monitors asphalt pavement conditions.
- Rehabilitate streets and roadways to maintain or improve service level conditions.

Public Transportation

- Provide public transportation services which are safe, convenient, accessible, and reliable.
- Ensure vehicles, bus stops, and transit assets are maintained in an accessible, safe, and reliable condition.
- Implement a transit safety and security program.
- Provide operator safety and training.
- Maintain enhanced COVID-19 cleaning protocols for vehicles and facilities.
- Treat all individuals with dignity and respect, serve the entire community. Provide training and education for public transportation employees to be more effective and responsive to those who are experiencing homelessness.
- Provide education and outreach to social service organizations serving the homeless population.

Real Estate

- Maximize amount of acreage mitigated through appropriate responses to negative impacts on MOA land inventory due to fire, insect damage, illegal dumping of hazardous or contaminated materials, trespassing, and/or vandalism by property inspections.

Traffic Engineering

- Continuous improvement in the safe and efficient movement of people and goods.
- Timely investigation and response to community traffic inquiries.
- Traffic operation improvements that maximize transportation safety and system efficiency.



Building Our Future – Laying the foundation for a more prosperous future through housing solutions, economic development and investments in childcare, public infrastructure and quality of life.

Anchorage is a diverse subarctic community situated on the traditional homelands of the Dena'ina Athabascans. The community has incredible potential, but it is facing big economic challenges, including with the workforce, outmigration, housing and economic development, and affordability.

Mayor LaFrance is committed to addressing these challenges and making Anchorage a safer, more affordable and attractive place to live, work, play and visit. The administration remains focused on removing barriers to housing development, bolstering economic development, improving access to quality childcare, and pushing for a more reliable energy future.

These areas of interest have been identified as focuses by Mayor LaFrance in the effort to Build Our Future:

- Housing
- Economic Development
- Workforce Development and Childcare
- Energy

Department Goals that Contribute to Achieving the Mayor’s Mission:

Chief Administrative Officer – Grant Development

- Secure additional funds to support municipal projects and services

Chief Administrative Officer – Venues

- Provide cost-effective quality-of-life offerings

Development Services

- Work with the community and legislature to revamp outdated regulatory requirements hindering economic development.
- Incentivize more multifamily development by building regulatory discretion into codified off-site improvement requirements.
- Simplify permitting, review and inspection processes with updated and improved software functionality.
- Collaborate with the development community to identify development roadblocks and find compromises.
- Rework contract bonding language in coordination with the Legal Department to allow for a more diverse pool of contractors to bid on private development projects, create a more competitive bidding environment and drive down construction prices.

Equity & Inclusion

- Establish baseline equity data targets/benchmarks in collaboration with partners and establish goals and initiatives to make progress and processes to track outcomes.
- Develop methods to determine how disparate impacts will be documented and evaluated.
- Collect, evaluate, and analyze indicators and progress benchmarks related to addressing systemic disparities.

Finance Department – Public Finance and Investments Division

- Maintain a rating of at least “AA” for the MOA’s general obligation bonds.
- Refund any outstanding debt that provides a minimum net present value savings and provide the most cost-effective source of financing for all departments of the MOA.
- Invest only in securities that comply with AMC at the time of investment.
- Provide an investment return, gross of fees, that outperforms the respective benchmark for each portfolio manager within the MCP.

Finance Department – Treasury Division

- Provide enhanced service to the general public and business community and increase growth in e-commerce (i.e., information sharing and monetary transactions) through increased public use of the Municipal website and other means.

Health

- Increase community and agency partnerships in public health initiatives.
- Improve public health of the next generation through education, counseling, and supporting infant breastfeeding.
- Improve the quality of life for Aging and Disability Resource Center clients through information referral and options counseling to support cost-effective decisions about long-term service and support needs.
- Increase the well-being of children and the public through response to reports of child treatment concerns (abuse, neglect, injury, supervision, safety hazards, etc.) in childcare facilities.

Library

- Improve economic advancement by providing equitable access to computing equipment, programs, and resources.
- Improve civic engagement, cultural enrichment, and enhance the quality of life for all Anchorage residents through provision of life-long educational services including library materials, online resources, and programs/events.
- Increase opportunities for our children's success when they enter school, by supporting the foundations of reading, social skills, and creative skills through early learning educational activities.
- Enhance quality of life for all Anchorage Residents through library services.

Municipal Attorney

- Support departments with a role in Anchorage's economic, energy and housing development.
- Assist departments, administration, and Assembly in efforts to communicate and coordinate on shared goals.
- Advise administration on policies and proposed code changes to improve the Municipality's ability to recruit and retain qualified employees.

Parks & Recreation

- Engage residents and user groups to actively participate and volunteer in park projects and stewardship.
- Continued investment in parks and trails to create jobs and support construction industry.
- Collaborate with non-profits such as the Anchorage Park Foundation and Visit Anchorage on initiatives to expand tourism in Anchorage.
- Partner with organizations such as the Anchorage Downtown Partnership and other non-profit organizations to provide programming and events in parks.
- Provide new opportunities for concessionaires to operate in parks to support small business while enhancing user experience.

- Provide satisfying positive experiences through quality recreation, leisure and civic programs in Anchorage's parks and facilities.
- Partner with schools to provide outdoor programming opportunities in parks and along trails.
- Provide recreation programs and services that are affordable and accessible to all residents.

Planning

- Engage the community in land use planning activities to make decisions about land uses and transportation, as well as public facilities, economic development, housing, and other public issues that are vital to a healthy and livable community.
- Review and make necessary changes to codes, regulations, land use approval, building permit and other processes to reduce barriers to housing and non-residential development.
- Assist health and higher education partners in implementing their campus master plans to ensure continued quality health care and higher education is provided in-state.

Project Management & Engineering

- Support economic growth and development by responding to public inquiries regarding easements and plats to be filed with the District Recorder's Office.
- Ensure land surveying records and project information are in conformance with Municipal Code and Alaska State Statute. Provide survey support to municipal departments.
- Support project development as the lead acquisition agent for the Municipality by acquiring property interest as required on capital projects and various property and easement requests on municipal owned land. Serve as the direct contact for property owners with questions regarding ownership and right-of-way easement interests.
- Protect Anchorage's streams and waterways from pollutant sources by managing permit programs to meet stormwater discharge compliance with State and Federal permit requirements.

Public Transportation

- Operate an equitable transportation system that connects people to opportunity.
- Connect people to jobs and jobs with people.
- Increase mobility options to help get the community back to work and allowing them to get to school, church, grocery store, medical services, and other supporting businesses.
- Provide fast and frequent service to make public transportation a viable option for residents and tourists and allow employers to tap into a larger workforce.
- Expand access to People Mover fare sales using new and existing technology.
- Contribute to economic development, improved environmental quality, better public health, land use, and improved quality of life.
- Operate an equitable transportation system that offers individuals greater opportunity to better themselves and provide for their families.
- Connect social service agencies with people experiencing homelessness through transit services and facilities.

- Support parking reductions that lower development costs in transit supportive development corridors.

Purchasing

- Increase local vender participation in solicitations.
- Continue to work with and explore alternative procurement methods when contracting situations would benefit from their use.

Real Estate

- Identify municipal raw lands suitable for pre-development activities, e.g., zoning, platting, roads, water/sewer, etc.
- Maximize amount of acreage available for development of housing by reviewing inventories, determining if surplus to municipal needs, perform steps necessary for disposal, market approved disposals, complete real estate transactions with private parties to create a larger available housing inventory.