

September 30, 2011

Dear Residents of Anchorage:

I am pleased to submit to the Assembly the Proposed 2012 Municipal Utilities Operating Budget and 2012-2017 Utility Capital Budget/Program for the municipal utilities and enterprise activities, as well as for the Anchorage Community Development Authority.

Many of the basic services Anchorage residents rely on daily—safe water, reliable electricity, safe and efficient delivery of goods—come from municipal-owned utilities and enterprise activities.

My primary goal for the utilities is to continue to provide quality service at reasonable rates. Our utilities will continue to meet debt service requirements, prudently increase equity, adequately maintain cash reserves, and generate sufficient revenue to maintain their plants in good working condition.

I am proud of the management and performance of our utilities and enterprises and will continue to encourage each utility and their respective board to achieve greater efficiencies while maintaining quality service.

Sincerely,



Dan Sullivan  
Mayor

**2012 PROPOSED  
MUNICIPAL UTILITIES / ENTERPRISE ACTIVITIES  
ANCHORAGE COMMUNITY DEVELOPMENT AUTHORITY  
OPERATING AND CAPITAL BUDGETS**

**Table of Contents**

	<b><u>Page</u></b>
<b>I. ANCHORAGE WATER AND WASTEWATER UTILITY</b>	
Organization Chart .....	AWWU - 1
Utility Profile .....	AWWU - 2
Budget Assumptions.....	AWWU - 6
Workforce Projections .....	AWWU - 7
Water Utility 11-Year Summary Operating Budget.....	AWWU - 8
Water Utility Statement of Revenues and Expenses .....	AWWU - 9
Water Utility Operating Budget Detail.....	AWWU - 10
Water Utility Capital Improvement Program .....	AWWU - 11
Wastewater Utility 11-Year Summary Operating Budget.....	AWWU - 12
Wastewater Utility Statement of Revenues and Expenses.....	AWWU - 13
Wastewater Utility Operating Budget Detail .....	AWWU - 14
Wastewater Utility Capital Improvement Program.....	AWWU - 15
 <b>II. MERRILL FIELD AIRPORT</b>	
Organization Chart .....	MF - 1
Utility Profile .....	MF - 2
Business Plan/Updated Strategic Plan .....	MF - 4
Highlights and Future Events.....	MF - 7
Budget Assumptions.....	MF - 8
Workforce Projections .....	MF - 10
11-Year Summary Operating Budget.....	MF - 11
Statement of Revenues and Expenses.....	MF - 12
Statement of Cash Sources and Uses .....	MF - 13
Operating Budget Detail .....	MF - 14
Capital Improvement Program.....	MF - 15
Anchorage: Performance. Value. Results .....	MF - 16

## **Table of Contents**

### **III. MUNICIPAL LIGHT AND POWER**

#### **Page**

Organization Chart .....	MLP - 1
Utility Profile .....	MLP - 2
Business Plan.....	MLP - 5
Highlights and Future Events.....	MLP - 17
Budget Assumptions.....	MLP - 19
Workforce Projections .....	MLP - 20
11-Year Summary Operating Budget.....	MLP - 21
Statement of Revenues and Expenses.....	MLP - 22
Statement of Cash Sources and Uses .....	MLP - 24
Operating Budget Detail .....	MLP - 25
Capital Improvement Program.....	MLP - 26

### **IV. PORT OF ANCHORAGE**

Organization Chart .....	PORT - 1
Utility Profile .....	PORT - 2
Business Plan.....	PORT - 4
Highlights and Future Events.....	PORT - 11
Budget Assumptions.....	PORT - 13
Workforce Projections .....	PORT - 15
11-Year Summary Operating Budget.....	PORT - 16
Statement of Revenues and Expenses.....	PORT - 17
Statement of Cash Sources and Uses .....	PORT - 18
Operating Budget Detail .....	PORT - 19
Capital Improvement Budget .....	PORT - 20
Anchorage: Performance. Value. Results .....	PORT - 21

### **V. SOLID WASTE SERVICES**

Organization Chart .....	SWS - 1
Business Plan.....	SWS - 2
Workforce Projections .....	SWS - 3
Refuse Collections 11-Year Summary Operating Budget.....	SWS - 5
Refuse Collections Statement of Revenues and Expenses.....	SWS - 6
Refuse Collections Statement of Cash Sources and Uses.....	SWS - 7
Refuse Collections Operating Budget Detail .....	SWS - 8
Refuse Collections Capital Improvement Program.....	SWS - 9

## **Table of Contents**

	<b><u>Page</u></b>
Disposal Utility 11-Year Summary Operating Budget.....	SWS - 10
Disposal Utility Statement of Revenues and Expenses.....	SWS - 11
Disposal Utility Statement of Cash Sources and Uses .....	SWS - 12
Disposal Utility Operating Budget Detail .....	SWS - 13
Disposal Utility Capital Improvement Program.....	SWS - 14
Anchorage: Performance. Value. Results. ....	SWS - 15
 <b>VI. Anchorage Community Development Authority</b>	
Organization Chart .....	ACDA - 1
Profile.....	ACDA - 2
Statement of Revenues and Expenses.....	ACDA - 4
Statement of Cash Sources and Uses .....	ACDA - 5
Capital Budget Proposed.....	ACDA - 6