Municipality of Anchorage

MUNICIPAL UTILITIES

**2004 PROPOSED OPERATING AND
CAPITAL IMPROVEMENT BUDGETS**

**2004-2009 PROPOSED CAPITAL
IMPROVEMENT PROGRAM**

Mark Begich
Mayor

Community, Security, Prosperity

October 3, 2003

Dear Residents of Anchorage:

Enclosed are the Proposed 2004 Municipal Utilities' Operating Budget and 2004-2009 Utility Capital Budget/Program for all of our municipal utilities.

Our utilities are well managed and financially sound and the 2004 budgets reflect a continued positive direction: Each utility's budget was prepared following consistent planning assumptions and guidelines. The Administration reviewed each of the utilities' operating and capital budgets concentrating on key areas such as revenues, expenses, net income, workforce projections, and rate increase projections.

An update to this submission will be forthcoming to incorporate the effects of a wage and salary freeze, and to standardize municipal utility service assessments across the utilities.

The primary goal of our utilities continues to be providing quality service at reasonable rates. Our utilities will continue to meet debt service requirements, prudently increase equity, adequately maintain cash reserves and generate sufficient revenues to maintain their plants in good working condition.

I am proud of the management and performance of our utilities and I intend to continue to encourage each utility to achieve greater efficiencies while maintaining quality service.

Sincerely,

Mark Begich

Mark Begich
Mayor

MUNICIPAL UTILITIES

2004
PROPOSED
OPERATING AND
CAPITAL IMPROVEMENT PROGRAM

2004 – 2009
PROPOSED
CAPITAL IMPROVEMENT PROGRAM

2004
PROPOSED
BUSINESS/STRATEGIC PLANS

Mark Begich, Mayor

Assembly

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

ADMINISTRATION

Denis C. LeBlanc...Municipal Manager
Mary Jane Michael .... Director , Economic & Community Development
Jeffrey E. Sinz ....Chief Fiscal Officer

MUNICIPAL UTILITIES
PROPOSED
2004 OPERATING AND CAPITAL BUDGETS
BUSINESS/STRATEGIC PLANS

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V. SOLID WASTE SERVICES