2021 Approved

Municipal Utilities / Enterprise Activities and Anchorage Community Development Authority

Operating and Capital Budgets

Municipality of Anchorage, Alaska

Ethan Berkowitz, Mayor

Municipality of Anchorage

Cover Photo Credits:

“Whale Song” - Aurora Sidney-Ando and Christina Demetro

“Flattop Sunset” - Teri Hendricks

“Bears on Parade” - Leilah Lawyer

“Winner Creek Trail Bridge” - JodyO.Photos

“Town Square Flowers” - Roy Neese

“Lakeside Kayaks” - Nicole Geils

“Bears on Parade” - Leilah Lawyer

“Anchorage, AK” - Daryl Pederson

“Bronze” - Chris Arend

Municipality of Anchorage

Office of the Mayor

Austin Quinn-Davidson
Acting Mayor

December 1, 2020

Dear Residents:
Enclosed are the 2021 Municipal Utilities and Enterprise Departments' operating budgets, as well as their respective 2021-2026 capital budgets and program, as approved by the Anchorage Assembly on November 17, 2020.

Municipal-owned utilities provide residents and businesses safe water and an efficient system of waste collection and disposal. Thanks to the efforts of Municipal employees, these utilities provide outstanding services to the residents of Anchorage.

In April 2018, voters approved the sale of one of our utilities, Municipal Light & Power (ML&P). As of October 30, 2020, the approximately $1 billion sale is complete, making it the largest business deal in Anchorage history. The sale will generate immediate rate reductions for ML&P ratepayers as well as long-term savings for all ratepayers.

Since 2017, the Municipality of Anchorage (MOA) has been working to establish a storm water utility (SWU). The analysis is currently in Phase 2 of development with the anticipation of a decisional document in 2021 that will allow the Administration and Assembly to make management and funding decisions necessary to move the effort into Phase 3. This new utility will provide a consistent revenue stream essential to maintaining and operating more than 400 miles of stormwater pipes, culverts, and infrastructure. The implementation of a SWU will continue to be discussed in greater detail over the coming months into 2021.

Regards,

Austin Quinn-Davidson
Acting Mayor of Anchorage

P.O. Box 196650 | Anchorage, Alaska 99519-6650 | http://www.muni.org | Phone: 907-343-7100 | FAX: 907-249-7404

MUNICIPALITY OF ANCHORAGE

AUSTIN QUINN-DAVIDSON, ACTING MAYOR

ASSEMBLY

Felix Rivera (2023), Acting Chair

Jamie Allard (2023)	Christopher Constant (2023)	Forrest Dunbar (2022)
Crystal Kennedy (2022)	Suzanne LaFrance (2023)	Kameron Perez-Verdia (2022)
Pete Petersen (2023)	John Weddleton (2022)	Meg Zaletel (2022)

BUDGET ADVISORY COMMISSION

Nolan Klouda (2023), Chair

Caitlin Hedberg (2022)	Lindsay Hobson (2021)	Tasha Hotch (2022)
Lyndea Kelleher (2021)	Jonathan King (2021)	Carla McConnell (2022)
James Miner (2021)	Alyssa Rodrigues (2022)	

OFFICE OF MANAGEMENT & BUDGET

Lance Wilber, Director

Marilyn Banzhaf	Christine Chesnut	Leilah Lawyer
	Courtney Petersen	

MUNICIPALITY OF ANCHORAGE

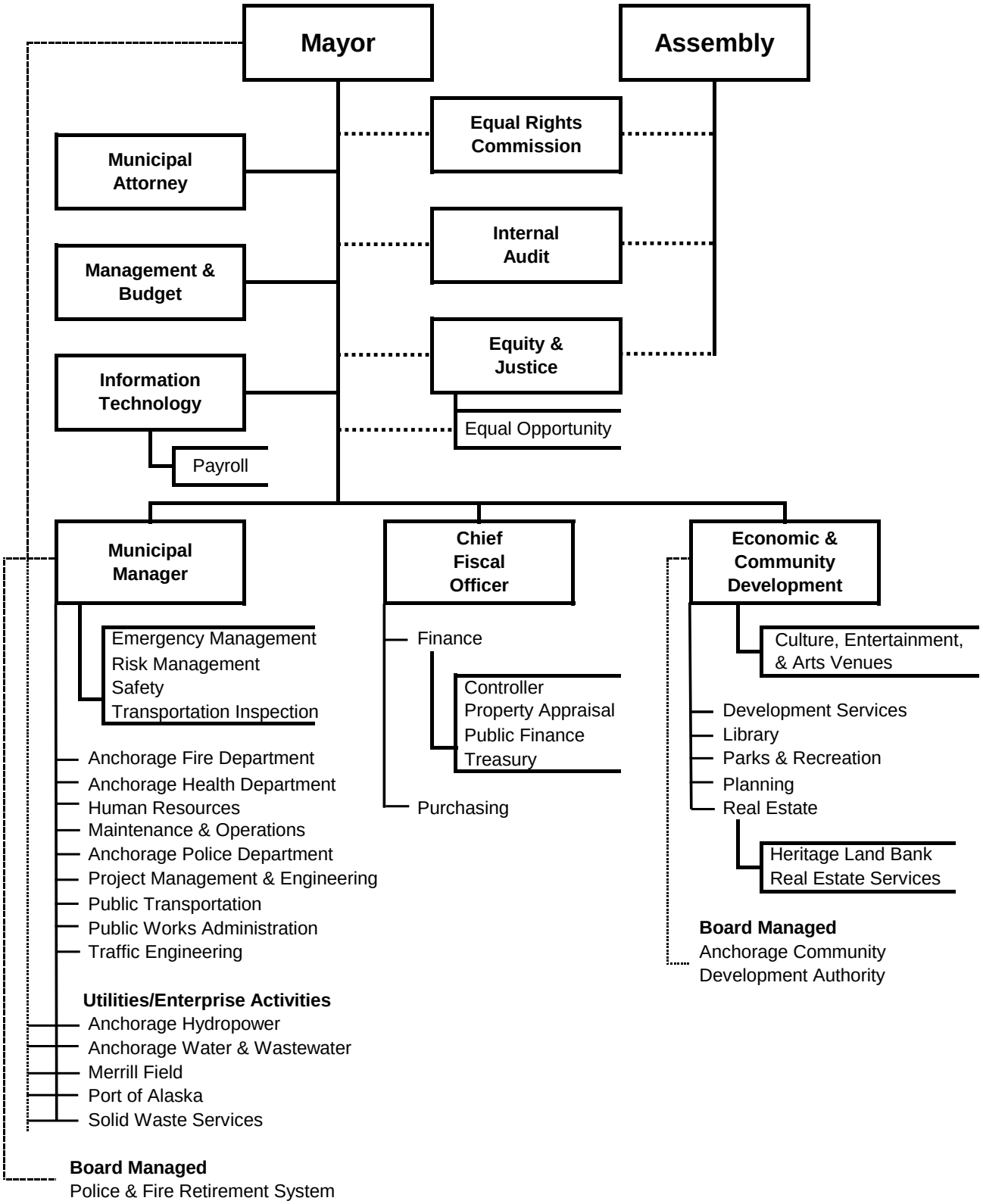


Table of Contents

Table of Contents

Table of Contents

MUNICIPALITY OF ANCHORAGE

ASSEMBLY INFORMATION MEMORANDUM

AIM No. 174-2020

Meeting Date: November 17, 2020

From: **MAYOR**

Subject: **Municipal Budget Advisory Commission 2021 Proposed Budget Resolution, November 2020.**

Attached is a resolution from the Municipal Budget Advisory Commission recommending the Assembly support:

1) The Proposed 2021 General Government Operating Budget
2) The Proposed 2021 General Government Capital Improvement Budget and 2021-2026 Capital Improvement Program.
3) The Proposed 2021 Utility & Enterprise Operating and Capital Budgets.

The resolution was discussed at the special meeting of the commission on November 12, 2020.

Prepared by: Lance Wilber, Director, OMB
Concur: William D. Falsey, Municipal Manager
Respectfully submitted: Austin Quinn-Davidson, Acting Mayor

Municipal Budget Advisory Commission 2021 Proposed Budget Resolution, November 2020

The Municipal Budget Advisory Commission (BAC) is responsible to provide the assembly, the mayor, the school board, and the superintendent of schools well–informed advice as to budgets and budgeting process, 4.50.030.

Whereas; The BAC has been provided information, offered presentations, and reviewed the proposed 2021 budgets (General Government, Capital, and Utility & Enterprises) by the Office of Management and Budget**,** and

Whereas; In preparation of the BAC's members review of 2021 budget, key departments were selected by the members to participate in individual TEAMS meetings with department directors and representatives to include; Anchorage Fire Department (AFD), Anchorage Police Department (APD), Finance, Health, Maintenance & Operations (M&O), Parks & Recreation, Planning, Port of Alaska and Real Estate to gain more insight and better understanding of department operations, challenges and needs for 2021, and

Whereas; The BAC understands the unique challenges in preparing the Proposed 2021 General Government Operating Budget during a time of our communities economic constraints and concerns for the overall health and wellbeing brought on by forces related to COVID-19 since March 2020 and predicted to continue into 2021, and

Whereas; The BAC recognizes the Proposed 2021 General Government Operating Budget illustrates a less than a 1% increase above the 2020 revised budget approved in April 2020 that established the 2020 tax rate and likely an inflation-adjusted reduction in the size of the budget, and

Whereas; The BAC understands the impact and recognizes the significant reductions in state resources available that are resulting in continued cost shifting of local resources to otherwise state supported services. Concurrently, the drastic reduction in capital investment over the past 5 years has resulted in increased strain on our local capital program to keep up with local community infrastructure needs, and

Whereas; The BAC supports the proposed budget which continues to prioritize public safety, to which approximately 40% of the total budget is allocated including fully funding police and fire attrition academies, supporting programs that focus on addressing homelessness in our community while maintaining basic support services in other departments, and

Whereas; The BAC is aware the M&O Department is challenged in being able to meet industry standards of replacement of general government fleet (67% depreciated), APD vehicles (60% depreciated) and heavy equipment vehicles (57% depreciated). As a result, the BAC supports M&O for additional budget for parts and adding back of the three positions to support maintenance, and

Whereas; The BAC recognizes the critical importance of Parks and Recreation Department's efforts towards preventative maintenance of their facilities and continue do so with limited resources afforded to them and encourages the opportunity for the department to enhance their preventative maintenance, and

Whereas; The BAC promotes the continued need to enhance the ability and resources for preventive maintenance facilities and fleet as it reduces the risk of catastrophic failure, assures

reliability, extends the service life, and promotes a healthy and safe environment for employees and residents use of municipal facilities, and

Whereas; The BAC commends the herculean effort the Anchorage Health Department has taken in responses to the COVID-19 pandemic in 2020 and supports the department's request for addional staff in 2021 towards their response to the pandemic and furthermore the staff to address those negative social, physical, and mental health issues resulting from alcohol and substance misuse and to coordinate efforts amongst various stakeholders, and

Whereas; The BAC encourages the alignment of similar municipal operations, such as the alignment of Parks and Recreation with the operation of the cemetery, duties, and responsibilities when such changes can result in gains of efficiencies and benefits in overall municipal service, and

Whereas; The BAC recognizes the Tax Cap as an instrument to limit the growth of government spending and supports its full application in the budget process by adjusting as required to account for losses in non-property taxes, adjusted for new construction, population, and consumer price index that maintains investment in public safety and basic government service as proposed in the 2021 budget, and

Whereas; The BAC has considered the proposed 2021 capital projects specifically related to the 2021 bonds and supports the proposed amount as the capital investments required to maintain and improve our infrastructure recognizing the proposed total 2021 bond amount is approximately $6 million less than the 2020 bond request, and

Whereas; The BAC has reviewed and supports the proposed operating and capital budgets for the Utilities and Enterprise Departments, and

Whereas; The BAC particularly commends and supports the efforts of the Anchorage Water and Wastewater Utility (AWWU) has made to prepare their proposed 2021 operating and capital budgets in recognition the utility has faced reduced revenues due to COVID-19, while the overall demand for service rendered has not decreased, and

Now Therefore Be It Resolved:

1) That the BAC recommends the Assembly support the Proposed 2021 General Government Operating Budget.

2) That the BAC recommends the Assembly support the Proposed 2021 Capital Improvement Budget and 2021-2026 Capital Improvement Program.

3) That the BAC recommends the Assembly support the Proposed 2021 Utility & Enterprise Operating and Capital Budgets.

Passed and approved on this date: November 12, 2020

Nolan Klouda

Nolan Klouda

Budget Advisory Commission, Chair

Municipal Clerk's Office
Approved
Date: November 17, 2020

Submitted By: Chair of the Assembly at the Request of the Mayor
Prepared By: Office of Management & Budget
For Reading: October 13, 2020

ANCHORAGE, ALASKA
AO No. 2020 - 107

AN ORDINANCE ADOPTING AND APPROPRIATING FUNDS FOR THE 2021 MUNICIPAL UTILITIES/ENTERPRISE ACTIVITIES OPERATING BUDGETS AND THE 2021 MUNICIPAL UTILITIES/ENTERPRISE ACTIVITIES CAPITAL IMPROVEMENT BUDGETS.

WHEREAS, the Mayor has presented recommended 2021 Municipal Utilities/Enterprise Activities Operating Budgets and Capital Improvement Budgets (CIB) for the Municipality of Anchorage to the Assembly in accordance with Article XIII, Section 13.03 of the Municipal Charter; and

WHEREAS, the Assembly reviewed the budgets as presented; and

WHEREAS, duly advertised public hearings were held in accordance with Article XIII, Section 13.04 of the Municipal Charter; and

WHEREAS, the 2021 Utilities/Enterprise Activities Operating Budgets and the 2021 Utilities/Enterprise Activities CIB are now ready for adoption and appropriation of funds in accordance with Article XIII, Section 13.05 of the Municipal Charter; now therefore,

THE ANCHORAGE ASSEMBLY ORDAINS:

Section 1. The 2021 Municipal Utilities/Enterprise Activities Operating Budgets and the 2021 Municipal Utilities/Enterprise Activities Capital Improvement Budgets are hereby adopted.

Section 2. The amounts set forth for the 2021 Municipal Utilities/Enterprise Activities Operating Budgets for the following Municipal Utilities/Enterprise Activities are hereby appropriated for the 2021 fiscal year:

Fund	Utility/Enterprise	Appropriated Budget
531000	Anchorage Hydropower Utility	$ 2,860,275
540000	Anchorage Water Utility (AWU)	48,267,978
540300	AWU - Reimbursable	1,000,000
550000	Anchorage Wastewater Utility (ASU)	47,823,441
550300	ASU - Reimbursable	1,000,000
560000	Solid Waste Refuse Collections	12,091,562
562000	Solid Waste Disposal	20,645,087
570000	Port of Alaska	15,281,704
580000	Merrill Field Airport	2,154,317
Utility/Enterprise Operating Appropriated Budgets		**$ 151,124,364**

Section 3. The amounts set forth for the 2021 Municipal Utilities/Enterprise Activities Capital Improvement Budgets for the municipal utilities/enterprise activities are hereby approved. AWU & ASU sections intend to complete the projects listed by category, but may complete related capital improvements as may be required for safety purposes or to maintain service to customers.

Section 4. The following capital activities' funding sources are available and are hereby appropriated for the 2021 Municipal Utilities/Enterprise Activities in amounts not to exceed, as follows:

Fund	Utility/Enterprise	Appropriated Budget
531200	Anchorage Hydropower Capital	**708,000**
540200	AWU Capital	**18,000,000**
550200	ASU Capital	**18,000,000**
560200	SWS Refuse Capital	**2,845,000**
562200	SWS Disposal Capital	**9,905,000**
570200	Port of Alaska Capital	**4,185,000**
580200	Merrill Field Airport Capital	**-**
Utility/Enterprise Capital Appropriated Budgets		**$ 53,643,000**

Section 5. This ordinance shall take effect immediately upon passage and approval by the Assembly.

PASSED AND APPROVED by the Anchorage Assembly this 17th day of November, 2020.

Chair

ATTEST:

Municipal Clerk

MUNICIPALITY OF ANCHORAGE

ASSEMBLY MEMORANDUM

AM No. 569-2020

Meeting Date: October 13, 2020

From: **MAYOR**

Subject: **AN ORDINANCE ADOPTING AND APPROPRIATING FUNDS FOR THE 2021 MUNICIPAL UTILITIES/ENTERPRISE ACTIVITIES OPERATING BUDGETS AND THE 2021 MUNICIPAL UTILITIES/ENTERPRISE ACTIVITIES CAPITAL IMPROVEMENT BUDGETS.**

The accompanying Assembly Ordinance:

- appropriates the Municipal Utilities/Enterprise Activities 2021 Operating Budgets
- approves the 2021 Municipal Utilities/Enterprise Activities Capital Improvement Budgets
- appropriates the 2021 Municipal Utilities/Enterprise Activities Capital Improvement Budgets that have available funding sources.

The complete budget documents are available as follows:

- http://www.muni.org/Departments/budget/Pages/default.aspx
- Hard copies at each municipal library branch

THE ADMINISTRATION RECOMMENDS APPROVAL.

Prepared by:	Lance Wilber, Director
Concur:	Alexander Slivka, CFO
Concur:	Kathryn R. Vogel, Municipal Attorney
Concur:	William D. Falsey, Municipal Manager
Respectfully submitted:	Ethan A. Berkowitz, Mayor

Municipal Clerk's Office
Approved
Date: November 17, 2020

2021 Approved Utility/Enterprise Activities Budgets
Submitted by: Chair of the Assembly at the Request of the Mayor
Prepared by: Office of Management & Budget
For reading: October 13, 2020

ANCHORAGE, ALASKA
AR No. 2020–353

A RESOLUTION APPROVING THE 2021-2026 MUNICIPAL UTILITIES/ENTERPRISE ACTIVITIES CAPITAL IMPROVEMENT PROGRAMS.

WHEREAS, the Mayor has presented recommended 2021-2026 Municipal Utilities/Enterprise Activities Capital Improvement Programs (CIP) for the Municipality of Anchorage to the Assembly in accordance with Article XIII, Section 13.02 of the Municipal Charter; and

WHEREAS, the Assembly reviewed the 2021-2026 Municipal Utilities/Enterprise Activities CIPs as presented; and

WHEREAS, a duly advertised public hearing was held in accordance with Article XIII, Section 13.02 of the Municipal Charter; now, therefore,

THE ANCHORAGE ASSEMBLY RESOLVES:

Section 1. The 2021-2026 Municipal Utilities/Enterprise Activities CIPs are hereby approved as by AO 2020 - 107.

Section 2. This resolution shall be effective immediately upon passage and approval by the Assembly.

PASSED AND APPROVED by the Anchorage Assembly this 17th day of November, 2020.

Felix N

_____
Chair

ATTEST:

Barbara A. Jones

_____
Municipal Clerk

MUNICIPALITY OF ANCHORAGE

ASSEMBLY MEMORANDUM

AM No. 570-2020

Meeting Date: October 13, 2020

From: **MAYOR**

Subject: **A RESOLUTION APPROVING THE 2021-2026 MUNICIPAL UTILITIES/ENTERPRISE ACTIVITIES CAPITAL IMPROVEMENT PROGRAMS.**

The accompanying Assembly Resolution approves the Municipal Utilities/Enterprise Activities 2021-2026 Capital Improvement Programs.

The complete budget documents are available as follows:

- http://www.muni.org/Departments/budget/Pages/default.aspx
- Hard copies at each municipal library branch

THE ADMINISTRATION RECOMMENDS APPROVAL.

Prepared by:	Lance Wilber, Director, OMB
Concur:	Alexander Slivka, CFO
Concur:	William D. Falsey, Municipal Manager
Respectfully submitted:	Ethan A. Berkowitz, Mayor

Attachment to Resolution 2020-353 Approving the:

Municipality of Anchorage
Utilities/Enterprise Activities
2021-2026 Capital Improvement Programs
(in thousands)

Department	2021	2022	2023	2024	2025	2026	Total
Anchorage Hydropower Utility	708	724	741	760	780	780	4,493
AWWU - Water Utility	18,000	18,900	19,845	20,837	20,879	20,423	118,884
AWWU - Wastewater Utility	18,000	15,000	13,662	14,345	15,062	15,815	91,884
Merrill Field	21,619	8,392	5,924	-	-	-	35,935
Port of Alaska	4,185	6,990	3,250	3,250	3,250	1,500	22,425
SWS - Disposal Utility	9,905	8,840	4,455	1,978	5,219	9,450	39,847
SWS - Refuse Collections	2,845	1,460	1,320	360	360	360	6,705
Total	**75,262**	**60,306**	**49,197**	**41,530**	**45,550**	**48,328**	**320,173**

Municipal Clerk's Office
Approved
Date: November 17, 2020

2021 Approved Utility/Enterprise Activities Budgets
Submitted by: Chair of the Assembly at the Request of the Mayor
Prepared by: Office of Management & Budget
For reading: October 13, 2020

ANCHORAGE, ALASKA
AO No. 2020–108

AN ORDINANCE ADOPTING AND APPROPRIATING FUNDS FOR THE 2021 OPERATING AND CAPITAL BUDGETS OF THE ANCHORAGE COMMUNITY DEVELOPMENT AUTHORITY.

WHEREAS, the Anchorage Assembly approved Assembly Ordinance No. 2004-181(S-1), As Amended on January 18, 2005 establishing the Anchorage Community Development Authority (ACDA); and

WHEREAS, ACDA is an instrument of the Municipality of Anchorage, but exists independently of and separate from the Municipality; and

WHEREAS, the 2021 operating and capital budgets for ACDA have been reviewed and approved by the Anchorage Community Development Authority Board; now, therefore,

THE ANCHORAGE ASSEMBLY ORDAINS:

Section 1. The fiscal year 2021 Operating and Capital Improvement Budgets of the Anchorage Community Development Authority are hereby adopted.

Section 2. The 2021 Operating Budget appropriation for ACDA is SEVEN MILLION EIGHT HUNDRED ONE THOUSAND EIGHT DOLLARS ($7,801,008).

Section 3. The 2021 Capital Improvement Budget appropriation for ACDA is ONE MILLION ONE HUNDRED EIGHTY-SIX THOUSAND FOUR HUNDRED SIXTY-FIVE DOLLARS ($1,186,465).

Section 4. This ordinance shall be effective immediately upon passage and approval by the Assembly.

PASSED AND APPROVED by the Anchorage Assembly this 17th day of November, 2020.

Felix N

_____
Chair

ATTEST:

Barbara A. Jones

_____
Municipal Clerk

MUNICIPALITY OF ANCHORAGE

ASSEMBLY MEMORANDUM

AM No. 571-2020

Meeting Date: October 13, 2020

From: **MAYOR**

Subject: **AN ORDINANCE ADOPTING AND APPROPRIATING FUNDS FOR THE 2021 OPERATING AND CAPITAL BUDGETS OF THE ANCHORAGE COMMUNITY DEVELOPMENT AUTHORITY.**

The Anchorage Assembly adopted Assembly Ordinance No. 2004-181(S-1), As Amended, on January 18, 2005, establishing the Anchorage Community Development Authority (ACDA). The ACDA expanded the role of the former Anchorage Parking Authority into a development and parking authority, with parking operations now a unit within ACDA.

The 2021 operating and capital budgets for the ACDA were reviewed and approved by the Anchorage Community Development Authority Board.

The complete budget documents are available as follows:

- http://www.muni.org/Departments/budget/Pages/default.aspx
- Hard copies at each municipal library branch

THE ADMINISTRATION RECOMMENDS APPROVAL.

Prepared by:	Lance Wilber, Director, OMB
Concur:	Alexander Slivka, CFO
Concur:	Kathryn R. Vogel, Municipal Attorney
Concur:	William D. Falsey, Municipal Manager
Respectfully submitted:	Ethan A. Berkowitz, Mayor

Attachment to Ordinance 2020-108 Appropriating the:

ANCHORAGE COMMUNITY DEVELOPMENT AUTHORITY
2021 Capital Improvement Budget

Project Title	Total
PeopleMover Relocation	300,000
Garage Structural Improvements	836,465
Information Technology Upgrades	50,000
Total	**1,186,465**

Utility/Enterprise Budget Process and Procedures

Utility/Enterprise Departments

Anchorage Hydropower, Anchorage Water & Wastewater (AWWU), and Solid Waste Services (SWS) are utility departments; Merrill Field Airport and the Port of Alaska (Port) are enterprise departments. Many of the basic services Anchorage residents rely on daily: safe water, power generation, safe and efficient delivery of goods, come from municipal-owned utilities and enterprise departments.

The goal of the utilities/enterprise departments is to continue to provide quality service at reasonable rates. These departments 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. The primary source of revenue required to support the operating and capital budget comes from rate payers or users of their respective services. The budget is presented for a calendar year, in line with the Municipality's fiscal year.

Governance

The authority for operation and management of the utility/enterprise departments is under the control of the Mayor.

Port and SWS established a commission to provide guidance to the Mayor and Assembly in regards to each entity's strategic plan, budget, policies, economic impacts, expansions, and improvements. (AMC 4.70.10).

AWWU established a Board of Directors to provide guidance to the Mayor and Assembly in regards to AWWU's strategic plan, long term fiscal plan, budget, tariff rates, and fees. (AMC 4.80.020).

Merrill Field Airport established Municipal Airports Aviation Advisory Commission to provide recommendations to the Mayor and Assembly on all matters pertaining to the annual operating budget, rules, regulations, and administrative guidelines (AMC 4.60.160).

The Regulatory Commission of Alaska (RCA) regulates Anchorage Hydropower Utility and AWWU and by approving all rates and tariffs prior to implementation. They also regulate service areas and quality.

Utility/Enterprise Accounting

The accrual basis of accounting is used for utility/enterprise funds. Revenues are recognized in the accounting period in which they are earned and become measurable. Expenses are recognized in the period incurred, if measurable.

The manageable direct cost budget allocates spending among several categories: labor (salaries and benefits); non-labor (supplies, travel, contracts, etc.); contributions; debt service; and non-cash accounts such as depreciation and amortization, which are not appropriated. Each department is responsible for managing and monitoring their respective budget at these category levels. The function cost budget includes interfund charges for general government services to the total direct cost budget. Actual expenses may not exceed function cost budget appropriations at the enterprise and utility fund levels (AMC 6.10.036).

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 $100,000 shall be subject to a public hearing (AMC 6.10.085).

The Office of Management & Budget (OMB) is authorized to transfer budget amounts within the appropriated departments and funds. Revisions that change the total expenditures of any department or fund must be approved by the Assembly. Operating appropriations that are not expended, encumbered, or designated to be carried over, lapse at the end of the fiscal year.

Municipal Utility/Enterprise Service Assessment (MUSA/MESA)
Each year, payments-in-lieu of taxes are included in the operating budgets for the utility/enterprise departments to cover the cost of tax supported services they receive, other than services received on a contract or interfund basis. It is the public policy to require the utilities (AWWU and SWS) to pay a municipal utility service assessment (MUSA). Merrill Field and the Port are required to pay a municipal enterprise service assessment (MESA). Anchorage Hydropower is not held to this requirement, as the assets are outside of the Municipal rate payers service area.

The MUSA shall be calculated by applying the millage rate established annually for each service area by the assembly to the net classified plant in service as of January 1 of the current year of each utility. Net book value of plant will be the MUSA basis for the refuse collection utility and solid waste disposal utility. The millage rate so established will be that rate assessed other owners of real, personal and business property in each service area. Payment must be made on or before July 15th of each calendar year. (AMC 26.10.025)

The MESA shall be calculated by applying the value of adjusted plant in service multiplied by the annual mill rate. Adjusted plant in service means the final, year-end, audited net classified non-contributed plant in service value, less exclusions specified, for the calendar year preceding the mill rate year. Payment shall be made on the first business day of July of each calendar year. (AMC 11.50.280)

Utility/Enterprise Revenues
Utility/enterprise departments are operated in a manner as to provide a reasonable profit in accordance with applicable regulatory provisions and law. Surplus revenues from operations are to be reinvested in the department. If a municipal utility has or is anticipated to have net income accruing from its operations in any year, a portion of the net income may be pledged by inclusion in the respective municipal utility and general government budgets for the subsequent year. The pledged amount shall be described as “Utility Revenue Distribution.”

The Assembly shall hold a public hearing as part of the annual budget process on the proposed Utility Revenue Distribution and use of funds. Payment of any approved and budgeted Utility Revenue Distribution shall be made in two equal payments on or before the 15th calendar day of August and October of such subsequent year only after the income has been collected by the municipality pursuant to lawful authority and the annual audit has been completed. (AMC 26.10.065).

Operating revenues are collected from rate payers for operating activities and services provided. Examples of some of the services provided from rate collections include: electricity, clean water, airport tie-downs, recycling collections, and dock revenue. Non-Operating revenues are earned from activities such as: operating grants, interest income, and unrealized gains/losses.

Utility/Enterprise Capital

The Municipality has two documents that govern planning and funding of capital projects:

- Capital Improvement Budget (CIB) – identifies projects and funding sources for the upcoming fiscal year; and
- Capital Improvement Program (CIP) – a longer-term outlook that identifies projects for the next six years, including the upcoming fiscal year.

Once approved by the Assembly, the amount of specific appropriations, project descriptions, and budget years for individual projects within the CIB/CIP are considered permanent legislative actions of the Assembly and may be altered in subsequent years only by majority vote of the Assembly (AMC 6.10.045).

The funding sources that are obtained for the capital projects could be: debt, State/Federal grants, and/or equity. Most utility/enterprise department capital projects are funded by equity, but can be funded by multiple sources.

Budget Planning and Timeline

The Mayor is required to submit the proposed enterprise/utilities operating and capital budgets to the Assembly 90 days prior to the end of the fiscal year (October 2st) (AMC 13.03).

Prior to that (120 days prior to the end of the fiscal year), the Administration is required to provide preliminary information on the capital budget/capital program, business plans, update to utility/enterprise strategic plans, and major reorganizations (AMC 6.10.040).

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	First Quarter budget revisions

Preparation of the budget starts much earlier. A preliminary planning phase gets underway in the summer. OMB works with departments in reviewing their programs and responsibilities, assessing what is being done during the current year, and assisting in making plans for the next budget year in line with Administration goals. 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.

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 and department directors discuss the Mayor's proposal.

Public Comment
The budget books are available on the Office and Management and Budget's website: http://www.muni.org/Departments/budget/Pages/default.aspx 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 for 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 (AMC 5.02.c).

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. 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.

Budget Monitoring, Controls, and Reporting
Each utility/enterprise department is responsible for managing and monitoring their respective budget at the spending category levels. Department managers also monitor their program performance measures throughout the year to ascertain if goals are being met.

Actual expenditures in a fiscal year that consume operating budgets may not exceed the function level budget appropriations by fund; which is all spending categories within a fund. At the end of the fiscal year, actual expenditures less revenues fall to fund balance. Some of the fund balance (equity) is transferred to the capital fund to support capital projects. There are also other requirements on minimum fund balance reserves that are defined in the annual financial statements. The capital budget is controlled by fund, division, and project.

P.V.R. – Performance.Values.Results. Performance measures and corresponding data for each program, as identified by each department, are reported quarterly to communicate and demonstrate the results and effectiveness of the program in achieving its stated purpose and to accurately capture the costs to deliver the intended results (AMC 6.40.016).

The last assembly meeting prior to June 30 of each year, the Mayor provides a memorandum to the assembly identifying the frequency, data, and format of the reporting requirements (AMC 6.40.015).

Currently, spending reports are provided quarterly to the assembly by spending category; labor, overtime, non-labor expenditures, and revenues compared to budget. A budget to actuals report for travel and the contributions to nonprofit organizations are provided to the Assembly, separately (AMC 6.10.034).

Municipality of Anchorage
Operating & Capital Budgets -- General Government / Utilities / Enterprises
2021 Budget Preparation Calendar (Preliminary) - May 2020

Action	Date		Category
Community Council Surveys Available Online - typical schedule is March 1, but delayed in 2020 due to new website roll-out	May 1		Capital
Rollover of QuesticaBudget prior-year revised to budget-year proposed operating and capital	June		All
Questica budget available to departments	June 1		All
OMB request CIB/CIP projects from Departments, including expiring Utility/Enterprise capital project closes	June 1		Capital
OMB distributes Mayor's funding guidance and priorities to departments	June 12		Operating
Community Council surveys due	June 15		Capital
All Department preliminary capital budget changes to CIB due to OMB	June 29		Capital
OMB review, analyze, compile preliminary CIB to Mayor	June29-July10		Capital
Mayor's first preliminary review of list of projects	July 13-15		Capital
Send preliminary Enterprise/Utility CIB to Finance for fund certification	July 15-17		Utl/Ent
All departments submit proposed changes to operating budgets to OMB	July 20		Operating
CIB discussion with Mayor	July 20-24		Capital
AEDC to provide data for Six-Year Fiscal Program	July 24		Operating
OMB compiles summaries of department operating budget changes for Mayor review	July 21-31		All
Mayor's decisions on proposed CIB/CIP to OMB	Aug 3		Capital
Treasury and Public Finance to provide to OMB preliminary revenue projections	Aug 5		Operating
Public Finance to provide fund balance, bond rating and projection, and financial strategies data for Six-Year Fiscal Program	Aug 7		Operating
Treasury to provide revenue data for Six-Year Fiscal Program	Aug 7		Operating
Planning & Zoning Commission preview of preliminary working draft CIB/CIP for GG by coordinating with Departments	Aug 10		Capital
Mayor meets with Departments Heads	Aug 3-14		Operating
Service Area budgets due to OMB	Aug 14		Operating
O&M projections due to OMB (OMB to send out file prior to this date)	Aug 14		Operating
Public Finance to provide OMB: review of utility/enterprise 8 year summaries, revenue/expense statements, and statement of cash sources and uses with focus on: debt, debt/equity ratios, cash pool, cash pool earnings, etc.	Aug 14		Utl/Ent
Initial assessed value projection due to OMB from Prop. Appraisal	Aug		Operating
Preliminary Tax Cap Calculation by OMB to Mayor	Aug 14		Operating
OMB finalizes Proposed CIB/CIP book and Assembly documents	Aug 14		Capital
OMB submits Six-Year Fiscal Program to Mayor	Aug 17		All
Mayor's final decisions on operating budget	Aug 21		Operating
OMB run IGCs	Aug 21		Operating
("120 Day Memo") Mayor's Preliminary budget information to Assembly and online (revenues, tax limit, service priorities, reorganizations, utility/enterprise business plans, update to utility/enterprise strategic plans, and proposed CIPs)	Sept 1	**A**	All

Municipality of Anchorage
Operating & Capital Budgets -- General Government / Utilities / Enterprises
2021 Budget Preparation Calendar (Preliminary) - May 2020

Action	Date		Category
OMB completes GG operating and utility/enterprise budget books and Six-Year Fiscal Program	Sept 7-11		All
OMB completes assembly documents for GG operating and utility/enterprise budgets and Six-Year Fiscal Program	Sept 14-18		All
OMB submits budgets and Six-Year Fiscal Program to Assembly and online (NLT October 2)	Oct 2	**B**	All
Assembly worksession, Overview & Highlights of Proposed Budgets	Oct 9		All
Planning & Zoning Commission recommendations on CIB/CIP;	Oct 12		Capital
Formal introduction of Mayor's budgets to Assembly	Oct 13		All
Assembly Worksession - General Government Operating & Capital	Oct 16		All
Assembly Worksession - Utilities/Enterp. Budgets & Legislative Program	Oct 23		Utl / Ent / Leg
Assembly Public Hearing # 1 on proposed budgets	Oct 27	***C***	All
Assembly Public Hearing # 2 on proposed budgets {Note this is a Wednesday, due to Nov 3 as national elections}	Nov 4		All
Assembly Worksession - Assembly proposed amendments	Nov 13		All
Administration prepares S-Version	Nov 12-16		All
Assembly Meeting - Assembly amendments and adoption of budgets	Nov 17	**D**	All
OMB upload adopted budget into financial system for budget year use	Nov 18		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 least one public hearing on the six-year program prior to adoption.

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 adoption of the budget.

D

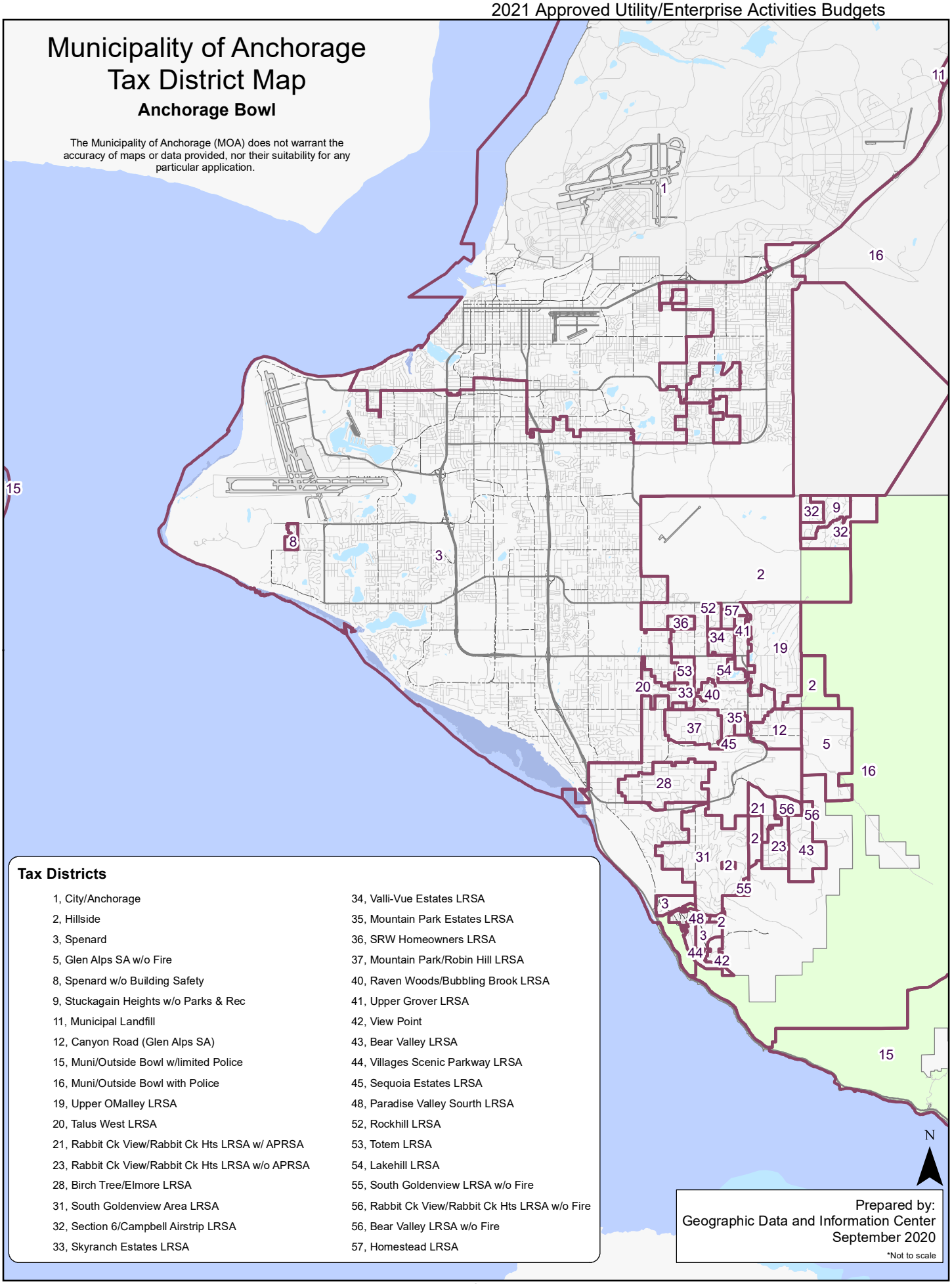
6.10.040 Submittal and adoption of municipal operating and capital budget.

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.

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.



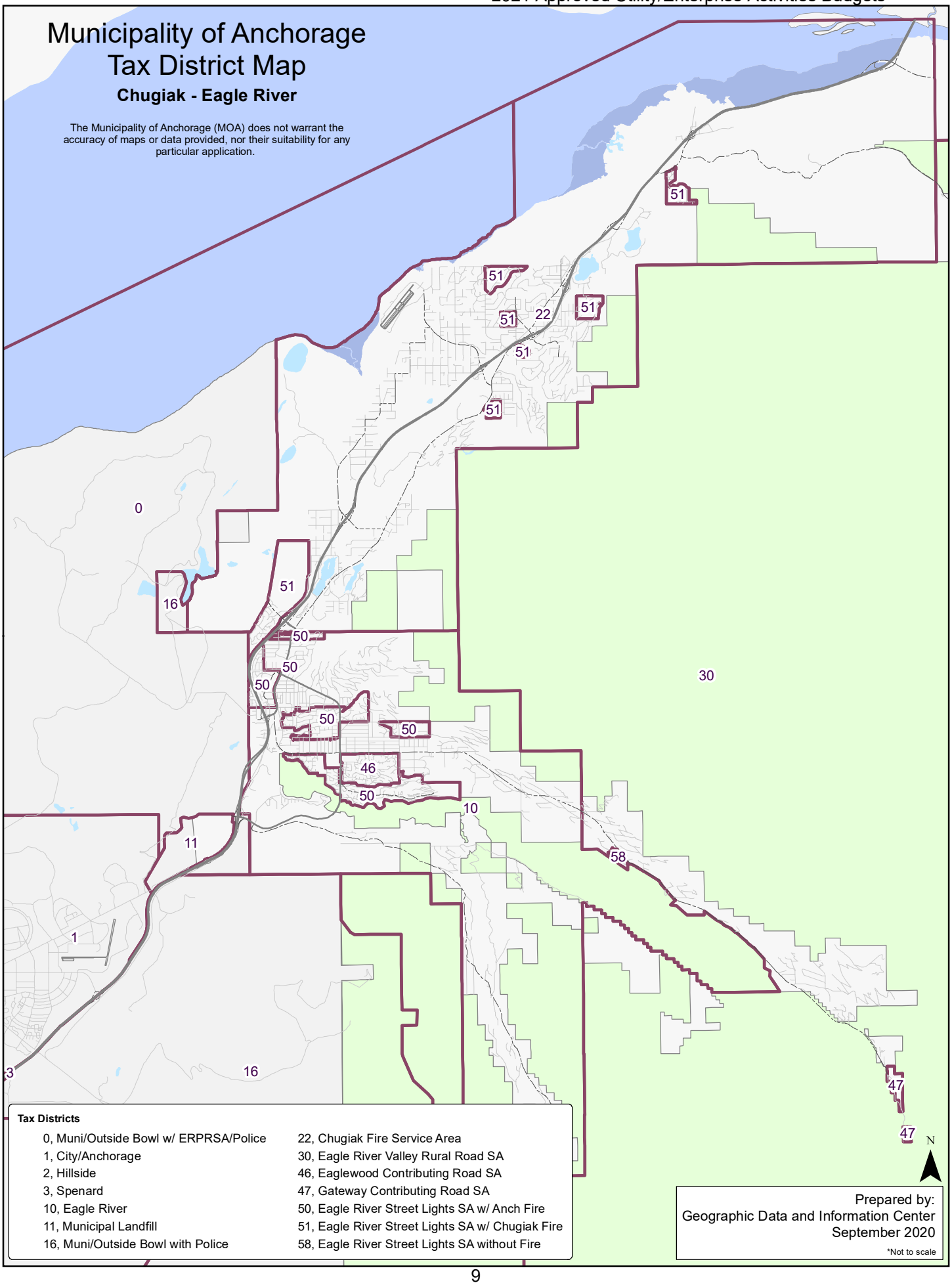
Tax Districts

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

Prepared by:
Geographic Data and Information Center
September 2020
*Not to scale

Municipality of Anchorage
Tax District Map
Chugiak - Eagle River

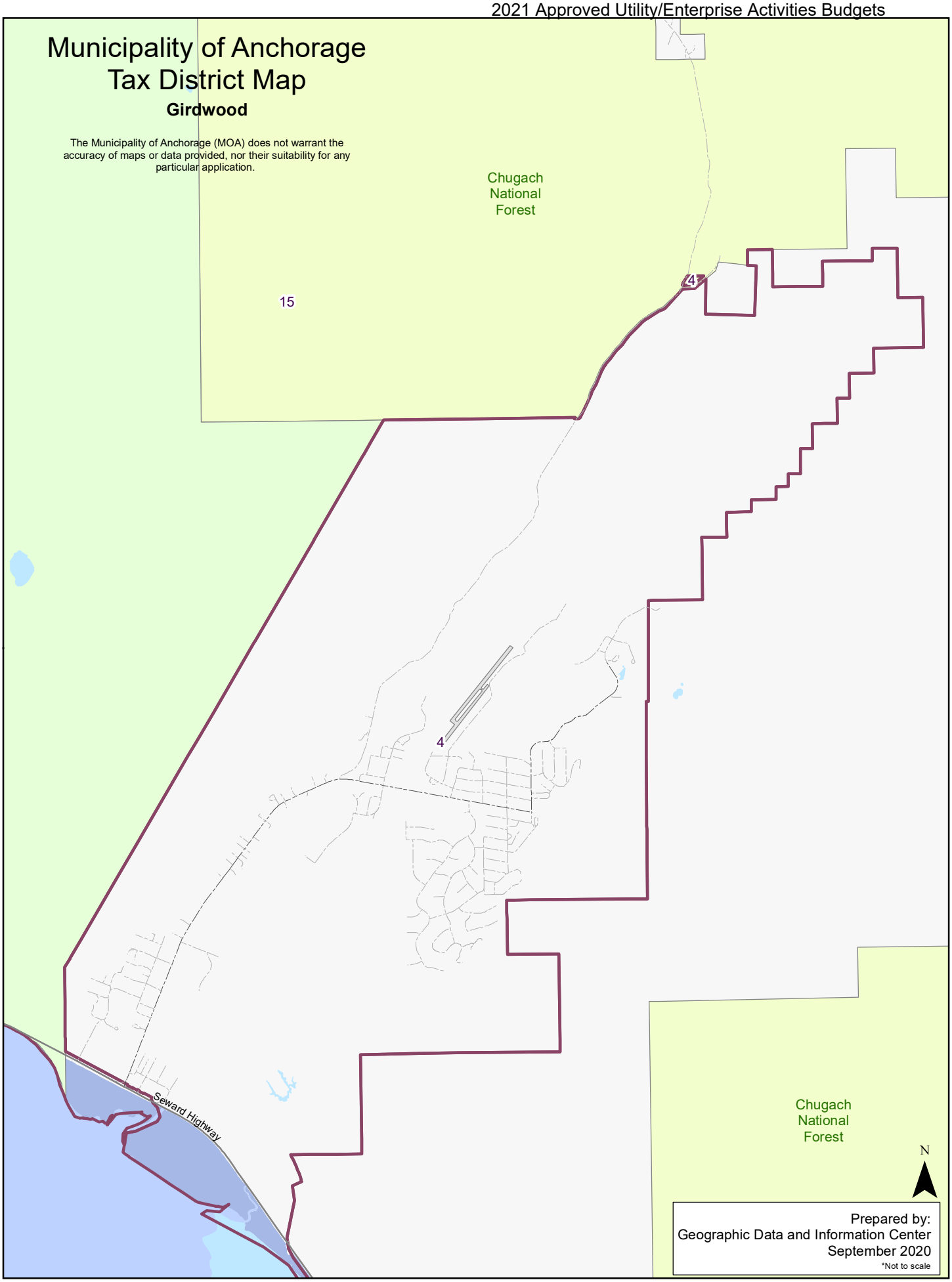
The Municipality of Anchorage (MOA) does not warrant the accuracy of maps or data provided, nor their suitability for any particular application.



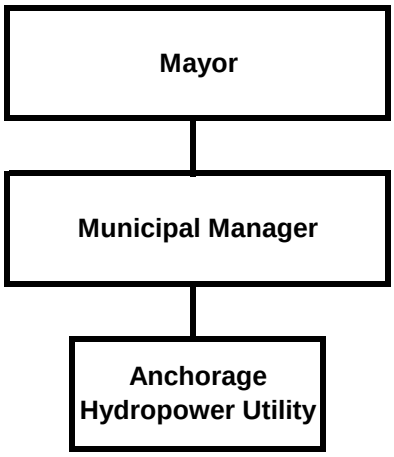
Tax Districts

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

Prepared by:
Geographic Data and Information Center
September 2020
*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.
Chugach National Forest
15
4
4
Seward Highway
Chugach National Forest
N
Prepared by:
Geographic Data and Information Center
September 2020
*Not to scale

Anchorage Hydropower Utility



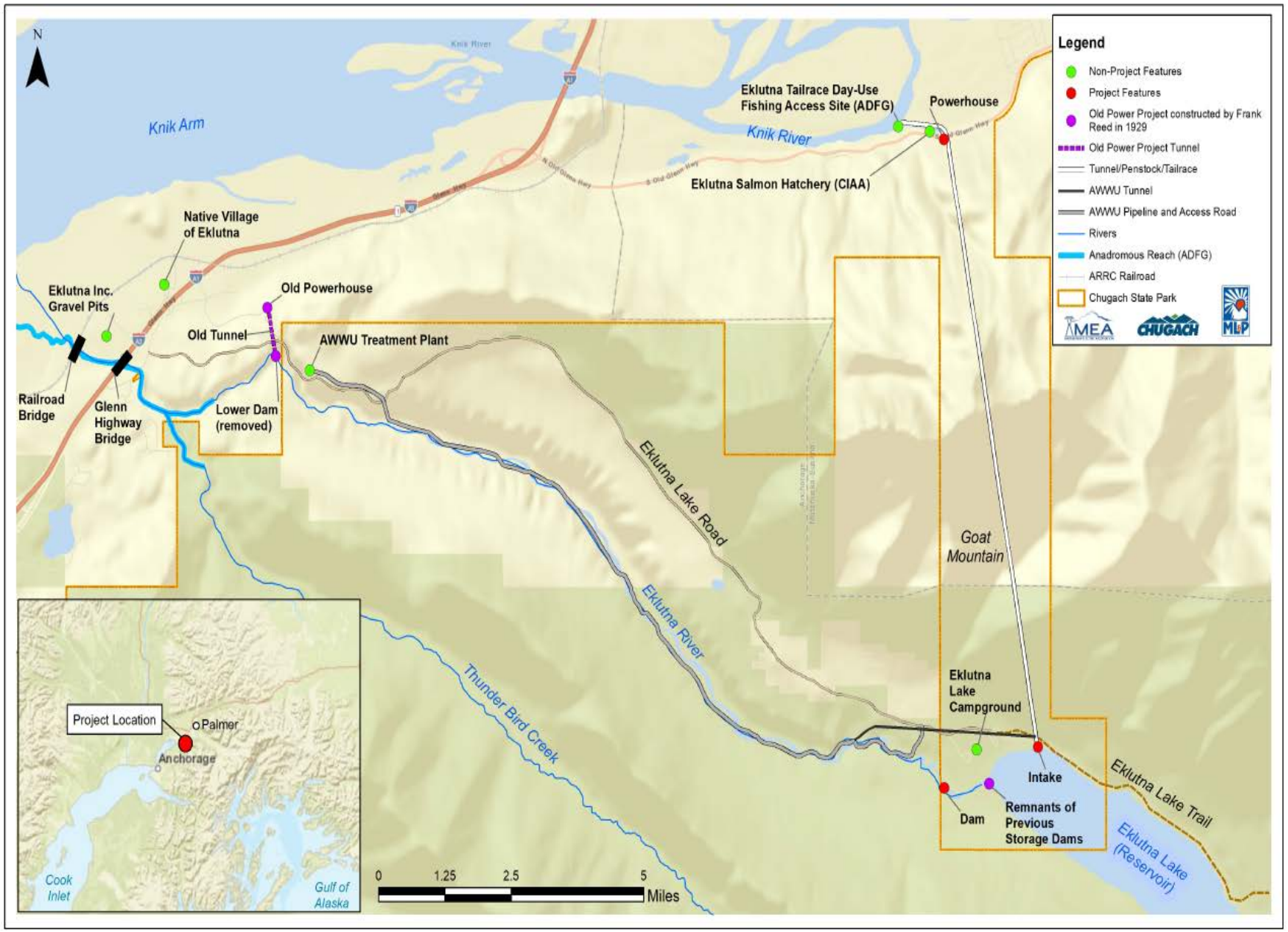
Anchorage Hydropower Utility
Organizational Overview

The Anchorage Hydropower Utility is an enterprise function of the Municipality of Anchorage (MOA).

The MOA is selling Municipal Light & Power (ML&P) and with the closing of the sale transaction to Chugach Electric Association, Inc. (CEA), the nature of the electric service provided by the MOA will immediately convert from the provision of retail electric service to a significant portion of Anchorage, through generation, transmission, and distribution facilities, to the far more limited provision of wholesale generation service through long-term contracts with two utility customers. MOA's ownership interest in the generation assets of the Eklutna Hydroelectric Project ("Eklutna Project") will not be transferred to CEA and will be retained by the MOA, as the Anchorage Hydropower Utility.

Anchorage Hydropower Utility is located approximately 30 miles northeast of Anchorage on the Old Glenn Highway. MOA, CEA, and Matanuska Electric Association, Inc. (MEA) share the project costs through a proportionate share of ownership. Under separate power purchase agreements (PPAs), for a term of 35 years, CEA will purchase its proportionate share (64.29%) of ML&P's share, and MEA will purchase its proportionate share (35.71%), of the Eklutna output. Through these PPAs, CEA and MEA have agreed to purchase the entire output of the MOA's Eklutna Project ownership interest.

Visit the Eklutna Project website at: https://www.eklutnahydro.com/background/


N
Knik Arm
Knik River
Eklutna Tailrace Day-Use Fishing Access Site (ADFG)
Powerhouse
Eklutna Salmon Hatchery (CIAA)
Native Village of Eklutna
Eklutna Inc. Gravel Pits
Old Powerhouse
Old Tunnel
AWWU Treatment Plant
Railroad Bridge
Glenn Highway Bridge
Lower Dam (removed)
Eklutna Lake Road
Goat Mountain
Eklutna River
Thunder Bird Creek
Eklutna Lake Campground
Intake
Dam
Remnants of Previous Storage Dams
Eklutna Lake Trail
Eklutna Lake (Reservoir)
Project Location
Palmer
Anchorage
Cook Inlet
Gulf of Alaska
0
1.25
2.5
5
Miles
Legend
Non-Project Features
Project Features
Old Power Project constructed by Frank Reed in 1929
Old Power Project Tunnel
Tunnel/Penstock/Tailrace
AWWU Tunnel
AWWU Pipeline and Access Road
Rivers
Anadromous Reach (ADFG)
ARRC Railroad
Chugach State Park
MEA
CHUGACH
MLP

Anchorage Hydropower Utility
Business Plan

Mission
Provide energy that is safe and reliable to meet purchase power agreement (PPA) requirements.

Services
Anchorage Hydropower owns 53.33% of the generation assets of the Eklutna Hydroelectric Project. Anchorage Hydropower sells all its electric output to Chugach Electric Association (CEA) and Matanuska Electric Association (MEA), pursuant to PPAs. Anchorage Hydropower is currently subject to economic regulation by the Regulatory Commission of Alaska (RCA).

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

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

Performance Measures to Track Progress in Achieving Goals
1. Maintain positive Net Income

About Anchorage Hydropower Utility

History
In 1929, the privately owned, Anchorage Power & Light Company (AP&L) began supplying electricity from a hydroelectric power plant on the Eklutna River, 30 miles northeast of Anchorage. In 1943, the city acquired the Eklutna plant from AP&L. In 1955, the U.S. Bureau of Reclamation completed construction of a new, larger plant on the Eklutna River. The city contracted for 16,000 kilowatts of generating capacity from that plant and "little" Eklutna was transferred to the federal government. In 1997, Municipal Light & Power (ML&P), Chugach Electric Association, Inc. (CEA), and Matanuska Electric Association, Inc. (MEA) jointly took ownership of the Eklutna Hydroelectric Plant. In 2020, through the sale of ML&P, the Municipality of Anchorage (MOA) retained its ownership interest in the generation assets of the Eklutna Hydroelectric Project (Eklutna Project). ML&P, CEA, and MEA each own an undivided interest in the Eklutna Project in the following percentages: ML&P, 53.33 percent; Chugach, 30 percent; and MEA, 16.67 percent.

Facilities & Equipment
The 40-megawatt (MW) Eklutna Project is in Southcentral Alaska approximately 30 miles northeast of downtown Anchorage near the Native Village of Eklutna. The U.S. Bureau of Reclamation (USBR) constructed the project in 1955, which included rehabilitation of an existing dam at the outlet of Eklutna Lake.

The rehabilitated dam was damaged in the 1964 earthquake, at which point a new and taller embankment dam was constructed just downstream. The new dam is an earth and rockfill structure 815 feet long and 41 feet high with a rectangular concrete spillway that runs through the dam. Eklutna Lake, approximately 7 miles long and 1 mile wide, is located within Chugach State Park and provides almost 90 percent of the domestic water supply for the MOA. The intake structure for the Eklutna Project is located 36 feet below the natural lake level. From there, water is diverted north into a 4.6-mile-long tunnel through Goat Mountain and then into a 1,370-foot-long penstock before reaching the powerhouse located on Old Glenn Highway. The tailrace flows under the highway and then discharges into the Knik River. The powerhouse contains two generating units.

Services
The Eklutna Project has 40 megawatts of generation capacity and produces approximately 130,000 kilowatt-hours of electricity per year.

In 2018, the project produced 177,438 megawatt hours (MWh) of clean energy. This is enough energy to power more than 24,600 residential homes for an entire year. Eklutna hydroelectric power is the lowest cost renewable energy in Southcentral Alaska.

Regulation
The utility is regulated by the Regulatory Commission of Alaska (RCA) and subject to abide by the rules and regulations in the utility's tariff, if any, or in special contracts with customers.

Under sections 13.11(a) and 16.04.B. of the Anchorage Municipal Charter, the revenue received from CEA under the power purchase agreement must be distributed in the MOA Trust Fund. The new section 26.10.068 provides that revenue received from CEA must be distributed to the MOA trust fund. It also provides that additional revenue may be distributed to the general

government budget, subject to the requirement that the utility maintain sufficient reserves to meet anticipated capital and operating expenses and as required by the RCA.

The RCA requires that the MOA maintain a reserve fund of not less than $3,000,000 to support the MOA's share of anticipated operations. If for any reason these reserves are not met, the utility is prohibited from paying a dividend to general government and depositing CEA's payments to the trust.

Source: Eklutna Hydro. Accessed September 29, 2020. https://www.eklutnahydro.com/background/

Anchorage Hydropower Utility
Highlights and Future Events

The 1991 Fish & Wildlife Agreement (Agreement) gives deadlines for specific milestones in the consultation, program development, and implementation processes. These deadlines, listed below, are all relative to the date on which ownership of the project was officially transferred from the federal government to the three local utilities (October 2, 1997). This date is referred to as the Transaction.

Before the Governor issues the final Fish & Wildlife Program, the Agreement requires the owners to develop study plans, conduct the necessary studies, prepare study reports, develop a draft Fish & Wildlife Program, engage the public, and to consult with agencies and interested parties multiple times throughout the process. In order to allow adequate time to meet these requirements, the owners have initiated the consultation process early.

- 2022 – Initiate the consultation process no later than 25 years after the transaction date
- 2024 – Issuance of the Final Program by the Governor at least 3 years prior to implementation
- 2027 – Begin implementation of the Program no later than 30 years after the transaction
- 2032 – Complete implementation of the Program no later than 35 years after the transaction

The planned schedule for providing the Governor with a Proposed Fish & Wildlife Program is shown below.

2019 – Initiate consultation process, develop a website, gather existing information, conduct site reconnaissance, and develop a long-term plan.

2020 – Retain technical experts, develop study plans in consultation with state and federal agencies and any interested parties, and submit study plan schedule to the Governor for approval.

2021–2022 – Conduct studies as described in the study plans (assuming 2 years of studies), develop a draft Summary of Results, and distribute to stakeholders for review and comment.

2023–2024 – Develop a draft Program, distribute to stakeholders for review and comment, conduct public meetings, resolve any disagreements, and submit proposal to the Governor.

Source: Eklutna Hydro. Accessed September 29,2020. https://www.eklutnahydro.com/project-schedule/

Anchorage Hydropower Utility
External Impacts

Fish & Wildlife Agreement in 1991 with the United States Fish and Wildlife Service (USFWS), the National Marine Fisheries Service (NMFS), and the State of Alaska (the State). The 1991 Agreement requires the utilities to examine, and quantify if possible, the impacts to fish and wildlife from the Eklutna Hydroelectric Project, examine proposals for the protection, mitigation and enhancement of fish and wildlife affected by the hydroelectric development, consider the impacts of any protection, mitigation, or enhancement (PME) measures on other environmental resources and beneficial public uses as well as available means to mitigate those impacts, and then to develop and propose a Fish & Wildlife Program to the Governor. The Governor will review the proposal and issue a final Fish & Wildlife Program giving equal consideration to:

- the purposes of efficient and economical power production
- the protection, mitigation of damage to, and enhancement of fish and wildlife
- the protection of recreation opportunities,
- municipal water supplies
- the preservation of other aspects of environmental quality
- other beneficial public uses
- requirements of State law

Throughout this process, the owners are required to consult with the USFWS, the NMFS, State resource agencies including the Alaska Department of Fish and Game (ADF&G), the Alaska Department of Environmental Conservation (ADEC) and the Alaska Department of Natural Resources (ADNR), and any other interested parties. The USFWS, NMFS, and the State agreed that this process obviates the need for the owners to obtain a license for the project from the Federal Energy Regulatory Commission (FERC). The Native Village of Eklutna and Anchorage Water & Wastewater Utility are also included in the process.

Source: Eklutna Hydro. Accessed September 29, 2020. https://www.eklutnahydro.com/background/

Anchorage Hydropower Utility
8 Year Summary
($ in thousands)

Financial Overview	2021 Approved	2022	2023	2024	2025	2026
		Forecast				
Revenues	4,807	4,854	4,902	4,950	4,999	5,049
Expenses and Transfers [1]	3,093	3,945	4,030	4,114	3,703	4,794
Net Income(Loss)	**1,714**	**909**	**872**	**836**	**1,296**	**255**
Charges by/to Other Departments	35	36	37	38	39	40
Municipal Enterprise/Utility Service Assessment	-	-	-	-	-	-
Dividend to General Government	-	757	1,178	1,166	1,150	1,133
Transfers to General Government [2]	**35**	**793**	**1,215**	**1,204**	**1,189**	**1,173**
Operating Cash	515	533	551	572	592	592
Construction Cash Pool	1,075	872	724	786	780	1,300
Restricted Cash	3,000	3,000	3,000	3,000	3,000	3,000
Total Cash	**4,590**	**4,405**	**4,275**	**4,358**	**4,372**	**4,892**
Net Position (Equity) 12/31	992	455	447	446	442	918
Capital Assets Beginning Balance	-	-	-	-	-	-
Asset Additions Placed in Service	-	-	-	-	-	-
Assets Retired	-	-	-	-	-	-
Change Depreciation (Increase)/Decrease	-	-	-	-	-	-
Net Capital Assets (12/31)	-	-	-	-	-	-
Equity Funding Available for Capital	-	732	1,702	2,162	2,573	3,431

[1] Expenses shown include all transfers to General Government and all non-cash items: depreciation (including depreciation on assets purchased with grant funds) and amortization activities.
[2] Included in total expenses calculated in Net Income.

Anchorage Hydropower
Statement of Revenues and Expenses

	2021 Approved
Operating Revenue	
Wholesale Power Sales CEA	2,514,561
Wholesale Power Sales MEA	1,833,402
Water Diversion Payment MEA	398,687
Reimbursed Costs	-
Total Operating Revenue	**4,746,650**
Non Operating Revenue	
Investment Income	60,000
Other Income	10
Total Non Operating Revenue	**60,010**
Total Revenue	**4,806,660**
Operating Expense	
Total Labor	-
Supplies	160,760
Travel	-
Contractual/Other Services	150,000
Equipment/Furnishings	-
Contributions to Other Funds	2,514,561
Dividend to General Government	-
Manageable Direct Cost Total	2,825,321
Municipal Enterprise/Utility Service Assessment	-
Depreciation/Amortization	232,612
Non-Manageable Direct Cost Total	232,612
Charges by/to Other Departments	34,954
Intradepartmental Overheads	-
Total Operating Expense	**3,092,887**
Non Operating Expense	
Total Non Operating Expense	**-**
Total Expense	**3,092,887**
Net Income (Loss)	**1,713,773**
Appropriation:	
Total Expense	**3,092,887**
Less: Non Cash Items	
Depreciation/Amortization	232,612
Total Non-Cash	232,612
Amount to be Appropriated (Function Cost/Cash Expense)	**2,860,275**

Anchorage Hydropower Utility
Reconciliation from 2020 Revised Budget to 2021 Approved Budget

		Positions		
	Expenses	FT	PT	Temp/ Seas
2020 Revised Budget (Appropriation)	2,173,262	-	-	-
Transfers by/to Other Departments				
- Charges by Other Departments	(33,796)	-	-	-
Changes in Existing Programs/Funding for 2021				
- Contractual/Other Services	(352,325)	-	-	-
- Contributions to Other Funds	912,374	-	-	-
- Dividend to General Government	-	-	-	-
2021 Continuation Level	**2,699,515**	-	-	**-**
2021 Proposed Budget Changes				
- Supplies	160,760	-	-	-
2021 Approved Budget	**2,860,275**	**-**	**-**	**-**
2021 Budget Adjustment for Accounting Transactions (Appropriation)				
- Depreciation	-	-	-	-
2021 Approved Budget (Appropriation)	**2,860,275**	**-**	**-**	**-**
	2021 Approved FTE			
	-	**-**	**-**	**-**

Anchorage Hydropower Utility
2021 Capital Improvement Budget

($ in thousands)

Projects	Debt	Grants: State	Grants: Federal	Equity	Total
Fish & Wildlife	-	-	-	480	480
Generation	-	-	-	228	228
Total	**-**	**-**	**-**	**708**	**708**

Anchorage Hydropower Utility
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants State	Grants Federal	Equity	Total
Plant						
Fish & Wildlife	2021	-	-	-	480	480
	2022	-	-	-	480	480
	2023	-	-	-	480	480
	2024	-	-	-	480	480
	2025	-	-	-	480	480
	2026	-	-	-	480	480
		-	-	-	2,880	2,880
Generation	2021	-	-	-	228	228
	2022	-	-	-	244	244
	2023	-	-	-	261	261
	2024	-	-	-	280	280
	2025	-	-	-	300	300
	2026	-	-	-	300	300
		-	-	-	1,613	1,613
	Total	**-**	**-**	**-**	**4,493**	**4,493**

Fish & Wildlife

Project ID	2021003	**Department**	Anchorage Hydropower Utility
Project Type	New	**Start Date**	January 2021
District		**End Date**	
Community Council			

Description

Fish and Wildlife costs are for the development of studies required by the agreement.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	531200 - Anchorage Hydropower CIP	480	480	480	480	480	480	2,880
Total ($ in thousands)		**480**	**480**	**480**	**480**	**480**	**480**	**2,880**

Generation

Project ID	2021002	**Department**	Anchorage Hydropower Utility
Project Type	Maintenance	**Start Date**	January 2021
District		**End Date**	
Community Council			

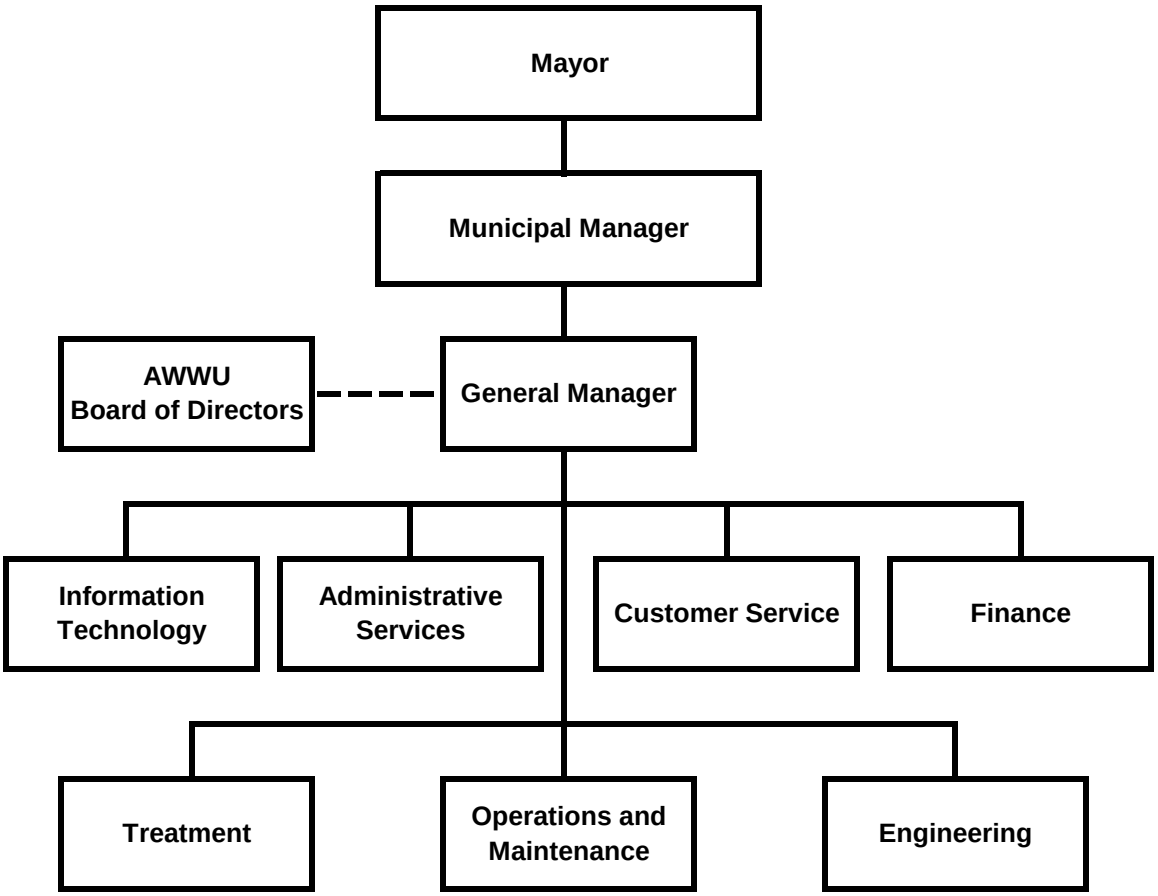
Description

Turbine maintenance that is based on historical operating experience and in accordance with the manufacturers recommended maintenance schedule based on the number of hours a unit runs.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	531200 - Anchorage Hydropower CIP	228	244	261	280	300	300	1,613
Total ($ in thousands)		**228**	**244**	**261**	**280**	**300**	**300**	**1,613**

Anchorage Water & Wastewater Utility



Anchorage Water & Wastewater Utility
Organizational Overview

Overview

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

AWWU Headquarters

System Description

To provide water and sewer services, AWWU owns and operates five Treatment Facilities (2 water and 3 wastewater), approximately 1,600 miles of pipe, and over 325,000 square feet of facility space distributed throughout the Municipality. The certificated water service area covers 130.4 square miles in three distinct geographic areas, Northern Communities, the Anchorage Bowl, and Girdwood Valley. Estimates place the water service population at approximately 240,000 people via nearly 57,000 customer accounts. The certificated sewer service area is larger, encompassing nearly all of the Municipality. ASU currently provides sewer service to approximately 250,000 people via over 57,000 customer accounts. Additionally, AWWU receives septage pumped from on-site wastewater systems on lots in areas not directly connected to the sewer system.

Ship Creek Water Treatment Facility

AWU's three sources of water are Eklutna Lake, Ship Creek, and groundwater accessed through a system of wells in the Northern Communities, the Anchorage Bowl, and Girdwood Valley. Eklutna Water Treatment Facility (WTF) and the wells which supply Girdwood are operated year-round and serve as the primary supply source for the Anchorage and Girdwood water systems. The Ship Creek Water Treatment Facility and the remainder of the water wells are used to augment the primary water supply, mainly in times of peak demand, as well as provide redundancy to the Eklutna source for Eagle River and the Anchorage Bowl. Of these sources, the Eklutna WTF now provides approximately 86% of total water production for the Northern Communities/Eagle River and the Anchorage Bowl. In Girdwood, where system demand constitutes less than 2 percent of AWWU's total water production, all water produced and distributed is from two municipally-owned and managed wells.

ASU operates three wastewater treatment facilities to treat wastewater collected in three geographically separate but commonly managed sewer systems. The largest of these is the John M. Asplund Wastewater Treatment Facility (WWTF) located at Point Woronzof. The

Asplund Facility

Asplund WWTF was constructed in the early 1970's when Anchorage eliminated direct ocean discharges. It services the wastewater treatment needs of the Anchorage Bowl. The Asplund facility has received silver, gold, and platinum awards from the National Association of Clean Water Agencies for efficiency and environmental compliance. ASU is continually at work to maintain and enhance the facility. The Asplund facility operates in accordance with a National Pollution Discharge Elimination System (NPDES) permit administered by the U.S. Environmental Protection Agency (EPA). The permit, which expired in 2005 but has been administratively extended by EPA, allows discharge of effluent receiving primary treatment, in accordance with Section 301(h) of the Clean Water Act.

The Eagle River WWTF was originally built in the 1960's and upgraded several times. It services the public wastewater treatment and disposal needs within Eagle River and Chugiak. The Eagle River facility provides biological secondary treatment and discharges treated effluent to Eagle River. The Eagle River WWTF Permit has been administratively extended. The existing permit continues to be effective and enforceable until a new permit is issued by Alaska Department of Environmental Conservation (ADEC), which has assumed primacy from EPA over permits for wastewater discharge to fresh water.

Girdwood Wastewater Treatment Plant

The third facility is Girdwood WWTF. It was originally constructed in the 1970's and also has undergone several process modifications and upgrades. The Girdwood facility provides biological secondary treatment and discharges treated effluent to Glacier Creek under an administratively extended NPDES permit administered by the ADEC. The core facility is now at the end of its useful life. Phase 1 of plant replacement and upgrades was completed in 2014. Phase 2 of the plant replacement and upgrade is being planned to conform to discharge requirements of a new permit.

Over the past decade, investments in physical infrastructure have resulted in an increase in the value of AWU and ASU. From 2008 to present, plant in service has increased by 37% from $639.4 million to $874.2 million for AWU and by 41% from $486.5 million to $683.7 million for ASU. This growth is primarily a result of an increasing amount of investment in transmission and distribution assets (water pipelines) and collection plant assets (wastewater pipelines).

Organization

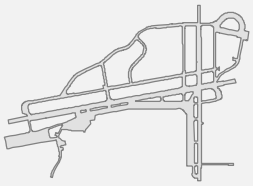
The General Manager's office is responsible for overall operation of AWWU. AWWU is organized into 7 divisions.

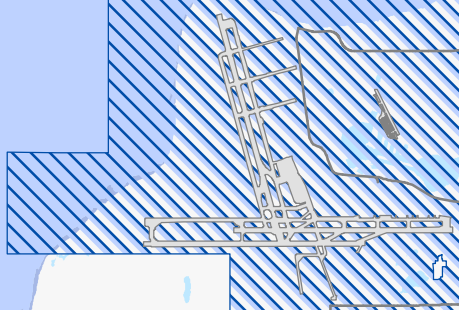
- The Information Technology Division provides support for all of AWWU's computers, network, and software systems.

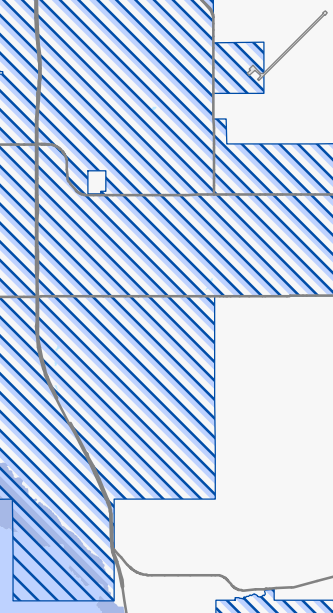
- The Administration Services Division provides for training, safety, and internal and external communications.
- The Customer Service Division is responsible for responding to customer inquiries, billing and collections for both utilities, issuing of permits, and field service functions.
- The Finance Division is responsible for all general ledger and plant accounting, preparation of utility budgets and financial statements, and regulatory filings.
- The Treatment Division is responsible for day-to-day operation of the treatment facilities and water distribution system and for maintaining compliance with all state and federal regulations.
- The Operations and Maintenance (O&M) Division maintains the treatment facilities and repairs all water and sewer piping and lift stations. The O&M Division also operates the wastewater collection system and is responsible for AWWU's supervisory control and data acquisition (SCADA) system.
- The Engineering Division is responsible for development and execution of AWWU's capital program and for system planning.

Municipality of Anchorage
AWWU Water Service District

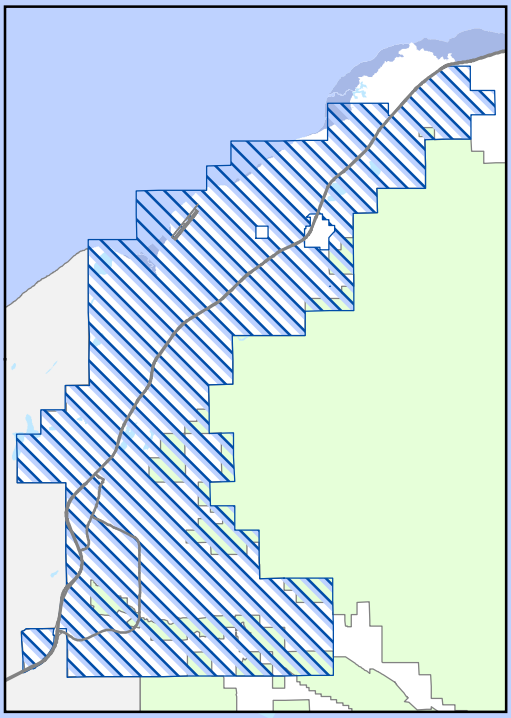
The Municipality of Anchorage (MOA) does not warrant the accuracy of maps or data provided, nor their suitability for any particular application.



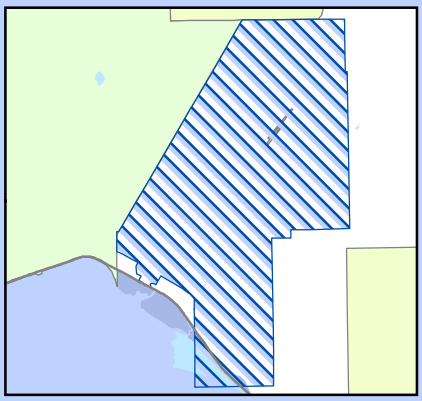




Chugiak/Eagle River



Girdwood

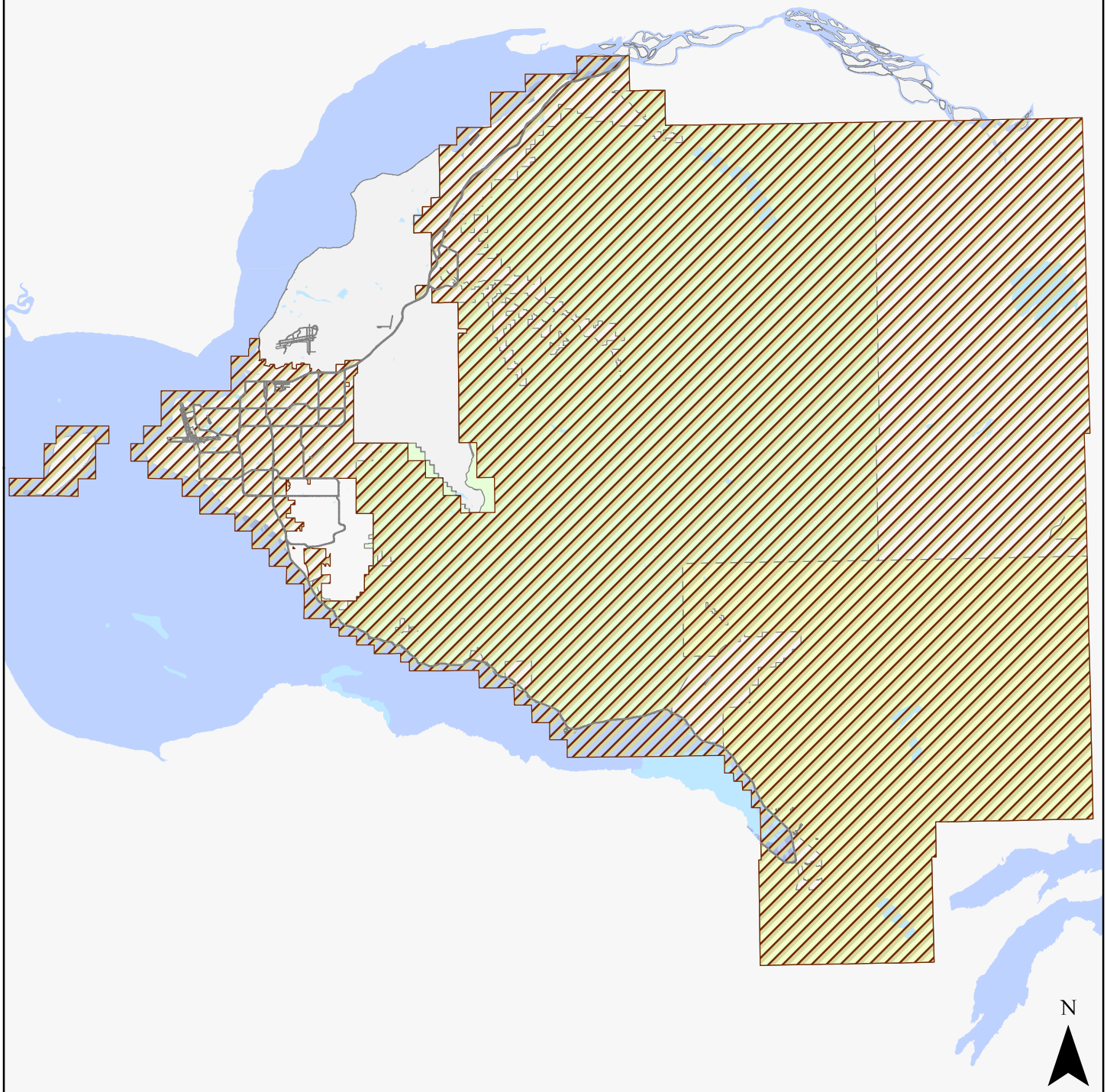


N

Prepared by:
Geographic Data and Information Center
September 2020
*Not to scale

Municipality of Anchorage
AWWU Sewer Service District

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



Prepared by:
Geographic Data and Information Center
September 2020
*Not to scale

Anchorage Water & Wastewater Utility
Business Plan

Vision
Excellence through innovation.

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

Message
Anchorage Water & Wastewater Utility (AWWU) is investing to ensure reliable service, safeguard public health, and protect the environment, long into the future.

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

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

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

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

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

Performance Measures to Track Progress in Achieving Goals
AWWU measures progress in achieving these customer commitments using quantifiable performance measures, including the following:

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

Anchorage Water & Wastewater Utility

Anchorage: Performance. Value. Results.

Mission

Supporting the public health, safety, and economic interests of the community by providing quality water and wastewater services in a responsible, efficient, and sustainable manner.

Core Services

- Reliably treat and distribute potable water for domestic, commercial, and firefighting uses throughout the certificated service area.
- Reliably collect, treat and dispose of wastewater in accordance with laws and regulations that protect public health and the environment.

Accomplishment Goals

- Provide reliable service
- Provide safe drinking water that meets or exceeds all standards
- Protect the environment through appropriate wastewater collection, treatment, and disposal.
- Fiscal responsibility and transparency with utility finances.
- Timely, professional, and courteous interactions with customers.
- Rates that fairly reflect the cost of providing service and maintaining infrastructure
- Continuous improvement in the efficiency of our operations
- Anticipate change and be prepared for the future.

Performance Measures

Progress in achieving goals shall be measured by:

1. Compliance with all State and Federal drinking water standards, wastewater standards, and Clean Air Act standards
2. Number of planned and unplanned water outages
3. Sanitary sewer overflows
4. Recordable incident rate (as compared to the standard incident rate for water and wastewater utilities)
5. Execution of capital improvement budget
6. Debt to equity ratio

Measure #1: Compliance with all State and Federal drinking water, wastewater, and clean air standards

Type

Effectiveness

Accomplishment Goals Supported

- Provide reliable service
- Provide safe drinking water that meets or exceeds all standards
- Protect the environment through appropriate wastewater collection, treatment, and disposal.

Definition

The number of regulatory requirements meeting compliance standards divided by the total number of regulatory requirements for the time period. The total number of regulatory requirements is the sum of daily, weekly and monthly compliance standards.

Data Collection Method

All samples collected are compared with the State or Federal regulatory standards and any violations are noted and reported in accordance with permit stipulations.

Frequency

The percent compliance measurement will be calculated quarterly, using running totals for the calendar year.

Measured By

The Treatment Division will prepare a report from the water quality and laboratory databases that identifies any samples or reportable incidents that do not meet regulatory standards.

Reporting

The Treatment Division Director will update the report quarterly from the water quality and laboratory databases. The information will be displayed in tabular form.

Used By

The Treatment Division Director and General Manager will use the information to gain a clearer understanding of performance of AWWU's treatment facilities and determine if changes in system operation or maintenance are required.

Results

		2020				Past Years					
Measure 1: Compliance with all State and Federal drinking water, wastewater, and clean air standards	**Goal**	**Q4**	**Q3**	**Q2**	**Q1**	**2019**	**2018**	**2017**	**2016**	**2015**	**2014**
Safe Drinking Water Act Compliance (%)	100			100	100	100	99.8	97.6	100	100	100
Clean Water Act (NPDES permit) Compliance (%)	100					100			100	100	
-Asplund				99.4	99.5	97.8	99.7	100	100	100	100
-Eagle River				96.9	100	99.7	99.3	100	99.7	100	100
-Girdwood				99.5	100	99.4	100	100	99.7	99.5	99.8
Clean Air Act Compliance (%) (Asplund Incinerator)	100			100	100	100	100	100	99.99	99.998	100

Measure #2: Number of planned and unplanned water outages

Type

Effectiveness

Accomplishment Goal Supported

- Provide reliable service
- Provide safe drinking water that meets or exceeds all standards
- Protect the environment through appropriate wastewater collection, treatment, and disposal.
- Timely, professional, and courteous interactions with customers.
- Continuous improvement in the efficiency of our operations
- Anticipate change and be prepared for the future

Definition

A water outage is defined as a disruption in service to a service connection. A service connection serves one customer, although multiple people may be affected by the disruption in service to a residence or a business.

Data Collection Method

A tally is kept through each calendar month of the number of customers who experience planned and unplanned water service disruptions for a range of durations listed below. The outage is as reported to AWWU and confirmed by observation or analysis in the field.

Frequency

The measurement will be recorded at the beginning of each month for the preceding month.

Measured By

Number of customers who do not have water service for the following durations:

- Less than 4 hours
- Between 4 hours and 12 hours
- Greater than 12 hours

Disruptions are counted for planned activities (customers are given advance notice in writing) and unplanned (emergency) activities.

Reporting

The Strategic Asset Services Section will create a monthly report that will be show water outages numerically and graphically.

Used By

The O&M Division, Customer Service Division, and Strategic Asset Services Section and the General Manager will review these data monthly to evaluate adequacy of operation and maintenance approaches, customer service response and pipe condition.

Results

Measure 2: Number of planned and unplanned water outages (customers per month)	Goal (Affected customers per month)	2020 (monthly average)	4th Q 2020 (monthly average)	3rd Q 2020 (monthly average)	2nd Q 2020 (monthly average)	1st Q 2020 (monthly average)	Historical monthly average				
							2019	2018	2017	2016	2015
Planned Outages											
<4 hours	<20	**48**			10	85	11	10	10	5	18
4-12 hours	<20	**5**			10	0	37	16	71	8	23
>12 hours	0	**0**			0	0	0	3	0.2	0.2	0.2
Unplanned Outages											
<4 hours	<20	**41**			54	27	17	38	15	92	41
4-12 hours	<50	**49**			42	55	36	42	38	22	33
>12 hours	0	**6**			0	11	3	11	3	5	0.2

Measure #3: Sanitary Sewer Overflows

Type

Effectiveness

Accomplishment Goals Supported

- Provide reliable service.
- Timely, professional, and courteous interactions with customers.
- Protect the environment through appropriate wastewater collection, treatment, and disposal.
- Continuous improvement in the efficiency of our operations
- Anticipate change and be prepared for the future.

Definition

Total number of wastewater overflows onto the ground or wastewater back-ups into customer residences if caused by an obstruction in an AWWU sewer main, manhole, or cleanout. Overflows or backups that occur due to on-property blockages do not count.

Data Collection Method

The reportable number of sanitary sewer overflows is what is reported in writing to the EPA Region X office within a week of each occurrence.

Frequency

The measurement will be recorded each month for the previous month.

Measured By

Data collection is by direct observation by AWWU staff.

Reporting

The O&M Division will create a monthly report displaying overflow data numerically and graphically.

Used By

The O&M Division, Customer Service Division, and Strategic Asset Services Section and the General Manager will review these data monthly to evaluate adequacy of operation and maintenance approaches, customer service response and pipe condition.

Results

	Goal	2020				Historical monthly average					
		Q4	Q3	Q2	Q1	2019	2018	2017	2016	2015	2014
Measure 3: Sanitary Sewer Overflows (monthly)	<1.5			2.0	.67	1.33	1.23	0.91	1.48	1.58	1.75

Measure #4: Number of reportable injuries and accidents

Type

Effectiveness

Accomplishment Goal Supported

- Provide reliable service
- Continuous improvement in the efficiency of our operations
- Anticipate change and be prepared for the future.

Definition

Number of OSHA recordable incidents multiplied by 200,000 (# defined by OSHA as 100 employees working full-time for a year) divided by number of hours worked by all employees. Compare Recordable incident rate to standard industrial rate (SIR) for water and wastewater utilities.

Data Collection Method

Accident and near-miss reports.

Frequency

Annually.

Measured By

Safety Program Manager, Administrative Services Division.

Reporting

The Administrative Services Division will maintain an accident and near miss report on a monthly basis. Data will be compiled, summarized, and reported at the end of the year. Reportable incidence rates will appear mid-calendar year.

Used By

The Safety Manager, all Division Directors and the General Manager will use the report to monitor and adjust working practices and focus training and attention to hazardous situations.

Results

	Goal	2019	2018	2017	2016	2015	2014	2013
Measure 4: Number of reportable injuries and accidents (annual)	<4.60	4.08	7.1	4.45	6.30	6.26	6.37	4.48

Note: Bureau of Labor Statistics (BLS) will normally post the previous year's incidence rate during the months of June or July. AWWU falls within the utilities sector of electric power generation, transmission and distribution; natural gas distribution; and water, sewer, and other systems.

Update - From the Bureau of Labor Statistics: **Important note on future data:** Beginning with the 2016 reference year, the Survey of Occupational Injuries and Illnesses (SOII) will present a single release of national data on **November 9, 2017**. This release will include industry counts and rates along with case circumstances and worker characteristics for cases requiring days away from work. In previous years, these data were released separately. State data was released on November 28, 2017. A similar schedule will be followed in subsequent years.

Measure #5: Execution of Capital Improvement Budget

Type

Efficiency

Accomplishment Goal Supported

- Provide reliable service
- Fiscal responsibility and transparency with utility finances.
- Rates that fairly reflect the cost of providing service and maintaining infrastructure
- Continuous improvement in the efficiency of our operations
- Anticipate change and be prepared for the future.

Definition

The ratio (as a percent) of capital project dollars expended through the fiscal year divided by the planned expenditure for the year as indicated in the approved Capital Improvement Budget.

Data Collection Method

Project Managers input % complete data and expected completion dates for each project named in the capital improvement budget.

Frequency

Estimates of the completeness (% complete) of all ongoing projects will be reported through the AWWU Engineering Division Project Management group annually and with quarterly updates to yearly progress.

Measured By

The Engineering Division will keep track of this information using the ERP tracking and reporting system.

Reporting

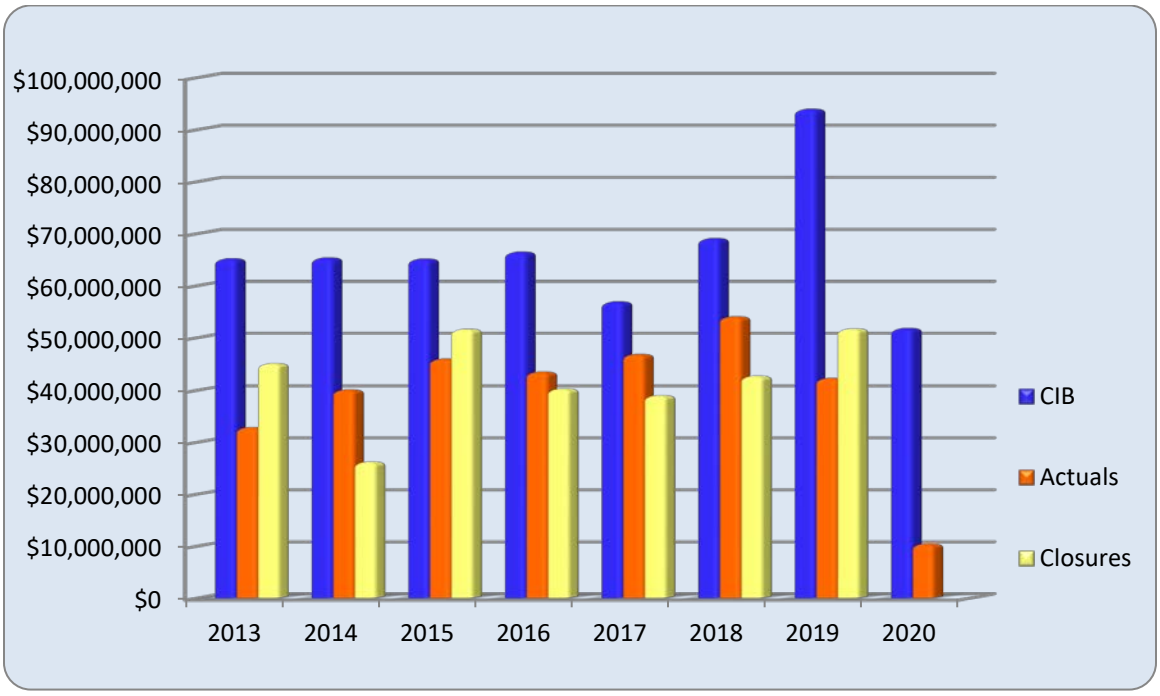
The information will be displayed numerically and graphically in monthly reports.

Used By

The Engineering Director and General Manager will use this data to gauge progress on use of capital project funds.

Results

	Goal	2020	Historical Information					
			2019	2018	2017	2016	2015	2014
Measure 5: Execution of Capital Improvement Budget (annual)	75%	20%	45%	78%	64%	65%	71%	61%



Budget, Expenditures, and Closures through June of 2020
Note – 2020 closure information is not known at this time and is not reflected on this graph

Measure #6: Debt to Equity Ratio

Type

Effectiveness

Accomplishment Goal Supported

- Fiscal responsibility and transparency with utility finances.
- Anticipate change and be prepared for the future.

Definition

The relative percentages of assets that are funded by debt and equity, respectively. The total of debt funding and equity funding equals 100%.

Data Collection Method

The calculation is performed by comparing debt and equity to assets annually.

Frequency

The measurement will be calculated annually upon completion of the Utility's audited financial statement.

Measured By

The Finance Division will calculate this ratio from financial statement data.

Reporting

The Finance Division manager will create and maintain an annual report. Trend information will be displayed in a table.

Used By

The information will be used by the Finance Division Director, General Manager, Board, and Administration to help evaluate debt financing levels.

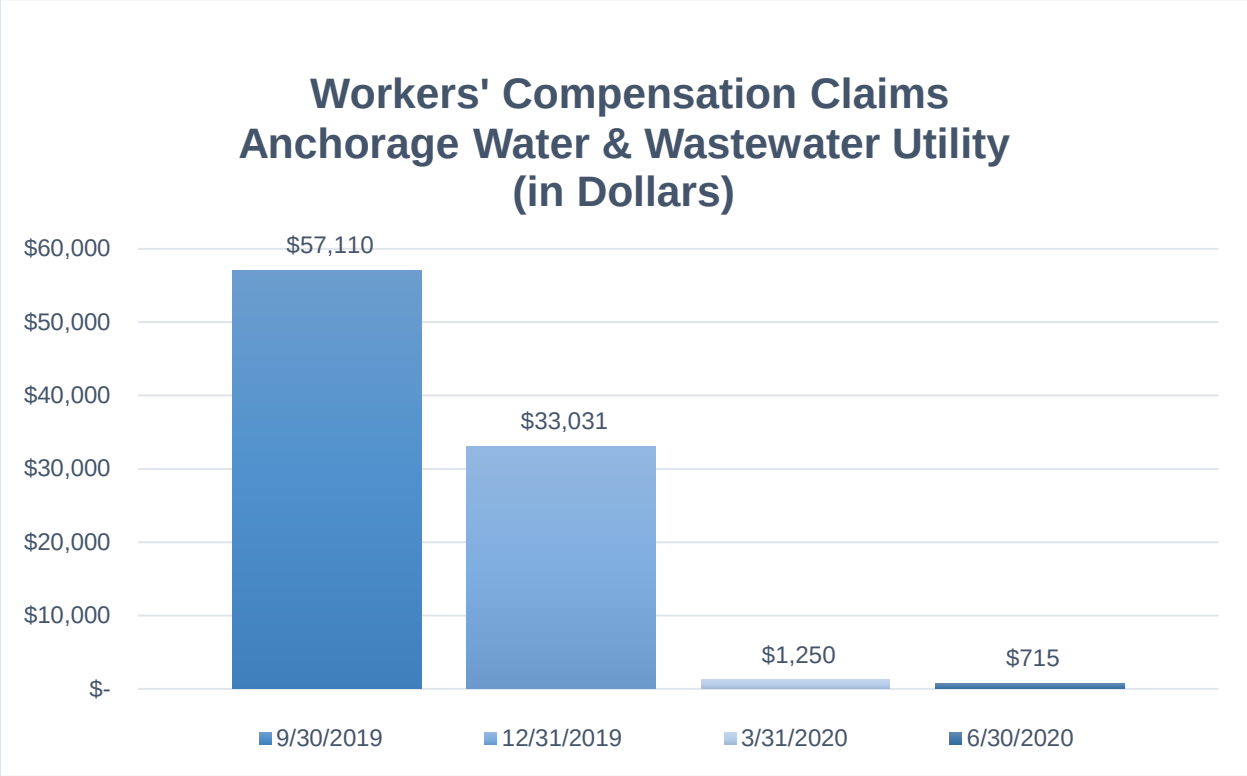
Results

Measure 6: Debt to Equity Ratio (annual)	Goal	2019	2018	2017	2016	2015	2014	2013
Water Utility	67/33	58/42	60/40	61/39	62/38	63/37	62/38	65/35
Wastewater Utility	67/33	64/36	65/35	64/36	67/33	67/33	65/35	67/33

PVR Measure WC: Managing Workers' Compensation Claims

Reducing job-related injuries is a priority for the Administration by ensuring safe work conditions and safe practices. By instilling safe work practices, we ensure not only the safety of our employees but reduce the potential for injuries and property damage to the public. The Municipality is self-insured and every injury poses a financial burden on the public and the injured worker's family. It just makes good sense to WORK SAFE.

Results are tracked by monitoring monthly reports issued by the Risk Management Division.



About Anchorage Water & Wastewater Utility

Anchorage Water Utility History
From the first intake of water at Lower Ship Creek, and a few miles of wood stave water lines downtown more than 100 years ago, Anchorage's public water utility has grown into an enterprise with a net plant in service of approximately $543 million that delivers nearly 23 million gallons of water to customers each day. The original water system for Anchorage was installed by the Alaska Railroad in 1917. In 1921, the City purchased the water system and associated water rights from the Alaska Engineering Commission. As the City expanded by annexation, the water system was extended into new areas and independent water systems previously serving the annexed areas were acquired by the City. A 2.6-mile raw water line to Ship Creek was built in 1980 to replace an earlier raw water main originally constructed in 1962 for the Ship Creek Water Treatment Facility (WTF). In the 1950's, an aqueduct was drilled through the mountains north of Anchorage to supply water from Eklutna Lake to the Eklutna hydroelectric power plant along the Knik River. In 1985, Anchorage Water and Wastewater Utility (AWWU) tapped this aqueduct and connected a 7.8-mile-long transmission main (intake portal) to provide water from Eklutna Lake to the Eklutna Water Treatment Facility (WTF). A 22-mile long water transmission main was constructed to distribute the treated water from Eklutna to Chugiak, Eagle River, and on into Anchorage.

Anchorage Sewer Utility History
The Alaska Engineering Commission first installed sewers in downtown Anchorage in 1916 along the lower bluff near the Alaska Railroad Depot. As Anchorage grew, construction of sewers continued and by the end of World War II, sewers were available in much of the area between Ship Creek and Chester Creek, west of Cordova Street. Greater Anchorage Area Borough (GAAB) was created in 1964 and was granted area wide sewer authority. The last major private sewer utility was acquired by the GAAB in 1972. Investment by the GAAB in the 1970's constructed the John M. Asplund (Asplund) Wastewater Treatment Facility (WWTF) for Anchorage, the Girdwood WWTF, and the Eagle River WWTF. The wastewater utility is now owned and governed by the Municipality of Anchorage as a result of unification of the City of Anchorage and the GAAB on September 15, 1975. The rivers, creeks, and inlets downstream from Anchorage's wastewater treatment facilities are not adversely impacted by treated effluent, which is AWWU's principal measure of success. The Anchorage community benefits from the superior operation of the three wastewater treatment plants that serve its growing population. Anchorage's public wastewater utility has grown into an enterprise with a net plant in service of approximately $423 million.

Governance
AWWU has a seven-member Board of Directors as codified in Anchorage Municipal Code section 4.80.020. The Board is appointed by the Mayor to staggered 3-year terms, with nominees subject to Assembly approval. The Board, by code, makes recommendations to the Mayor, establishes procedures for customer complaints, and recommends changes in code to the Assembly that the Board deems necessary or desirable for the efficient operation of the Utility or for the benefit of its customers. The authority for operation and management of the Utility is under the control of the Mayor. The Board members are very experienced professionals in the fields of law, accounting, engineering, and public health, in addition to 2 at-large citizen members. Regular meetings are held monthly and are open to the public. Board meetings focus on Utility operations and highlights.

Economic Regulation and Accounting
Since 1970, both the Anchorage Water Utility (AWU) and the Anchorage Wastewater Utility (ASU) have been regulated by the Alaska Public Utilities Commission (APUC), which was renamed the Regulatory Commission of Alaska (RCA) on July 1, 1999. AWU and ASU each hold a Certificate

of Public Convenience and Necessity for serving portions of the Anchorage Bowl, Eagle River, and Girdwood. The RCA must approve all rates and tariffs prior to implementation. They also regulate service areas and service quality. The RCA is composed of five members appointed to six-year staggered terms by the Governor of the State of Alaska and confirmed by the State Legislature.

AWWU is an Enterprise Fund. Enterprise Funds are used to account for operations where costs of providing services to the general public on a continuing basis are financed or recovered primarily through user charges or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or change in net assets is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

AWWU applies all applicable provisions of the Governmental Accounting Standards Board (GASB) which has authority for setting accounting standards for governmental entities. The accounting records of the Utility conform to the Uniform System of Accounts prescribed by the National Association of Regulatory Utility Commissioners (NARUC). The accrual basis of accounting is used for Enterprise Funds. Revenues are recognized in the accounting period in which they are earned and become measurable. Expenses are recognized in the period incurred, if measurable.

Environmental Regulation

AWU's activities are dictated by a wide variety of environmental regulations administered by the Environmental Protection Agency (EPA) and the Alaska Department of Environmental Conservation (ADEC). Potable water produced by AWU must comply with the regulations promulgated under the Safe Drinking Water Act (SDWA). The SDWA is the main federal law governing the quality of drinking water in the United States. The ADEC has authority (primacy) to administer the SDWA regulations for the EPA. The SDWA sets standards for the chemical and microbial quality of drinking water and establishes requirements for informing the public.

ASU's activities are also dictated by a wide variety of environmental regulations administered by the EPA and the ADEC. All wastewater discharges must comply with the regulations promulgated under the Clean Water Act (CWA). The CWA is the main federal law governing discharges into the waters of the United States. The CWA requires that each treatment facility have a unique National Pollution Discharge Elimination System (NPDES) permit that specifies the discharge limits from each facility for a wide variety of chemical and biological constituents. The ADEC has authority (primacy) to issue and administer the NPDES permits for ASU's Eagle River and Girdwood WWTFs. Authority to issue and administer the 301(h) modification for the Asplund WWTF has been retained by EPA, due to the special conditions of this discharge as outlined in section 301(h) of the CWA. In addition to the CWA laws, ASU's sewage sludge incinerator must also comply with the provisions specified in Title V of the Clean Air Act (CAA). ADEC has primacy for the CAA and administers the permit for EPA.

Failure to comply with the regulations promulgated under the SDWA, CWA, and CAA can result in fines and/or compliance orders and criminal charges.

Physical Plant

The Asplund WWTF is one of the few facilities in the nation operating as a primary treatment facility under Section 301(h) of the CWA. The primary treatment provided by this facility removes up to 46% of the biological oxygen demand (BOD) and 80% of the solids from the influent wastewater meeting the criteria necessary for discharge to the marine waters of Cook Inlet.

The smaller Eagle River and Girdwood WWTFs provide advanced secondary treatment prior to discharge to Eagle River and Glacier Creek respectively. These facilities remove up to 99% of the pollutants from the incoming wastewater prior to discharge.

In 2018, the Asplund WWTF treated an average of 27.1 million gallons per day (mgd). The Eagle River WWTF treated an average 1.3 mgd and the Girdwood WWTF treated an average 0.4 mgd. The three facilities have a combined design capacity of 61.1 mgd. The wastewater collection system has approximately 761 miles of pipes.

The Asplund facility, built in 1972, is Alaska's largest wastewater treatment plant. As wastewater treatment technology and the demands of community growth have developed over the last two decades, utility operators and engineers have kept pace. The Asplund plant underwent major renovations in 1982 and expanded and upgraded again in 1989.

A facilities plan update was prepared in 1999. The 1999 facilities plan evaluated the existing condition of the Asplund facility and identified improvements necessary to meet the future needs of the community. The facilities plan identified over $40 million worth of improvements to the solids handling, headworks, administration, laboratory, incineration, and thickening processes and control and power systems. AWWU undertook a majority of the recommended Asplund projects. These projects, along with careful operation, have made Asplund a modern, state-of-the-art treatment facility. In 2014, an updated facilities plan was prepared for Asplund. The plan recommended over $17M of additional investment in Asplund over ten years' time to rehabilitate and maintain aging infrastructure. A significant portion of those recommendations have been completed since 2014 with more to be completed in 2019. ASU continues to maintain its smaller treatment plants. Additional projects at Eagle River and Girdwood are underway, all designed to replace, rehabilitate, and provide for the near-term needs of the areas being serviced.

AWU's three sources of water are Eklutna Lake, Ship Creek and groundwater accessed through a system of wells in the Northern Communities, the Anchorage Bowl and Girdwood Valley. Eklutna WTF and the wells which supply Girdwood are operated year-round and serve as the primary supply sources for the two water systems. The Ship Creek WTF and the remainder of water wells are used to augment the primary water supply as well as provide redundancy to the Eklutna source for Eagle River and the Anchorage Bowl.

Of these sources, the Eklutna WTF now provides, on average, 91 percent of total water production for the Northern Communities and the Anchorage Bowl. In Girdwood, where system demand constitutes less than 2 percent of AWWU's total water production, all water produced and distributed is from two wells.

Projects to maintain the surface water plants and AWU's wells are on-going. The purpose of these projects is multiple fold: to rehabilitate and upgrade facilities where equipment has reached the end of its useful life; to automate and increase operational efficiency of facilities; to increase yield from existing well sites; and to meet stricter federal and state regulations regarding water quality.

Visit the AWWU website at: https://www.awwu.biz/

Anchorage Water & Wastewater Utility
Highlights and Future Events

COVID-19
The adverse effects of the COVID-19 virus in the community has had significant impacts on Anchorage Water and Wastewater Utility (AWWU). Many people throughout the community have lost their jobs, while others have been teleworking, if possible. Many businesses have closed or suffered lost revenue and high vacancies as a result of reduced tourism. These and other factors have led to decreases in commercial metered usage by 30%, resulting in a 5% decrease ($6 million) in annual revenues.

Overall, the demand on the system has maintained historical levels, as the community is now using more water in homes (flat rates), replacing the difference of usage from commercial buildings. The treatments plants and operational units have had no appreciable decreases in their expenses despite decreased revenues.

Affordability
A growing concern for water and wastewater utilities nationwide is the affordability of rates to ratepayers. AWWU shares the concerns of these other utilities. Increases in infrastructure and operating costs continue to lead to higher rates. Ongoing investment in infrastructure is critical for the Utility, as evidenced from the November 2018 earthquake. AWWU's infrastructure proved resilient; no customers went without service immediately following the earthquake. With this history and knowledge, AWWU is decreasing the amount of capital spending to be more in-line with depreciation levels, and to assist AWWU in mitigating future large rate increases.

Throughout 2019 and 2020, AWWU took the following steps to help reduce ongoing expenses:

- Education throughout the utility on energy efficiency and reduced demand charges.
- Reduced natural gas usage while maintaining compliance with air quality permits.
- Additional storage and reliability of the Asplund Wastewater Treatment Facility's disinfection system.

Focus in these areas will result in the savings of hundreds of thousands of dollars annually.

2021 Operating Expenses
With the future unknowns of the COVID-19 pandemic, and economic sustainability as an underlining principle for the Utility, AWWU is budgeting labor and non-labor expenses at levels lower than 2019 actual costs. These measures will assist in meeting financial metrics as defined by the AWWU Board of Directors. Proposed reductions will affect AWWU's Levels of Service. Response-time, mean time to repair, and customer hold times will likely lead to an increase in customer complaints due to these spending reductions.

Should the revenue outlook improve, or federal pandemic relief be provided to the Utility, AWWU will be asking for appropriations in line with the additional income in order to bring AWWU's Levels of Service up to more acceptable levels.

Rate Increases Calculated, Requested and Approved

	Calculated Rate Increases		Requested Permanent Rate Increases		Approved Rate Increases		
	AWU	ASU	AWU	ASU	AWU	ASU	Reason For Requesting Increases Less Than The Calculated Increases
2004	14.2%	8.1%	14.2%	8.1%	13.6%	8.1%	The calculated increases were requested due to the change in the MUSA calculation.
2005	7.2%	6.8%	7.2%	6.8%	7.8%	3.0%	The calculated increases were requested due to the change in the MUSA calculation.
2006	12.4%	15.0%	8.9%	10.6%	6.5%	10.6%	Policy direction to limit rate increases requested to reduce impact on customers.
2007	15.0%	17.8%	14.5%	13.0%	7.0%	9.5%	Policy direction to limit rate increases requested to reduce impact on customers.
2008	-	-	-	-	-	-	Rate changes were not requested by AWWU for 2008.
2009	8.7%	8.0%	7.0%	6.5%	5.6%	6.5%	Policy direction to limit rate increases requested to reduce impact on customers.
2010	7.0%	9.5%	2.5%	2.5%	2.5%	2.5%	Policy direction to limit rate increases requested to reduce impact on customers.
2011	18.5%	26.2%	8.0%	15.0%	8.0%	15.0%	Policy direction to limit rate increases requested to reduce impact on customers.
2012	13.0%	16.6%	6.0%	11.0%	6.0%	11.0%	Policy direction to limit rate increases requested to reduce impact on customers.
2013	9.1%	6.8%	6.0%	4.5%	6.0%	4.5%	Policy direction to limit rate increases requested to reduce impact on customers.
2014	5.6%	6.7%	4.0%	5.5%	2.3%	4.3%	AWWU stipulated to permanent rates lower than the rates requested.
2015	-	-	-	-	-	-	Rate changes were not requested by AWWU for 2015.
2016	-	-	-	-	-	-	Rate changes were not requested by AWWU for 2016.
2017	-	11.9%	-	9.5%	-	9.5%	Policy direction to limit rate increases requested to reduce impact on customers.
2018	4.5%	4.2%	3.0%	2.5%	3.0%	1.0%	
2019	8.3%	10.5%	7.0%	9.5%	6.5%	6.9%	AWWU stipulated to permanent rates lower than the rates requested.
2020	-	-	-	-	-	-	Rate changes were not requested by AWWU for 2020.

To improve its debt position, AWWU must continue to request reasonable rates while controlling expenses. The budget provided in this package provides just such a balance.

Anchorage Water & Wastewater Utility
External Impacts

Wastewater Treatment Facilities Discharge Permits
The State of Alaska Department of Environmental Conservation (ADEC) assumed authority for permitting wastewater discharges for the Girdwood and Eagle River Wastewater Treatment Facilities (WWTF) in November 2008. The Girdwood WWTF permit has been administratively extended by ADEC and continues to be effective and enforceable until a new permit is issued. The Eagle River WWTF permit was reissued by ADEC in 2020 and is valid for at least five years.

Authorization of discharge into marine waters from the Asplund WWTF remains under the auspices of the U.S. Environmental Protection Agency (EPA). The EPA is currently evaluating the Utility's application for reauthorization of the permit allowing only primary treatment, in accordance with criteria set out in Section 301(h) of the Clean Water Act. Subsequent to the agency's determination that the Asplund discharge meets the 301(h) criteria, EPA will consult with the National Marine Fisheries Service (NMFS) on the effects of the permit reauthorization on endangered species (i.e., the Cook Inlet beluga whale). If NMFS finds that the discharge reauthorization is likely to jeopardize continued existence of the species or adversely modify critical habitat, NMFS may impose conditions on the permit to mitigate the effects on the species. EPA has notified AWWU that they have targeted September 2022 to complete the review of the extension of the 301(h) permit.

Infrastructure
At the current time, AWWU provides best-in-class service as measured against industry benchmarks. However, the infrastructure required to provide water and sewer service requires continual annual capital investments to maintain service levels.

AWWU has advanced its asset management program to optimize spending on the Utility's infrastructure. AWWU performs business case analyses of major issues to determine solutions that lead to the lowest overall life cycle costs, as well as extensive condition assessment monitoring and evaluation using both AWWU staff and specialized contractors. This work is expected to provide best value to ratepayers in the long term.

Anchorage Water Utility
8 Year Summary
($ in thousands)

Financial Overview	2019 Actuals	2020 Proforma	2021 Approved	2022	2023	2024	2025	2026
				Forecast				
Revenues	68,580	63,413	64,526	69,658	72,139	74,639	77,339	80,149
Expenses and Transfers [1]	54,749	61,358	59,498	61,862	62,980	64,830	67,490	69,710
Net Income (Loss)	**13,831**	**2,055**	**5,028**	**7,796**	**9,159**	**9,809**	**9,849**	**10,439**
Charges by/to Other Departments	2,289	2,330	2,768	2,879	2,994	3,114	3,238	3,368
Municipal Enterprise/Utility Service Assessment	8,705	9,074	9,383	9,440	9,690	10,030	10,350	10,680
Dividend to General Government	-	1,630	-	-	-	-	750	1,000
Transfers to General Government [2]	**10,994**	**13,034**	**12,151**	**12,319**	**12,684**	**13,144**	**14,338**	**15,048**
Operating Cash	35,348	27,291	24,493	23,840	23,735	24,704	24,216	23,897
Construction Cash Pool	10,235	23,508	4,536	4,067	3,749	2,790	2,801	3,300
Restricted Cash	3,177	-	927	2,188	2,370	2,457	2,545	2,639
Total Cash	**48,760**	**50,799**	**29,956**	**30,095**	**29,854**	**29,951**	**29,562**	**29,836**
Net Position (Equity) 12/31	173,167	175,221	180,200	187,997	197,155	206,964	216,812	227,251
Capital Assets Beginning Balance	563,079	566,271	571,894	571,471	573,657	576,289	579,753	582,292
Asset Additions Placed in Service	24,276	22,907	17,271	20,210	21,090	22,014	21,419	20,677
Assets Retired	(16,856)	(3,300)	(4,100)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
Change Depreciation (Increase)/Decrease	(4,228)	(13,984)	(13,594)	(14,024)	(14,458)	(14,550)	(14,880)	(15,210)
Net Capital Assets (12/31)	566,271	571,894	571,471	573,657	576,289	579,753	582,292	583,759
Equity Funding Available for Capital	10,000	11,000	6,000	6,000	7,000	7,000	8,000	8,000
Debt								
New Debt - Bonds	2,895	19,730	25,000	-	-	-	-	-
New Debt - Loans or Other	7,558	8,000	10,000	10,500	10,500	10,750	10,800	10,900
Total Outstanding LT Debt	208,320	222,002	244,653	242,101	238,926	235,974	232,249	243,782
Total Annual Debt Service Payment	17,838	19,780	21,593	21,186	21,656	21,485	22,066	22,558
Debt Service Requirement	**1.15**	**1.15**	**1.15**	**1.15**	**1.15**	**1.15**	**1.15**	**1.15**
Debt Service Coverage (Bond)	3.64	2.75	2.53	2.49	2.59	2.81	2.91	2.94
Debt Service Coverage (Total)	1.81	1.23	1.15	1.25	1.26	1.30	1.31	1.32
Debt/Equity Ratio	58 / 42	56 / 44	58 / 42	56 / 44	55 / 45	53 / 47	52 / 48	52 / 48
Rate Change Percent	6.52%	0.0%	2.0%	3.5%	3.5%	3.5%	3.5%	3.5%
Single Family Rate ($)	54.53	54.53	55.62	57.57	59.58	61.67	63.83	66.06
Statistical/Performance Trends								
Number of Accounts	56,561	56,561	56,561	56,657	56,753	56,850	56,947	57,043
Average Treatment (MGD)	25.8	25.9	25.9	26.0	26.1	26.1	26.2	26.3
Miles of Water Lines	848	850	852	854	857	859	861	863
Number of Public Hydrants	6,069	6,084	6,099	6,115	6,130	6,145	6,161	6,176

[1] Expenses shown include all transfers to General Government and all non-cash items: depreciation (including depreciation on assets purchased with grant funds) and amortization activities.
[2] Included in total expenses calculated in Net Income.

Anchorage Water Utility
Statement of Revenues and Expenses

	2019 Actuals	2020 Proforma	Under/(Over) Budget	2020 Revised	$ Change	2021 Approved	21 v 20 % Change
Operating Revenue							
Residential Sales	45,102,446	45,500,000	(166,550)	45,333,450	966,550	46,300,000	2.13%
Commercial Sales	14,154,435	11,100,000	2,468,485	13,568,485	(2,668,485)	10,900,000	-19.67%
Public Authority Sales	5,200,262	5,226,640	-	5,226,640	73,360	5,300,000	1.40%
Reimbursed Costs	-	-	-	-	-	-	0.00%
Miscellaneous	1,508,739	1,000,000	293,550	1,293,550	-	1,293,550	0.00%
Total Operating Revenue	**65,965,881**	**62,826,640**	**2,595,485**	**65,422,125**	**(1,628,575)**	**63,793,550**	**-2.49%**
Non Operating Revenue							
Investment Income	2,532,460	585,900	142,150	728,050	(50)	728,000	-0.01%
Other Income	82,262	752	4,249	5,000	-	5,000	0.00%
Total Non Operating Revenue	**2,614,722**	**586,652**	**146,399**	**733,050**	**(50)**	**733,000**	**-0.01%**
Total Revenue	**68,580,603**	**63,413,292**	**2,741,884**	**66,155,175**	**(1,628,625)**	**64,526,550**	**-2.46%**
Operating Expense							
Salaries and Benefits	16,707,969	17,947,771	413,948	18,361,719	(357,618)	18,004,101	-1.95%
Overtime	813,427	936,803	(483,803)	453,000	(134,316)	318,684	-29.65%
Total Labor	17,521,396	18,884,573	(69,854)	18,814,719	(491,934)	18,322,785	-2.61%
Supplies	2,093,523	1,947,162	406,836	2,353,998	(92,294)	2,261,704	-3.92%
Travel	52,056	6,860	(6,860)	-	39,550	39,550	0.00%
Contractual/Other Services	6,798,362	7,601,321	545,915	8,147,236	(424,561)	7,722,675	-5.21%
Equipment/Furnishings	-	-	-	-	-	-	0.00%
Contributions to Other Funds	7,500	-	-	-	-	-	0.00%
Dividend to General Government	-	1,630,000	-	1,630,000	(1,630,000)	-	-100.00%
Manageable Direct Cost Total	8,951,441	11,185,343	945,891	12,131,234	(2,107,305)	10,023,929	-17.37%
Municipal Enterprise/Utility Service Assessment	8,705,313	9,073,946	444,969	9,518,915	(136,265)	9,382,650	-1.43%
Depreciation/Amortization	13,090,888	13,680,000	-	13,680,000	(1,005,616)	12,674,384	-7.35%
Non-Manageable Direct Cost Total	21,796,201	22,753,946	444,969	23,198,915	(1,141,881)	22,057,034	-4.92%
Charges by/to Other Departments	2,281,709	2,330,407	180,118	2,510,525	257,786	2,768,311	10.27%
Intradepartmental Overheads	(930,126)	(604,254)	(66,189)	(670,443)	87,746	(582,697)	-13.09%
Total Operating Expense	**49,620,620**	**54,550,016**	**1,434,934**	**55,984,950**	**(3,395,588)**	**52,589,362**	**-6.07%**
Non Operating Expense							
Amortization of Debt Expense	(763,793)	(773,059)	(92,941)	(866,000)	2,000	(864,000)	-0.23%
Debt Issuance Costs	158,708	100,000	-	100,000	200,000	300,000	200.00%
Interest on Bonded Debt	4,782,100	5,923,022	-	5,923,022	(421,022)	5,502,000	-7.11%
Interest on Loans	1,740,086	2,400,000	-	2,400,000	151,000	2,551,000	6.29%
Interest During Construction (AFUDC)	(788,274)	(841,581)	(118,419)	(960,000)	380,000	(580,000)	-39.58%
Total Non Operating Expense	**5,128,827**	**6,808,382**	**(211,360)**	**6,597,022**	**311,978**	**6,909,000**	**4.73%**
Total Expense	**54,749,446**	**61,358,398**	**1,223,574**	**62,581,972**	**(3,083,610)**	**59,498,362**	**-4.93%**
Net Income (Loss)	**13,831,157**	**2,054,894**	**1,518,309**	**3,573,203**	**1,454,985**	**5,028,188**	**40.72%**
Appropriation:							
Total Expense		**61,358,398**	**62,581,972**	**62,581,972**	**(1,860,036)**	**59,498,362**	**-4.93%**
Less: Non Cash Items							
Depreciation/Amortization		13,680,000	-	13,680,000	(1,005,616)	12,674,384	-7.35%
Amortization of Debt Expense		(773,059)	(92,941)	(866,000)	2,000	(864,000)	-0.23%
Interest During Construction (AFUDC)		(841,581)	(118,419)	(960,000)	380,000	(580,000)	-39.58%
Total Non-Cash		12,065,360	(211,360)	11,854,000	(623,616)	11,230,384	-5.26%
Amount to be Appropriated (Function Cost/Cash Expense)		**49,293,038**	**1,434,934**	**50,727,972**	**(2,459,994)**	**48,267,978**	**-4.85%**

Anchorage Water Utility
Reconciliation from 2020 Revised Budget to 2021 Approved Budget

		Positions		
	Expenses	FT	PT	Temp/ Seas
2020 Revised Budget (Appropriation)	50,727,972	283	1	10
Transfers by/to Other Departments				
- Charges by Other Departments	257,786	-	-	-
Changes in Existing Programs/Funding for 2021				
- Salaries and Benefits Adjustments	568,797	-	-	-
- Overtime alignment - net 0 adjustment of the overtime budget into the accounts that the costs will actually post to	(134,316)	-	-	-
	134,316	-	-	-
- Contractual/Other Services - Insurance	46,810	-	-	-
- Contractual/Other Services - Bad Debt Expense	119,834	-	-	-
- 2020 One-Time Travel	91,900	-	-	-
- Non-Operating Expense - Debt Expense	(68,022)	-	-	-
- Intradepartmental Overheads - Administrative Overhead	55,000	-	-	-
- Depreciation	(1,005,616)	-	-	-
- Non-Operating Expense - Interest During Construction	380,000	-	-	-
- Municipal Utility Service Assessment (MUSA)	(136,265)	-	-	-
2021 Continuation Level	**51,038,196**	**283**	**1**	**10**
2021 Proposed Budget Changes				
- Executive salaries to stay flat from 2020	(8,147)	-	-	-
- Non-Represented pay scales to stay flat from 2020	(48,301)	-	-	-
- Labor - 2021 One-Time Vacancy Factor Increase*	(1,004,283)	-	-	-
- Non-Labor - 2021 One-Time Decrease - Supplies/Contractual/Other Services*	(650,753)	-	-	-
- Travel - 2021 One-Time Decrease*	(52,350)	-	-	-
- Dividend	(1,630,000)	-	-	-
2021 Approved Budget	**47,644,362**	**283**	**1**	**10**
2021 Budget Adjustment for Accounting Transactions (Appropriation)				
- Depreciation and Amortization	1,005,616	-	-	-
- Amortization of Debt Expense	(2,000)	-	-	-
- Interest During Construction	(380,000)	-	-	-
2021 Approved Budget (Appropriation)	**48,267,978**	**283**	**1**	**10**
	2021 Approved FTE			
	288.5	**283**	**0.5**	**5.0**

Workforce Authorized per Budget is for both Water and Wastewater utilities.

* Budget reductions for 2021 due to economic uncertainties. These reductions will affect customer hold times and AWWU response times, but there are no anticipated impacts to safety. If financial forecasts improve, AWWU will ask for additional appropriations for 2021.

Anchorage Water Utility
2021 Capital Improvement Budget

($ in thousands)

Projects	Debt	Grants		Equity	Total
		State	Federal		
900 Reservoir & Transmission Main	3,275	-	-	475	3,750
Alaska Department of Transportation-MOA Emergency	-	-	-	1,000	1,000
Bragaw 16th Debarr Water Upgrade	900	-	-	-	900
Customer Information System Enhancements	-	-	-	50	50
Eklutna Lake Water Rights	-	-	-	200	200
Eklutna Water Treatment Facility Disinfection Improvements	705	-	-	-	705
Eklutna Water Treatment Facility Fluoride Improvements	450	-	-	-	450
Eklutna Water Treatment Facility Motor Control Center Upgrade	2,000	-	-	-	2,000
Excavation Safety Equipment	-	-	-	125	125
Facility Equipment	-	-	-	750	750
Facility Plant	-	-	-	1,400	1,400
Geographic Information System Application Development	-	-	-	25	25
Girdwood Distribution Upgrades	800	-	-	-	800
Heavy Rolling Stock	-	-	-	500	500
Hydraulic Model Upgrades	-	-	-	50	50
Information Technology Infrastructure	-	-	-	600	600
Miscellaneous Information Technology Systems	-	-	-	250	250
Orca High-Density Polyethylene Pipe Replacement	520	-	-	-	520
Parkdown Estates Water Upgrade	400	-	-	-	400
Plant Oversize & Betterments	-	-	-	25	25
Pressure Regulating Valve Replacement	-	-	-	300	300
Programmatic Interties	-	-	-	250	250
Reservoir Upgrades & Improvements	-	-	-	300	300
Supervisory Control and Data Acquisition Equipment	-	-	-	250	250
Tudor - Wright Water Upgrades	300	-	-	-	300
Upper Eagle River Fire Flow	1,650	-	-	-	1,650
Vehicles	-	-	-	300	300
Work Management Software	-	-	-	150	150
Total	**11,000**	**-**	**-**	**7,000**	**18,000**

Anchorage Water Utility
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants State	Grants Federal	Equity	Total
ADOT-MOA Emergency						
Alaska Department of Transportation-MOA Emergency	2021	-	-	-	1,000	1,000
	2022	-	-	-	1,000	1,000
	2023	-	-	-	1,000	1,000
	2024	-	-	-	1,000	1,000
	2025	-	-	-	1,000	1,000
	2026	-	-	-	1,000	1,000
		-	-	-	6,000	6,000
Equipment						
Excavation Safety Equipment	2021	-	-	-	125	125
Facility Equipment	2021	-	-	-	750	750
	2022	-	-	-	750	750
	2023	-	-	-	750	750
	2024	-	-	-	750	750
	2025	-	-	-	750	750
	2026	-	-	-	1,000	1,000
		-	-	-	4,750	4,750
Facility Plant	2021	-	-	-	1,400	1,400
	2022	-	-	-	1,500	1,500
	2023	-	-	-	1,500	1,500
	2024	-	-	-	1,500	1,500
	2025	-	-	-	1,500	1,500
	2026	-	-	-	1,500	1,500
		-	-	-	8,900	8,900
Information Technology Infrastructure	2021	-	-	-	600	600
	2022	-	-	-	600	600
	2023	-	-	-	25	25
	2024	-	-	-	25	25
	2025	-	-	-	25	25
	2026	-	-	-	25	25
		-	-	-	1,300	1,300
Supervisory Control and Data Acquisition Equipment	2021	-	-	-	250	250

Anchorage Water Utility
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants State	Grants Federal	Equity	Total
	2022	-	-	-	500	500
	2023	-	-	-	500	500
	2024	-	-	-	500	500
	2025	-	-	-	500	500
	2026	-	-	-	500	500
		-	-	-	2,750	2,750
Supervisory Control and Data Acquisition Master Plan Recommendations	2024	2,000	-	-	-	2,000
	2025	2,000	-	-	-	2,000
		4,000	-	-	-	4,000
Facilities						
3000 Arctic Roof Rehabilitation	2022	350	-	-	-	350
	2023	1,150	-	-	-	1,150
		1,500	-	-	-	1,500
Eklutna Water Treatment Facility Disinfection Improvements	2021	705	-	-	-	705
Eklutna Water Treatment Facility Fluoride Improvements	2021	450	-	-	-	450
Eklutna Water Treatment Facility Motor Control Center Upgrade	2021	2,000	-	-	-	2,000
	2023	2,000	-	-	-	2,000
		4,000	-	-	-	4,000
Eklutna Water Treatment Facility Supervisory Control and Data Acquisition Backbone/Fire Improvements	2023	625	-	-	75	700
	2024	875	-	-	825	1,700
		1,500	-	-	900	2,400
Ship Creek Water Treatment Facility Plan	2024	-	-	-	500	500
Ship Creek Water Treatment Facility Project Recommendations	2025	1,000	-	-	-	1,000
	2026	1,000	-	-	-	1,000
		2,000	-	-	-	2,000

Anchorage Water Utility
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Grants			Equity	Total
		Debt	State	Federal		
Management Information Systems						
Customer Information System Enhancements	2021	-	-	-	50	50
	2022	-	-	-	50	50
	2023	-	-	-	50	50
	2024	-	-	-	50	50
	2025	-	-	-	50	50
	2026	-	-	-	50	50
		-	-	-	300	300
Depreciation Study	2023	-	-	-	250	250
Geographic Information System Application Development	2021	-	-	-	25	25
	2022	-	-	-	25	25
	2023	-	-	-	25	25
	2024	-	-	-	25	25
	2025	-	-	-	25	25
	2026	-	-	-	25	25
		-	-	-	150	150
Hydraulic Model Upgrades	2021	-	-	-	50	50
	2022	-	-	-	50	50
	2023	-	-	-	50	50
	2024	-	-	-	50	50
	2025	-	-	-	50	50
	2026	-	-	-	50	50
		-	-	-	300	300
Miscellaneous Information Technology Systems	2021	-	-	-	250	250
	2022	-	-	-	250	250
	2023	-	-	-	250	250
	2024	-	-	-	250	250
	2025	-	-	-	250	250
	2026	-	-	-	250	250
		-	-	-	1,500	1,500
Work Management Software	2021	-	-	-	150	150
	2022	-	-	-	150	150

Anchorage Water Utility
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants State	Grants Federal	Equity	Total
	2023	-	-	-	150	150
	2024	-	-	-	150	150
	2025	-	-	-	150	150
	2026	-	-	-	150	150
		-	-	-	900	900
Plant						
475 Loop Conversion	2022	1,000	-	-	-	1,000
475 Reservoir Site Acquisition	2022	700	-	-	-	700
484 520 Zone Conversion	2023	1,500	-	-	-	1,500
520 440 Zone Conversion	2025	450	-	-	300	750
520 Reservoir & Transmission Main	2024	3,500	-	-	-	3,500
	2025	5,000	-	-	-	5,000
	2026	5,000	-	-	-	5,000
		13,500	-	-	-	13,500
570 600 Zone Conversion	2025	-	-	-	350	350
7th 8th Alley I to K Street Water Upgrade	2022	485	-	-	-	485
900 Reservoir & Transmission Main	2021	3,275	-	-	475	3,750
Anchorage Townsite 5th 8th Avenue Water Upgrade	2022	2,600	-	-	-	2,600
Asplund Wastewater Treatment Facility Process Water	2025	325	-	-	675	1,000
	2026	1,500	-	-	1,000	2,500
		1,825	-	-	1,675	3,500
Boniface 347 424 Zone Conversion	2026	25	-	-	-	25
Bragaw 16th Debarr Water Upgrade	2021	900	-	-	-	900
Briarwood Dimond Intertie	2024	800	-	-	-	800

Anchorage Water Utility
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants State	Grants Federal	Equity	Total
Citadel Lane Water Upgrade	2023	545	-	-	-	545
Distribution Pipe Rehabilitation & Replacement	2025	904	-	-	-	904
	2026	2,960	-	-	-	2,960
		3,864	-	-	-	3,864
Distribution Reservoir Ladder Upgrade	2026	-	-	-	25	25
East 42nd Lake Otis to Piper Water Rehabilitation	2022	800	-	-	-	800
East 74th Pressure Regulating Valve Rehabilitation	2026	25	-	-	-	25
East 7th Lane Pine Water Rehabilitation	2024	1,500	-	-	-	1,500
Eklutna Lake Water Rights	2021	-	-	-	200	200
Eklutna Water Treatment Facility Architectural Structural Improvements	2024	860	-	-	-	860
Eklutna Water Treatment Facility Building Improvements	2023	510	-	-	-	510
	2024	510	-	-	-	510
		1,020	-	-	-	1,020
Eklutna Water Treatment Facility Civil Improvements	2024	120	-	-	-	120
Eklutna Water Treatment Facility Powder Activated Carbon System Removal	2024	35	-	-	-	35
Eklutna Water Treatment Facility Process Improvements	2022	165	-	-	-	165
	2023	165	-	-	-	165
		330	-	-	-	330
Energy Recovery Station Energy Recovery Turbine	2026	25	-	-	-	25
Girdwood Distribution Upgrades	2021	800	-	-	-	800

Anchorage Water Utility
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants State	Grants Federal	Equity	Total
Goldenview Reservoir Access	2026	250	-	-	-	250
Gruening Reservior, Booster Station, Well Station Rehabilitation	2024	1,357	-	-	-	1,357
Hanshew Booster Station Abandonment	2026	25	-	-	-	25
Kincaid Reservoir Expansion	2022	2,000	-	-	-	2,000
	2023	7,250	-	-	-	7,250
		9,250	-	-	-	9,250
Ocean View South Pressure Regulating Valve Distribution	2024	200	-	-	-	200
	2025	700	-	-	-	700
		900	-	-	-	900
Orca High-Density Polyethylene Pipe Replacement	2021	520	-	-	-	520
Parkdown Estates Water Upgrade	2021	400	-	-	-	400
	2022	2,500	-	-	-	2,500
		2,900	-	-	-	2,900
Plant Oversize & Betterments	2021	-	-	-	25	25
	2022	-	-	-	25	25
	2023	-	-	-	25	25
	2024	-	-	-	25	25
	2025	-	-	-	25	25
	2026	-	-	-	25	25
		-	-	-	150	150
PME Turnagain Street Water Upgrade	2023	50	-	-	-	50
	2024	950	-	-	-	950
		1,000	-	-	-	1,000
PME West 32nd Avenue Water Main	2023	50	-	-	-	50
	2024	450	-	-	-	450
		500	-	-	-	500

Anchorage Water Utility
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants State	Grants Federal	Equity	Total
Pressure Regulating Valve Replacement	2021	-	-	-	300	300
	2022	-	-	-	300	300
	2023	-	-	-	300	300
	2024	-	-	-	300	300
	2025	-	-	-	300	300
	2026	-	-	-	300	300
		-	-	-	1,800	1,800
Programmatic Interties	2021	-	-	-	250	250
	2022	250	-	-	-	250
	2023	-	-	-	250	250
	2024	-	-	-	250	250
	2025	-	-	-	250	250
	2026	-	-	-	250	250
		250	-	-	1,250	1,500
Reservoir Upgrades & Improvements	2021	-	-	-	300	300
	2026	2,488	-	-	-	2,488
		2,488	-	-	300	2,788
Security Improvements - Water Other Plant & Facilities	2025	500	-	-	-	500
Security Improvements - Water Plant	2025	500	-	-	-	500
Security Improvements - Water Transmission and Distribution System	2025	500	-	-	-	500
Thunderbird Reservoir	2026	25	-	-	-	25
Tudor - Wright Water Upgrades	2021	300	-	-	-	300
	2022	900	-	-	-	900
		1,200	-	-	-	1,200
Tudor Wright Water Improvements	2025	2,000	-	-	-	2,000
Upper Eagle River Fire Flow	2021	1,650	-	-	-	1,650
	2022	1,150	-	-	-	1,150
		2,800	-	-	-	2,800

Anchorage Water Utility
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants State	Grants Federal	Equity	Total
Valve Vault P-1 Station 20 Access	2026	-	-	-	25	25
Valve Vault P-2 Station 08 Access	2026	-	-	-	25	25
Well 3 Upgrade	2026	25	-	-	-	25
Well 4 Hypochlorite Storate	2026	25	-	-	-	25
Zodiak Booster Abandonment	2026	25	-	-	-	25
Safety Improvements						
Eklutna Water Treatment Facility Safety Improvements	2024	680	-	-	-	680
Well 4 Security Upgrades	2026	25	-	-	-	25
Vehicles/Fleet						
Heavy Rolling Stock	2021	-	-	-	500	500
	2022	-	-	-	500	500
	2023	-	-	-	500	500
	2024	-	-	-	500	500
	2025	-	-	-	500	500
	2026	-	-	-	500	500
		-	-	-	3,000	3,000
Vehicles	2021	-	-	-	300	300
	2022	-	-	-	300	300
	2023	-	-	-	300	300
	2024	-	-	-	300	300
	2025	-	-	-	300	300
	2026	-	-	-	300	300
		-	-	-	1,800	1,800
	Total	**78,884**	**-**	**-**	**40,000**	**118,884**

3000 Arctic Roof Rehabilitation

Project ID	AWU2018009	**Department**	Anchorage Water Utility
Project Type	Rehabilitation	**Start Date**	
District		**End Date**	
Community Council			

Description

Rehabilitate the roof of AWWU headquarters building compromised by age and old roof penetrations needed for obsolete heating, ventilation, and air conditioning equipment.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	350	1,150	-	-	-	1,500
Total ($ in thousands)		**-**	**350**	**1,150**	**-**	**-**	**-**	**1,500**

475 Loop Conversion

Project ID	AWU2018007	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	October 2013
District		**End Date**	July 2026
Community Council			

Description

Convert the operating hydraulic grade line of the Anchorage Loop Water Transmission Main between Ship Creek Energy Recovery Station and Abbott Vault (Phases I to IV) to float on the Elmore Reservoir.

Comments

Project is in design phase

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	1,000	-	-	-	-	1,000
Total ($ in thousands)		**-**	**1,000**	**-**	**-**	**-**	**-**	**1,000**

475 Reservoir Site Acquisition

Project ID	AWU2016007	**Department**	Anchorage Water Utility
Project Type	Extension	**Start Date**	
District		**End Date**	
Community Council			

Description

Purchase and zone for water storage reservoirs a tract of land meeting acreage requirements east of Muldoon Road at an elevation of 475 feet to assure availability when needed to meet operational, emergency, and fire flow storage needs circa 2032.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	700	-	-	-	-	700
Total ($ in thousands)		**-**	**700**	**-**	**-**	**-**	**-**	**700**

484 520 Zone Conversion

Project ID	AWU2017002	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Reconfigure the Lower Eagle River Water System to operate as one cohesive system connected to the proposed 520 Reservoir.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	1,500	-	-	-	1,500
Total ($ in thousands)		**-**	**-**	**1,500**	**-**	**-**	**-**	**1,500**

520 440 Zone Conversion

Project ID	AWU2017010	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Convert the 440 pressure zone in Eagle River to the 520 pressure zone to mitigate the risk of large water outages in the event of a distribution failure, cross connections and water quality concerns.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	-	450	-	450
Net Assets	540200 - Water Utility CIP	-	-	-	-	300	-	300
Total ($ in thousands)		**-**	**-**	**-**	**-**	**750**	**-**	**750**

520 Reservoir & Transmission Main

Project ID	AWU2017006	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Construct 5 million gallons of storage in the 520 zone in Eagle River to increase resiliency and meet minimum emergency water demands.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	3,500	5,000	5,000	13,500
Total ($ in thousands)		**-**	**-**	**-**	**3,500**	**5,000**	**5,000**	**13,500**

570 600 Zone Conversion

Project ID	AWU2017012	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Combine the 570 and 600 pressure zones at South Park pressure regulating valve to mitigate pressure surges and increase operating pressures, minimize the size of water outages when disruptions do occur, and upsize the station piping to meet AWWU requirements. Project timing should occur as station rehabilitation or replacement is needed.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	-	-	-	-	350	-	350
Total ($ in thousands)		**-**	**-**	**-**	**-**	**350**	**-**	**350**

7th 8th Alley I to K Street Water Upgrade

Project ID	AWU2017014	**Department**	Anchorage Water Utility
Project Type	Upgrade	**Start Date**	
District		**End Date**	
Community Council			

Description

Rehabilitate or replace 359 feet of 1956 6 inch cast iron pipe in downtown Anchorage for which condition assessment results indicate degradation of pipe wall strength to be greater than 50%.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	485	-	-	-	-	485
Total ($ in thousands)		**-**	**485**	**-**	**-**	**-**	**-**	**485**

900 Reservoir & Transmission Main

Project ID	AWU2017003	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	January 2019
District		**End Date**	May 2024
Community Council			

Description

Construct 1 million gallons of storage in the 900 zone in Upper Eagle River to increase resiliency and meet minimum emergency water demands.

Comments

Project is in design phase

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	3,275	-	-	-	-	-	3,275
Net Assets	540200 - Water Utility CIP	475	-	-	-	-	-	475
Total ($ in thousands)		**3,750**	**-**	**-**	**-**	**-**	**-**	**3,750**

Alaska Department of Transportation-MOA Emergency

Project ID	AWU2021013	**Department**	Anchorage Water Utility
Project Type	Replacement	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

Provides funding for AWWU projects of an emergency nature or done in conjunction with road agencies. These projects are developed as needed for emergency repairs to the distribution system and/or through coordination with the State of Alaska Department of Transportation & Public Facilities, Municipality of Anchorage Project Management & Engineering as well as other local/state agencies.

Comments

Annual Funding Pool

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	1,000	1,000	1,000	1,000	1,000	1,000	6,000
Total ($ in thousands)		**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**6,000**

Anchorage Townsite 5th 8th Avenue Water Upgrade

Project ID	AWU2018020	**Department**	Anchorage Water Utility
Project Type	Upgrade	**Start Date**	January 2019
District		**End Date**	April 2024
Community Council			

Description

This project will replace approximately 3,600 feet of cast iron water main in the Bootleggers Cove area with a structural wall loss of 40%-50% based on condition assessment results. Routine maintenance and repair of these mains is higher than the norm due to congestion of utilities and narrow streets.

Comments

Project is in design phase

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	2,600	-	-	-	-	2,600
Total ($ in thousands)		**-**	**2,600**	**-**	**-**	**-**	**-**	**2,600**

Asplund Wastewater Treatment Facility Process Water

Project ID	AWU2018008	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

This project will serve to increase flow and provide a redundant source of water for the Asplund Wastewater Treatment Facility, one of the Water Utility's largest commercial customers, to assure seamless water delivery for high demand and high consequence of failure Sewer Utility assets.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	-	325	1,500	1,825
Net Assets	540200 - Water Utility CIP	-	-	-	-	675	1,000	1,675
Total ($ in thousands)		**-**	**-**	**-**	**-**	**1,000**	**2,500**	**3,500**

Boniface 347 424 Zone Conversion

Project ID	AWU2016009	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Convert the operating hydraulic grade line of the Tudor Road and Boniface Parkway from 347 to 424 to increase operational, emergency, and fire flows to meet minimum AWWU requirements and provide needed redundancy to minimize the number of customers affected by water outages when they do occur.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	-	-	25	25
Total ($ in thousands)		**-**	**-**	**-**	**-**	**-**	**25**	**25**

Bragaw 16th Debarr Water Upgrade

Project ID	AWU2017005	**Department**	Anchorage Water Utility
Project Type	Replacement	**Start Date**	February 2018
District		**End Date**	April 2024
Community Council			

Description

Rehabilitate or replace 1,281 feet of 1956 6 inch and 8 inch cast iron pipe with a high consequence of failure reported to have diminished structural wall strength through condition assessment (avg. 50% wall loss in 2016)

Comments

Project is in design phase

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	900	-	-	-	-	-	900
Total ($ in thousands)		**900**	**-**	**-**	**-**	**-**	**-**	**900**

Briarwood Dimond Intertie

Project ID	AWU2016005	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Construct approximately 400 feet of 8 inch water main between Spring Street and Old Seward Highway to provide water redundancy to approximately 43 industrial, commercial, and residential customers in the Briarwood Road area.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	800	-	-	800
Total ($ in thousands)		**-**	**-**	**-**	**800**	**-**	**-**	**800**

Citadel Lane Water Upgrade

Project ID	AWU2017004	**Department**	Anchorage Water Utility
Project Type	Replacement	**Start Date**	
District		**End Date**	
Community Council			

Description

Rehabilitate or replace 407 feet of 1975 8 inch ductile iron pipe with a high failure rate. Test removed pipe to determine pipe class.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	545	-	-	-	545
Total ($ in thousands)		**-**	**-**	**545**	**-**	**-**	**-**	**545**

Customer Information System Enhancements

Project ID	AWU2021001	**Department**	Anchorage Water Utility
Project Type	IT	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

Installation, acquisition, and upgrade of IT systems related to the Customer Service IT Master Plan System Category. Systems include Banner CIS, Neptune Meter Reading, Cash Register, Bill Payment and Presentment, Infor Permitting, Backflow, Teledig, and Outage Notification.

Comments

Annual Funding Pool - has a related Sewer Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	50	50	50	50	50	50	300
Total ($ in thousands)		**50**	**50**	**50**	**50**	**50**	**50**	**300**

Depreciation Study

Project ID	AWU2016002	**Department**	Anchorage Water Utility
Project Type	New	**Start Date**	
District		**End Date**	
Community Council			

Description

Conduct a depreciation study of Water Utility assets for use in rate making and other Regulatory needs.

Comments

New project - has related Sewer Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	-	-	250	-	-	-	250
Total ($ in thousands)		**-**	**-**	**250**	**-**	**-**	**-**	**250**

Distribution Pipe Rehabilitation & Replacement

Project ID	AWU2016004	**Department**	Anchorage Water Utility
Project Type	Rehabilitation	**Start Date**	
District		**End Date**	
Community Council			

Description

This funding pool acts as a placeholder for expected water distribution pipe projects as well as the anticipated level of funding needed.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	-	904	2,960	3,864
Total ($ in thousands)		**-**	**-**	**-**	**-**	**904**	**2,960**	**3,864**

Distribution Reservoir Ladder Upgrade

Project ID	AWU2018016	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

This project will provide ladder access to existing water supply reservoirs that currently don't have them and necessary safety improvements for ladders with deficiencies. This will standardize reservoir access, thereby improving operator safety and operational efficiency.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	-	-	-	-	-	25	25
Total ($ in thousands)		**-**	**-**	**-**	**-**	**-**	**25**	**25**

East 42nd Lake Otis to Piper Water Rehabilitation

Project ID	AWU2016010	**Department**	Anchorage Water Utility
Project Type	Rehabilitation	**Start Date**	
District		**End Date**	
Community Council			

Description

Rehabilitate approximately 2,700 linear feet of 8-inch cast iron and ductile water main on E 42nd Avenue between Lake Otis and Piper in conjunction with the PM&E road project. The water main was identified as structurally weakened through use of condition assessment.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	800	-	-	-	-	800
Total (in thousands)		**-**	**800**	**-**	**-**	**-**	**-**	**800**

East 74th Pressure Regulating Valve Rehabilitation

Project ID	AWU2016008	**Department**	Anchorage Water Utility
Project Type	Rehabilitation	**Start Date**	
District		**End Date**	
Community Council			

Description

Rehabilitate or replace the East 74th Avenue pressure regualating valve to address water infiltration, failing components, lack of a low flow pressure regulating valve, lack of supervisory control and data acquisition functionality, access and safety issues.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	-	-	25	25
Total ($ in thousands)		**-**	**-**	**-**	**-**	**-**	**25**	**25**

East 7th Lane Pine Water Rehabilitation

Project ID	AWU2016003	**Department**	Anchorage Water Utility
Project Type	Rehabilitation	**Start Date**	February 2018
District		**End Date**	October 2023
Community Council			

Description

Replace approximately 2,600 feet of 1968 6 inch cast iron water mains on East 6th and East 7th Avenues with a high rate of failure.

Comments

Project is in design phase

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	1,500	-	-	1,500
Total ($ in thousands)		**-**	**-**	**-**	**1,500**	**-**	**-**	**1,500**

Eklutna Lake Water Rights

Project ID	AWU2020001	**Department**	Anchorage Water Utility
Project Type	New	**Start Date**	
District		**End Date**	
Community Council			

Description

Apply for and obtain Certificated Water Rights to water from the Eklutna Reservoir (Eklutna Lake).

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	200	-	-	-	-	-	200
Total ($ in thousands)		**200**	**-**	**-**	**-**	**-**	**-**	**200**

Eklutna Water Treatment Facility Architectural Structural Improvements

Project ID	AWU2018014	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

The objective of this project is to proactively rehabilitate structural components of the Eklutna Water Treatment Facility to prolong the life of assets showing signs of degradation as provided in the 2018 EklutnaWater Treatment Facility Plan.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	860	-	-	860
Total ($ in thousands)		**-**	**-**	**-**	**860**	**-**	**-**	**860**

Eklutna Water Treatment Facility Building Improvements

Project ID	AWU2018021	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

The objective of this project is to replace building components that have reached the end of their useful life as provided in the 2018 Eklutna Water Treatment Facility Plan

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	510	510	-	-	1,020
Total ($ in thousands)		**-**	**-**	**510**	**510**	**-**	**-**	**1,020**

Eklutna Water Treatment Facility Civil Improvements

Project ID	AWU2018024	**Department**	Anchorage Water Utility
Project Type	Rehabilitation	**Start Date**	
District		**End Date**	
Community Council			

Description

The objective of this project is to rehabilitate site components of the plant to prolong the life of assets showing signs of degradation as provided in the 2018 Eklutna Water Treatment Facility Plan.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	120	-	-	120
Total ($ in thousands)		**-**	**-**	**-**	**120**	**-**	**-**	**120**

Eklutna Water Treatment Facility Disinfection Improvements

Project ID	AWU2018002	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

The objective of this project is to upgrade existing on-site hypochlorite generation to improve safety and reliability as provided in the 2018 Eklutna Water Treatment Facility Plan.

Comments

Active project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	705	-	-	-	-	-	705
Total ($ in thousands)		**705**	**-**	**-**	**-**	**-**	**-**	**705**

Eklutna Water Treatment Facility Fluoride Improvements

Project ID	AWU2018001	**Department**	Anchorage Water Utility
Project Type	Replacement	**Start Date**	
District		**End Date**	
Community Council			

Description

This project involves replacing the existing 30-year-old dry fluoride system with a new dry fluoride system. Updated equipment would provide increased operator safety and higher fluoride feed accuracy.

Comments

Active project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	450	-	-	-	-	-	450
Total ($ in thousands)		**450**	**-**	**-**	**-**	**-**	**-**	**450**

Eklutna Water Treatment Facility Motor Control Center Upgrade

Project ID	AWU2018003	**Department**	Anchorage Water Utility
Project Type	Upgrade	**Start Date**	
District		**End Date**	
Community Council			

Description

The objective of this project is to perform upgrades to the motor control center and uninterruptible power supplies as provided in the 2018 Eklutna Water Treatment Facility Plan

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	2,000	-	2,000	-	-	-	4,000
Total ($ in thousands)		**2,000**	**-**	**2,000**	**-**	**-**	**-**	**4,000**

Eklutna Water Treatment Facility Powder Activated Carbon System Removal

Project ID	AWU2018022	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

A small powder activated carbon (PAC) system remains abandoned in place for many years in an active utilidor space. Removal of the PAC system will free up access and eliminate a potential safety hazard for AWWU personnel. Demolition will not impact finished water production or quality at the Eklutna Water Treatment Facility.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	35	-	-	35
Total ($ in thousands)		**-**	**-**	**-**	**35**	**-**	**-**	**35**

Eklutna Water Treatment Facility Process Improvements

Project ID	AWU2018019	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

The objective of this project is to upgrade and rehabilitate process components of the plant to increase reliability and prolong the life of the assets as provided in the 2018 Eklutna Water Treatment Facility Plan.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	165	165	-	-	-	330
Total ($ in thousands)		**-**	**165**	**165**	**-**	**-**	**-**	**330**

Eklutna Water Treatment Facility Safety Improvements

Project ID	AWU2018018	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

The objective of this project is to improve plant safety as provided in the 2018 Eklutna Water Treatment Facility Plan.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	680	-	-	680
Total ($ in thousands)		**-**	**-**	**-**	**680**	**-**	**-**	**680**

Eklutna Water Treatment Facility Supervisory Control and Data Acquisition Backbone/Fire Improvements

Project ID	AWU2018004	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	January 2019
District		**End Date**	December 2024
Community Council			

Description

The objective of this project is to upgrade the fire alarm, network and communications systems to increase safety, reliability and functionality as provided in the 2018 Eklutna WaterTreatment Facility Plan.

Comments

Project is in design phase

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	625	875	-	-	1,500
Net Assets	540200 - Water Utility CIP	-	-	75	825	-	-	900
Total ($ in thousands)		**-**	**-**	**700**	**1,700**	**-**	**-**	**2,400**

Energy Recovery Station Energy Recovery Turbine

Project ID	AWU2020002	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

The project is located within the Ship Creek Energy Recovery Station. The project will recover potential energy by capturing excess head pressure with the use of in-line hydroelectric turbine generators from the incoming Eklutna Water Transmission Main. Power is proposed to be used at the facility, Ship Creek Water Treatment Facility, or placed back onto the electrical grid.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	-	-	25	25
Total ($ in thousands)		**-**	**-**	**-**	**-**	**-**	**25**	**25**

Excavation Safety Equipment

Project ID	AWU2021009	**Department**	Anchorage Water Utility
Project Type	New	**Start Date**	
District		**End Date**	
Community Council			

Description

Purchase off the shelf configurable excavation safety equipment and have stackable caissons custom designed and manufactured.

Comments

New project - has a related Sewer Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	125	-	-	-	-	-	125
Total ($ in thousands)		**125**	**-**	**-**	**-**	**-**	**-**	**125**

Facility Equipment

Project ID	AWU2021007	**Department**	Anchorage Water Utility
Project Type	Replacement	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

This pool will provide for the purchase of new equipment for the replacement of worn equipment within the water distribution system. Examples of such equipment include pumps, electric motors, instruments, air conditioning equipment, electrical switch gear, etc.

Comments

Annual Funding Pool

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	750	750	750	750	750	1,000	4,750
Total ($ in thousands)		**750**	**750**	**750**	**750**	**750**	**1,000**	**4,750**

Facility Plant

Project ID	AWU2021012	**Department**	Anchorage Water Utility
Project Type	Replacement	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

This pool will provide for the purchase of new equipment for the replacement of worn equipment in the water treatment system. Examples of such equipment include pumps, electric motors, instruments, air conditioning equipment, electrical switch gear, etc.

Comments

Annual Funding Pool

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	1,400	1,500	1,500	1,500	1,500	1,500	8,900
Total ($ in thousands)		**1,400**	**1,500**	**1,500**	**1,500**	**1,500**	**1,500**	**8,900**

Geographic Information System Application Development

Project ID	AWU2021002	**Department**	Anchorage Water Utility
Project Type	IT	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

GIS work associated with development of GIS applications for essential business functions on annual basis. AWWU relies heavily on GIS and mapping based on self-service to meet business needs.

Comments

Annual Funding Pool - has a related Sewer Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	25	25	25	25	25	25	150
Total ($ in thousands)		**25**	**25**	**25**	**25**	**25**	**25**	**150**

Girdwood Distribution Upgrades

Project ID	AWU2021014	**Department**	Anchorage Water Utility
Project Type	Upgrade	**Start Date**	January 2019
District		**End Date**	October 2023
Community Council			

Description

This project completes upgrades needed to provide reliability to the water distribution system in Girdwood.

Comments

Project is in design phase

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	800	-	-	-	-	-	800
Total ($ in thousands)		**800**	**-**	**-**	**-**	**-**	**-**	**800**

Goldenview Reservoir Access

Project ID	AWU2019005	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Reconstruct the access road to the two reservoirs to correct current deficiencies such as unsafe access, neighborhood requested security upgrades, and on-site snow storage.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	-	-	250	250
Total ($ in thousands)		**-**	**-**	**-**	**-**	**-**	**250**	**250**

Gruening Reservior, Booster Station, Well Station Rehabilitation

Project ID	AWU2017001	**Department**	Anchorage Water Utility
Project Type	Rehabilitation	**Start Date**	
District		**End Date**	
Community Council			

Description

Evaluate and rehabilitate the Gruening Well, Booster Station and Reservoir as necessary . This facility is integral to providing emergency water within the lower elevations of Eagle River.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	1,357	-	-	1,357
Total ($ in thousands)		**-**	**-**	**-**	**1,357**	**-**	**-**	**1,357**

Hanshew Booster Station Abandonment

Project ID	AWU2017011	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Permanently abandon the Hanshew Booster Station made unnecessary by system redundancy and recent pressure zone mergers.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	-	-	25	25
Total ($ in thousands)		**-**	**-**	**-**	**-**	**-**	**25**	**25**

Heavy Rolling Stock

Project ID	AWU2021010	**Department**	Anchorage Water Utility
Project Type	Replacement	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

For the acquisition, rehabilitation, or replacement of heavy rolling stock vehicles. Includes vactors, loaders, etc.

Comments

Annual Funding Pool

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	500	500	500	500	500	500	3,000
Total ($ in thousands)		**500**	**500**	**500**	**500**	**500**	**500**	**3,000**

Hydraulic Model Upgrades

Project ID	AWU2021005	**Department**	Anchorage Water Utility
Project Type	IT	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

Upgrades to the water hydraulic model for essential business functions on annual basis. AWWU relies heavily on hydraulic models to meet business needs.

Comments

Annual Funding Pool - has related Sewer Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	50	50	50	50	50	50	300
Total ($ in thousands)		**50**	**50**	**50**	**50**	**50**	**50**	**300**

Information Technology Infrastructure

Project ID	AWU2021003	**Department**	Anchorage Water Utility
Project Type	IT	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

Installation, upgrade and replacement of Information Technology infrastructure including servers, network, storage, and security.

Comments

Annual Funding Pool - has related Sewer Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	600	600	25	25	25	25	1,300
Total ($ in thousands)		**600**	**600**	**25**	**25**	**25**	**25**	**1,300**

Kincaid Reservoir Expansion

Project ID	AWU2017007	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Construct 5 million gallons or more of storage to serve the 260 pressure zone in Anchorage to meet operational and emergency needs while increasing fire flows.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	2,000	7,250	-	-	-	9,250
Total ($ in thousands)		**-**	**2,000**	**7,250**	**-**	**-**	**-**	**9,250**

Miscellaneous Information Technology Systems

Project ID	AWU2021004	**Department**	Anchorage Water Utility
Project Type	IT	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

Installation, acquisition, and upgrade of Information Technology systems related to the Business Intelligence, Enterprise Resource Planning, Geographic Information System, Mobile, Parcel, Project Management, Supervisory Control and Data Acquisition, and Treatment Information Technology Master Plan System Categories. Systems include Work Information Management System, LabWorks, Mobile Dispatch, Linko, Special Assessment Receivable System, Assessment Management System, Land Parcel, and many more.

Comments

Annual Funding Pool - has a related Sewer Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	250	250	250	250	250	250	1,500
Total ($ in thousands)		**250**	**250**	**250**	**250**	**250**	**250**	**1,500**

Ocean View South Pressure Regulating Valve Distribution

Project ID	AWU2016006	**Department**	Anchorage Water Utility
Project Type	Replacement	**Start Date**	
District		**End Date**	
Community Council			

Description

Rehabilitate or replace the Ocean View South pressure regulating value to address failing components, lack of supervisory control and data acquisition functionality, access and safety issues.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	200	700	-	900
Total ($ in thousands)		**-**	**-**	**-**	**200**	**700**	**-**	**900**

Orca High-Density Polyethylene Pipe Replacement

Project ID	AWU2018015	**Department**	Anchorage Water Utility
Project Type	Replacement	**Start Date**	
District		**End Date**	
Community Council			

Description

This project will replace approximately 400 feet of 8 inch high-density polyethylene pipe prone to weld failures and located under the railroad tracks at Orca Street and Spar Avenue.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	520	-	-	-	-	-	520
Total ($ in thousands)		**520**	**-**	**-**	**-**	**-**	**-**	**520**

Parkdown Estates Water Upgrade

Project ID	AWU2020003	**Department**	Anchorage Water Utility
Project Type	Replacement	**Start Date**	
District		**End Date**	
Community Council			

Description

Rehabilitate or replace water mains and water services as needed in the Parkdown Estates Cul-de-Sacs off E6th Ave and Boniface Parkway

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	400	2,500	-	-	-	-	2,900
Total ($ in thousands)		**400**	**2,500**	**-**	**-**	**-**	**-**	**2,900**

Plant Oversize & Betterments

Project ID	AWU2021015	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

This funding is required to compensate private developers for AWWU requested betterments to AWWU's existing infrastructure or for AWWU requested oversizing of water mains installed by the developers.

Comments

Annual Funding Pool

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	25	25	25	25	25	25	150
Total ($ in thousands)		**25**	**25**	**25**	**25**	**25**	**25**	**150**

PME Turnagain Street Water Upgrade

Project ID	AWU2018013	**Department**	Anchorage Water Utility
Project Type	Upgrade	**Start Date**	
District		**End Date**	
Community Council			

Description

The project will rehabilitate or replace asbestos cement water main in conjunction with the PM&E road project. Condition Assessment results indicate degradation of pipe wall strength to be greater than 40%.

Comments

Active project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	50	950	-	-	1,000
Total ($ in thousands)		**-**	**-**	**50**	**950**	**-**	**-**	**1,000**

PME West 32nd Avenue Water Main

Project ID	AWU2019003	**Department**	Anchorage Water Utility
Project Type	Replacement	**Start Date**	
District		**End Date**	
Community Council			

Description

The project will replace 400 feet of cast iron water main with a high break rate in conjunction with the PM&E road project.

Comments

New Project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	50	450	-	-	500
Total ($ in thousands)		**-**	**-**	**50**	**450**	**-**	**-**	**500**

Pressure Regulating Valve Replacement

Project ID	AWU2020004	**Department**	Anchorage Water Utility
Project Type	Replacement	**Start Date**	
District		**End Date**	
Community Council			

Description

Replace all pressure regulating valves with standardized epoxy coated valves with stainless steel tubing and accessories. Replace flow meters to mitigate risk of failure.

Comments

Annual Funding Pool

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	300	300	300	300	300	300	1,800
Total ($ in thousands)		**300**	**300**	**300**	**300**	**300**	**300**	**1,800**

Programmatic Interties

Project ID	AWU2018005	**Department**	Anchorage Water Utility
Project Type	Replacement	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

Programs funding for 1-3 projects/year based on priority and as recommended in the upcoming Programmatic Intertie Study currently underway.

Comments

Annual Funding Pool

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	250	-	-	-	-	250
Net Assets	540200 - Water Utility CIP	250	-	250	250	250	250	1,250
Total ($ in thousands)		**250**	**250**	**250**	**250**	**250**	**250**	**1,500**

Reservoir Upgrades & Improvements

Project ID	AWU2018017	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Reserved funding for reservoir upgrades and improvements at the level of funding and years needs are projected.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	300	-	-	-	-	-	300
Debt	540200 - Water Utility CIP	-	-	-	-	-	2,488	2,488
Total ($ in thousands)		**300**	**-**	**-**	**-**	**-**	**2,488**	**2,788**

Security Improvements - Water Other Plant & Facilities

Project ID	AWU2018012	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Reserved funding for security improvements to the AWWU Headquarters building as provided in vulnerability and emergency readiness assessments.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	-	500	-	500
Total ($ in thousands)		**-**	**-**	**-**	**-**	**500**	**-**	**500**

Security Improvements - Water Plant

Project ID	AWU2018010	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Reserved funding for security improvements to the water treatment system as provided in vulnerability and emergency readiness assessments.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	-	500	-	500
Total ($ in thousands)		**-**	**-**	**-**	**-**	**500**	**-**	**500**

Security Improvements - Water Transmission and Distribution System

Project ID	AWU2018011	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Reserved funding for security improvements to the water distribution system as provided in vulnerability and emergency readiness assessments.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	-	500	-	500
Total ($ in thousands)		**-**	**-**	**-**	**-**	**500**	**-**	**500**

Ship Creek Water Treatment Facility Plan

Project ID	AWU2018023	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Prepare a Facility Plan for the Ship Creek Water Treatment Facility. The Facility Plan will forecast projects and upgrades to the overall plant.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	-	-	-	500	-	-	500
Total ($ in thousands)		**-**	**-**	**-**	**500**	**-**	**-**	**500**

Ship Creek Water Treatment Facility Project Recommendations

Project ID	AWU2018006	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Reserved funding for projects resulting from the Facility Plan for the Ship Creek Water Treatment Facility.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	-	1,000	1,000	2,000
Total ($ in thousands)		**-**	**-**	**-**	**-**	**1,000**	**1,000**	**2,000**

Supervisory Control and Data Acquisition Equipment

Project ID	AWU2021008	**Department**	Anchorage Water Utility
Project Type	Upgrade	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

Equipment upgrades and/or additions as services are added and technology ages. These may include, but are not limited to upgrades to logic controllers, software replacement, and intelligence upgrades.

Comments

Annual Funding Pool - has related Sewer Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	250	500	500	500	500	500	2,750
Total ($ in thousands)		**250**	**500**	**500**	**500**	**500**	**500**	**2,750**

Supervisory Control and Data Acquisition Master Plan Recommendations

Project ID	AWU2019004	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Reserved funding for projects resulting from the Systems Control and Data Acquisition Master Plan.

Comments

New project - has related Sewer Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	2,000	2,000	-	4,000
Total ($ in thousands)		**-**	**-**	**-**	**2,000**	**2,000**	**-**	**4,000**

Thunderbird Reservoir

Project ID	AWU2019010	**Department**	Anchorage Water Utility
Project Type	Replacement	**Start Date**	
District		**End Date**	
Community Council			

Description

This is a project for Thunderbird Reservoir to replace pipes and equipment that will improve serviceability, reliability and reduce maintenance costs.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	-	-	25	25
Total ($ in thousands)		**-**	**-**	**-**	**-**	**-**	**25**	**25**

Tudor - Wright Water Upgrades

Project ID	AWU2019001	**Department**	Anchorage Water Utility
Project Type	Replacement	**Start Date**	
District		**End Date**	
Community Council			

Description

Rehabilitate or replace the 8" ductile iron water main crossing Tudor Road at Wright Street with a history of failures and for which washout from failures have the potential to undermine the 36" Transmission main in Tudor Road. Inspect the 36" concrete transmission main at Wright Street and rehabilitate as needed to assure structural support meets design specifications.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	300	900	-	-	-	-	1,200
Total ($ in thousands)		**300**	**900**	**-**	**-**	**-**	**-**	**1,200**

Tudor Wright Water Improvements

Project ID	AWU2019002	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Provides water distribution system redundancy to the customers served by the single-feed water mains crossing Tudor Road at Wright, Folker, and Piper Streets.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	-	2,000	-	2,000
Total ($ in thousands)		**-**	**-**	**-**	**-**	**2,000**	**-**	**2,000**

Upper Eagle River Fire Flow

Project ID	AWU2016001	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	March 2017
District		**End Date**	August 2022
Community Council			

Description

Upgrade booster stations in Upper Eagle River to increase operational pressures.

Comments

Project is in design phase

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	1,650	1,150	-	-	-	-	2,800
Total ($ in thousands)		**1,650**	**1,150**	**-**	**-**	**-**	**-**	**2,800**

Valve Vault P-1 Station 20 Access

Project ID	AWU2019007	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

The rehabilitation of the site access to Eklutna P-1 Station 20 Arctic Valley Road Vault will correct deficiencies that include unsafe access, above ground facility features vulnerable to damage, and site snow storage and drainage problems.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	-	-	-	-	-	25	25
Total ($ in thousands)		**-**	**-**	**-**	**-**	**-**	**25**	**25**

Valve Vault P-2 Station 08 Access

Project ID	AWU2019006	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

The verification and rehabilitation of an access road from Tarika Avenue to the Jayhawk valve vault will correct current deficiencies of the existing access from Upper Bowery Lane.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	-	-	-	-	-	25	25
Total ($ in thousands)		**-**	**-**	**-**	**-**	**-**	**25**	**25**

Vehicles

Project ID	AWU2021011	**Department**	Anchorage Water Utility
Project Type	Replacement	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

Funding required for replacement of existing AWWU fleet vehicles to be retired. Vehicle replacements are identified as appropriate during each budget year. Criterion for vehicle replacement is 100K miles and/or 10+ years of service.

Comments

Annual Funding Pool - has related Sewer Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	300	300	300	300	300	300	1,800
Total ($ in thousands)		**300**	**300**	**300**	**300**	**300**	**300**	**1,800**

Well 3 Upgrade

Project ID	AWU2017013	**Department**	Anchorage Water Utility
Project Type	Upgrade	**Start Date**	
District		**End Date**	
Community Council			

Description

Upgrade Well 3 to meet minimum water quality standards and address safety concerns. Well 3 has the potential to provide an additional 1.49 million gallons per day of water to the distribution system.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	-	-	25	25
Total ($ in thousands)		**-**	**-**	**-**	**-**	**-**	**25**	**25**

Well 4 Hypochlorite Storate

Project ID	AWU2019009	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Upgrade the Well 4 treatment process to lengthen the time between normal maintenance visits. This upgrade will remove the six 250 gallon tanks and demo the concrete wall and replace them with two 1000 gallon tanks for sodium hypochlorite storage.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	-	-	25	25
Total ($ in thousands)		**-**	**-**	**-**	**-**	**-**	**25**	**25**

Well 4 Security Upgrades

Project ID	AWU2019008	**Department**	Anchorage Water Utility
Project Type	Upgrade	**Start Date**	
District		**End Date**	
Community Council			

Description

Well 4 requires routine visits by operators to maintain the facility treatment processes. To maintain security and safety for these staff, this project involves removing trees and brush, moving the fence lines, and adding security cameras and lighting around the perimeter of this facility.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	-	-	25	25
Total ($ in thousands)		**-**	**-**	**-**	**-**	**-**	**25**	**25**

Work Management Software

Project ID	AWU2021006	**Department**	Anchorage Water Utility
Project Type	IT	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

Installation, acquisition, and upgrade of IT systems related to the WMS IT Master Plan System Category. Systems include Maximo, Fuel Management, and DataSplice.

Comments

Annual Funding Pool - has a related Sewer Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	540200 - Water Utility CIP	150	150	150	150	150	150	900
Total ($ in thousands)		**150**	**150**	**150**	**150**	**150**	**150**	**900**

Zodiak Booster Abandonment

Project ID	AWU2018025	**Department**	Anchorage Water Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Move duty pumps to Service Reservoir Site and abandon archaic Zodiak Booster Station.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	540200 - Water Utility CIP	-	-	-	-	-	25	25
Total ($ in thousands)		**-**	**-**	**-**	**-**	**-**	**25**	**25**

Anchorage Wastewater Utility
8 Year Summary
($ in thousands)

Financial Overview	2019 Actuals	2020 Proforma	2021 Approved	2022	2023	2024	2025	2026
				Forecast				
Revenues	61,670	57,684	61,207	71,265	72,385	77,365	79,605	81,355
Expenses and Transfers [1]	53,640	58,156	59,411	63,342	66,022	67,522	69,020	70,970
Net Income (Loss)	**8,030**	**(472)**	**1,796**	**7,923**	**6,363**	**9,843**	**10,585**	**10,385**
Charges by/to Other Departments	2,264	2,297	2,738	2,848	2,961	3,080	3,203	3,331
Municipal Enterprise/Utility Service Assessment	6,248	7,056	7,246	7,460	7,640	7,800	7,970	8,140
Dividend to General Government	-	-	-	-	-	-	-	-
Transfers to General Government [2]	**8,512**	**9,353**	**9,984**	**10,308**	**10,601**	**10,880**	**11,173**	**11,471**
Operating Cash	25,266	17,862	18,150	18,316	23,654	23,294	28,549	31,151
Construction Cash Pool	3,588	20,633	5,518	5,883	12,827	12,547	12,923	12,924
Restricted Cash	4,155	-	3,393	5,672	976	4,666	1,966	1,478
Total Cash	**33,009**	**38,495**	**27,061**	**29,871**	**37,457**	**40,507**	**43,438**	**45,553**
Net Position (Equity) 12/31	112,228	111,756	113,501	121,425	127,788	137,632	148,217	158,602
Capital Assets Beginning Balance	428,053	446,984	452,822	453,268	450,161	446,492	444,318	442,599
Asset Additions Placed in Service	36,927	22,776	17,966	14,763	14,521	16,306	16,971	17,670
Assets Retired	(1,670)	(3,400)	(3,400)	(3,400)	(3,400)	(3,400)	(3,400)	(3,400)
Change Depreciation (Increase)/Decrease	(16,326)	(13,538)	(14,120)	(14,470)	(14,790)	(15,080)	(15,290)	(15,610)
Net Capital Assets (12/31)	446,984	452,822	453,268	450,161	446,492	444,318	442,599	441,259
Equity Funding Available for Capital	9,000	10,000	-	6,000	6,000	6,000	7,000	7,000
Debt								
New Debt - Bonds	6,229	20,494	35,000	-	19,000	-	-	-
New Debt - Loans or Other	14,941	12,800	10,000	8,000	6,300	6,600	6,900	7,200
Total Outstanding LT Debt	176,880	199,552	234,179	230,484	243,576	236,902	230,084	234,666
Total Annual Debt Service Payment	13,405	15,975	18,125	18,496	19,583	20,115	20,306	20,591
Debt Service Requirement	**1.15**	**1.15**	**1.15**	**1.15**	**1.15**	**1.15**	**1.15**	**1.15**
Debt Service Coverage (Bond)	3.70	2.66	2.91	3.15	2.75	2.84	2.92	2.87
Debt Service Coverage (Total)	1.78	1.08	1.16	1.40	1.29	1.41	1.42	1.40
Debt/Equity Ratio	64 / 36	64 / 36	67 / 33	65 / 35	66 / 34	63 / 37	61 / 39	60 / 40
Rate Change Percent	6.86%	0.0%	8.0%	9.50%	1.40%	6.50%	2.90%	2.0%
Single Family Rate ($)	48.11	48.11	51.96	56.89	57.69	61.44	63.22	64.49
Statistical/Performance Trends								
Number of Accounts	57,382	57,382	57,382	57,480	57,577	57,675	57,773	57,871
Average Treatment (MGD)	28.8	28.9	28.9	29.0	29.1	29.2	29.2	29.3
Miles of Wastewater Lines	761	762.9	764.8	766.7	768.6	770.6	772.5	774.4

[1] Expenses shown include all transfers to General Government and all non-cash items: depreciation (including depreciation on assets purchased with grant funds) and amortization activities.
[2] Included in total expenses calculated in Net Income.

Anchorage Wastewater Utility
Statement of Revenues and Expenses

	2019 Actuals	2020 Proforma	Under/(Over) Budget	2020 Revised	$ Change	2021 Approved	21 v 20 % Change
Operating Revenue							
Residential Sales	43,511,456	43,600,000	44,450	43,644,450	2,655,550	46,300,000	6.08%
Commercial Sales	12,894,383	10,450,000	2,480,000	12,930,000	(2,130,000)	10,800,000	-16.47%
Public Authority Sales	2,495,046	2,500,000	(250,611)	2,249,389	350,611	2,600,000	15.59%
Reimbursed Costs	-	-	-	-	-	-	0.00%
Miscellaneous	988,985	700,000	275,000	975,000	-	975,000	0.00%
Total Operating Revenue	**59,889,871**	**57,250,000**	**2,548,839**	**59,798,839**	**876,161**	**60,675,000**	**1.47%**
Non Operating Revenue							
Investment Income	1,679,834	433,600	88,450	522,050	(50)	522,000	-0.01%
Other Income	100,466	50	9,950	10,000	-	10,000	0.00%
Total Non Operating Revenue	**1,780,300**	**433,650**	**98,400**	**532,050**	**(50)**	**532,000**	**-0.01%**
Total Revenue	**61,670,170**	**57,683,650**	**2,647,239**	**60,330,889**	**876,111**	**61,207,000**	**1.45%**
Operating Expense							
Salaries and Benefits	16,505,694	17,707,562	401,092	18,108,654	(518,895)	17,589,759	-2.87%
Overtime	747,185	563,135	(143,635)	419,500	(124,381)	295,119	-29.65%
Total Labor	17,252,879	18,270,697	257,457	18,528,154	(643,276)	17,884,878	-3.47%
Supplies	3,469,099	2,912,979	599,725	3,512,704	(823,166)	2,689,538	-23.43%
Travel	51,923	4,430	(4,430)	-	42,250	42,250	0.00%
Contractual/Other Services	10,401,668	10,520,598	479,745	11,000,343	(541,389)	10,458,954	-4.92%
Equipment/Furnishings	-	-	-	-	-	-	0.00%
Contributions to Other Funds	7,500	-	-	-	-	-	0.00%
Dividend to General Government	-	-	-	-	-	-	0.00%
Manageable Direct Cost Total	13,930,190	13,438,006	1,075,041	14,513,047	(1,322,305)	13,190,742	-9.11%
Municipal Enterprise/Utility Service Assessment	6,247,687	7,055,969	345,606	7,401,575	(155,316)	7,246,259	-2.10%
Depreciation/Amortization	12,082,564	13,280,000	-	13,280,000	(132,542)	13,147,458	-1.00%
Non-Manageable Direct Cost Total	18,330,251	20,335,969	345,606	20,681,575	(287,858)	20,393,717	-1.39%
Charges by/to Other Departments	2,256,608	2,297,146	188,820	2,485,966	252,409	2,738,375	10.15%
Intradepartmental Overheads	(1,529,310)	(290,394)	(498,697)	(789,091)	174,278	(614,813)	-22.09%
Total Operating Expense	**50,240,618**	**54,051,425**	**1,368,226**	**55,419,651**	**(1,826,752)**	**53,592,899**	**-3.30%**
Non Operating Expense							
Amortization of Debt Expense	(757,744)	(729,780)	(30,220)	(760,000)	40,000	(720,000)	-5.26%
Debt Issuance Costs	146,253	100,000	-	100,000	200,000	300,000	200.00%
Interest on Bonded Debt	3,592,609	3,713,397	-	3,713,397	686,603	4,400,000	18.49%
Interest on Loans	1,546,087	2,250,000	-	2,250,000	428,000	2,678,000	19.02%
Interest During Construction (AFUDC)	(1,128,260)	(1,229,380)	69,380	(1,160,000)	320,000	(840,000)	-27.59%
Total Non Operating Expense	**3,398,943**	**4,104,236**	**39,161**	**4,143,397**	**1,674,603**	**5,818,000**	**40.42%**
Total Expense	**53,639,561**	**58,155,661**	**1,407,387**	**59,563,048**	**(152,149)**	**59,410,899**	**-0.26%**
Net Income (Loss)	**8,030,609**	**(472,011)**	**1,239,852**	**767,841**	**1,028,260**	**1,796,101**	**133.92%**
Appropriation:							
Total Expense		**58,155,661**	**1,407,387**	**59,563,048**	**(152,149)**	**59,410,899**	**-0.26%**
Less: Non Cash Items							
Depreciation/Amortization		13,280,000	-	13,280,000	(132,542)	13,147,458	-1.00%
Amortization of Debt Expense		(729,780)	(30,220)	(760,000)	40,000	(720,000)	-5.26%
Interest During Construction (AFUDC)		(1,229,380)	69,380	(1,160,000)	320,000	(840,000)	-27.59%
Total Non-Cash		11,320,839	39,161	11,360,000	227,458	11,587,458	2.00%
Amount to be Appropriated (Function Cost/Cash Expense)		**46,834,822**	**1,368,226**	**48,203,048**	**(379,607)**	**47,823,441**	**-0.79%**

Anchorage Wastewater Utility
Reconciliation from 2020 Revised Budget to 2021 Approved Budget

		Positions		
	Expenses	FT	PT	Temp/ Seas
2020 Revised Budget (Appropriation)	48,203,048	283	1	10
Transfers by/to Other Departments				
- Charges by Other Departments	252,409	-	-	-
Changes in Existing Programs/Funding for 2021				
- Salaries and Benefits Adjustments	388,813	-	-	-
- Overtime alignment - net 0 adjustment of the overtime budget into the accounts that the costs will actually post to	(58,152)	-	-	-
	58,152	-	-	-
- Contractual/Other Services - Insurance	33,790	-	-	-
- Contractual/Other Services - Bad Debt Expense	146,055	-	-	-
- 2020 One-Time Travel	97,300	-	-	-
- Non-Operating Expense - Debt Expense	1,354,603	-	-	-
- Intradepartmental Overheads - Administrative Overhead	195,000	-	-	-
- Depreciation	(132,542)	-	-	-
- Non-Operating Expense - Interest During Construction	320,000	-	-	-
- Municipal Utility Service Assessment (MUSA)	(155,316)	-	-	-
2021 Continuation Level	**50,703,160**	**283**	**1**	**10**
2021 Proposed Budget Changes				
- Executive salaries to stay flat from 2020	(8,148)	-	-	-
- Non-Represented pay scales to stay flat from 2020	(50,004)	-	-	-
- Labor - 2021 One-Time Vacancy Factor Increase*	(973,937)	-	-	-
- Non-Labor - 2021 One-Time Decrease - Supplies/Contractual/Other Services*	(2,065,122)	-	-	-
- Travel - 2021 One-Time Decrease*	(55,050)	-	-	-
- 301h Sewer Discharge Permit	500,000	-	-	-
2021 Approved Budget	**48,050,899**	**283**	**1**	**10**
2021 Budget Adjustment for Accounting Transactions (Appropriation)				
- Depreciation and Amortization	132,542	-	-	-
- Amortization of Debt Expense	(40,000)	-	-	-
- Interest During Construction	(320,000)	-	-	-
2021 Approved Budget (Appropriation)	**47,823,441**	**283**	**1**	**10**
	2021 Approved FTE			
	288.5	**283**	**0.5**	**5.0**

Workforce Authorized per Budget is for both Water and Wastewater utilities.

* Budget reductions for 2021 due to economic uncertainties. These reductions will affect customer hold times and AWWU response times, but there are no anticipated impacts to safety. If financial forecasts improve, AWWU will ask for additional appropriations for 2021.

Anchorage Wastewater Utility
2021 Capital Improvement Budget

($ in thousands)

Projects	Debt	Grants		Equity	Total
		State	Federal		
Alaska Department of Transportation-MOA Emergency	1,000	-	-	-	1,000
Customer Information System Enhancements	50	-	-	-	50
Eagle River Wastewater Treatment Facility Plan Recommendations	1,000	-	-	-	1,000
East 42nd Avenue Sewer Upgrade	2,400	-	-	-	2,400
Excavation Safety Equipment	125	-	-	-	125
Facility Equipment	775	-	-	-	775
Facility Plant	1,000	-	-	-	1,000
Geographic Information System Application Development	25	-	-	-	25
Girdwood Sewer Rehabilitation & Replacement	500	-	-	-	500
Girdwood Wastewater Treatement Facility Health & Safety Improvements	1,000	-	-	-	1,000
Heavy Rolling Stock	500	-	-	-	500
Hydraulic Model Upgrades	50	-	-	-	50
Information Technology Infratructure	600	-	-	-	600
King Street Fuel Storage Improvements	3,000	-	-	-	3,000
King Street Main Building Improvements	2,000	-	-	-	2,000
Miscellaneous Information Technology Systems	250	-	-	-	250
Plant Oversize & Betterments	25	-	-	-	25
Pump Station 2 Rehabilitation	3,000	-	-	-	3,000
Supervisory Control and Data Acquisition Equipment	250	-	-	-	250
Vehicles	300	-	-	-	300
Work Management Software	150	-	-	-	150
Total	**18,000**	**-**	**-**	**-**	**18,000**

Anchorage Wastewater Utility
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants State	Grants Federal	Equity	Total
ADOT-MOA Emergency						
Alaska Department of Transportation-MOA Emergency	2021	1,000	-	-	-	1,000
	2022	1,000	-	-	-	1,000
	2023	-	-	-	1,000	1,000
	2024	-	-	-	1,000	1,000
	2025	-	-	-	1,000	1,000
	2026	-	-	-	1,000	1,000
		2,000	-	-	4,000	6,000
Equipment						
Excavation Safety Equipment	2021	125	-	-	-	125
Facility Equipment	2021	775	-	-	-	775
	2022	-	-	-	1,050	1,050
	2023	-	-	-	750	750
	2024	-	-	-	750	750
	2025	-	-	-	750	750
	2026	-	-	-	750	750
		775	-	-	4,050	4,825
Facility Plant	2021	1,000	-	-	-	1,000
	2022	600	-	-	500	1,100
	2023	-	-	-	1,250	1,250
	2024	-	-	-	1,250	1,250
	2025	-	-	-	1,250	1,250
	2026	-	-	-	1,250	1,250
		1,600	-	-	5,500	7,100
Information Technology Infratructure	2021	600	-	-	-	600
	2022	-	-	-	600	600
	2023	-	-	-	25	25
	2024	-	-	-	25	25
	2025	-	-	-	25	25
	2026	-	-	-	25	25
		600	-	-	700	1,300
Supervisory Control and Data Acquisition Equipment	2021	250	-	-	-	250

Anchorage Wastewater Utility
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants State	Grants Federal	Equity	Total
	2022	-	-	-	500	500
	2023	-	-	-	500	500
	2024	-	-	-	500	500
	2025	-	-	-	500	500
	2026	-	-	-	500	500
		250	-	-	2,500	2,750
Supervisory Control and Data Acquisition Master Plan Recommendations	2024	875	-	-	1,125	2,000
	2025	875	-	-	1,125	2,000
		1,750	-	-	2,250	4,000
Facilities						
Eagle River Wastewater Treatment Facility Plan Recommendations	2021	1,000	-	-	-	1,000
	2022	1,000	-	-	-	1,000
	2023	1,500	-	-	-	1,500
	2024	1,000	-	-	-	1,000
		4,500	-	-	-	4,500
Girdwood Wastewater Treatement Facility Health & Safety Improvements	2021	1,000	-	-	-	1,000
King Street Fuel Storage Improvements	2021	3,000	-	-	-	3,000
King Street Main Building Improvements	2021	2,000	-	-	-	2,000
	2022	4,000	-	-	-	4,000
		6,000	-	-	-	6,000
Management Information Systems						
Customer Information System Enhancements	2021	50	-	-	-	50
	2022	-	-	-	50	50
	2023	-	-	-	50	50
	2024	-	-	-	50	50
	2025	-	-	-	50	50
	2026	-	-	-	50	50

Anchorage Wastewater Utility
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants State	Grants Federal	Equity	Total
		50	-	-	250	300
Depreciation Study	2023	-	-	-	250	250
Geographic Information System Application Development	2021	25	-	-	-	25
	2022	-	-	-	25	25
	2023	-	-	-	25	25
	2024	-	-	-	25	25
	2025	-	-	-	25	25
	2026	-	-	-	25	25
		25	-	-	125	150
Hydraulic Model Upgrades	2021	50	-	-	-	50
	2022	-	-	-	50	50
	2023	-	-	-	50	50
	2024	-	-	-	50	50
	2025	-	-	-	50	50
	2026	-	-	-	50	50
		50	-	-	250	300
Miscellaneous Information Technology Systems	2021	250	-	-	-	250
	2022	-	-	-	250	250
	2023	-	-	-	250	250
	2024	-	-	-	250	250
	2025	-	-	-	250	250
	2026	-	-	-	250	250
		250	-	-	1,250	1,500
Work Management Software	2021	150	-	-	-	150
	2022	-	-	-	150	150
	2023	-	-	-	150	150
	2024	-	-	-	150	150
	2025	-	-	-	150	150
	2026	-	-	-	150	150
		150	-	-	750	900

Plant

Anchorage Wastewater Utility
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants State	Grants Federal	Equity	Total
Asplund Wastewater Treatment Facility Sludge/Combined Heat Power	2023	1,192	-	-	-	1,192
	2024	1,000	-	-	-	1,000
	2025	2,000	-	-	-	2,000
	2026	875	-	-	1,125	2,000
		5,067	-	-	1,125	6,192
Campbell Lake Sewer Rehabilitation	2023	-	-	-	375	375
East 42nd Avenue Sewer Upgrade	2021	2,400	-	-	-	2,400
Girdwood Sewer Rehabilitation & Replacement	2021	500	-	-	-	500
	2022	1,000	-	-	-	1,000
	2023	1,000	-	-	-	1,000
	2024	1,000	-	-	-	1,000
	2025	1,000	-	-	-	1,000
	2026	1,000	-	-	-	1,000
		5,500	-	-	-	5,500
Girdwood Wastewater Treatment Facility Upgrade & Replacement Phase II	2025	2,000	-	-	-	2,000
	2026	2,000	-	-	-	2,000
		4,000	-	-	-	4,000
Interceptor & Trunk Rehabilitation	2025	-	-	-	1,000	1,000
King Street Combined Heat and Power Conversion	2023	900	-	-	-	900
	2024	1,000	-	-	-	1,000
		1,900	-	-	-	1,900
Large Diameter Sewer Manholes	2022	2,200	-	-	-	2,200
Plant Oversize & Betterments	2021	25	-	-	-	25
	2022	-	-	-	25	25
	2023	-	-	-	25	25
	2024	-	-	-	25	25
	2025	-	-	-	25	25
	2026	-	-	-	25	25

Anchorage Wastewater Utility
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants State	Grants Federal	Equity	Total
		25	-	-	125	150
Pump Station 2 Rehabilitation	2021	3,000	-	-	-	3,000
Pump Station 32 Rehabilitation	2023	100	-	-	-	100
	2024	500	-	-	-	500
		600	-	-	-	600
Pump Station 5 Rehabilitation	2023	250	-	-	-	250
	2024	1,000	-	-	-	1,000
		1,250	-	-	-	1,250
Pump Station 55 Abandonment	2026	-	-	-	2,000	2,000
Pump Station 58 Improvements	2025	1,000	-	-	-	1,000
	2026	2,500	-	-	-	2,500
		3,500	-	-	-	3,500
Pump Station 7 Rehabilitation	2023	100	-	-	-	100
	2024	500	-	-	-	500
		600	-	-	-	600
Pump Station 71 Rehabilitation	2023	350	-	-	-	350
	2024	1,250	-	-	-	1,250
		1,600	-	-	-	1,600
Security Improvements - Sewer Collection System	2023	500	-	-	-	500
Security Improvements - Sewer Other Plant & Facilities	2023	500	-	-	-	500
Security Improvements - Wastewater Plant	2023	500	-	-	-	500
Small Pipe Replacement	2023	770	-	-	-	770
	2024	220	-	-	-	220
	2025	1,187	-	-	-	1,187
	2026	1,440	-	-	-	1,440
		3,617	-	-	-	3,617

Anchorage Wastewater Utility
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants State	Grants Federal	Equity	Total
Turnagain by the Sea Sewer Improvements	2023	-	-	-	500	500
Wastewater Master Plan	2022	1,200	-	-	-	1,200
Vehicles/Fleet						
Heavy Rolling Stock	2021	500	-	-	-	500
	2022	-	-	-	500	500
	2023	-	-	-	500	500
	2024	-	-	-	500	500
	2025	-	-	-	500	500
	2026	-	-	-	500	500
		500	-	-	2,500	3,000
Vehicles	2021	300	-	-	-	300
	2022	-	-	-	300	300
	2023	-	-	-	300	300
	2024	-	-	-	300	300
	2025	-	-	-	300	300
	2026	-	-	-	300	300
		300	-	-	1,500	1,800
	Total	**60,884**	**-**	**-**	**31,000**	**91,884**

Alaska Department of Transportation-MOA Emergency

Project ID	ASU2021012	**Department**	Anchorage Wastewater Utility
Project Type	Replacement	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

Provides funding for AWWU projects of an emergency nature or done in conjunction with road agencies. These projects are developed as needed for emergency repairs to the collection system and/or through coordination with the State of Alaska Department of Transportation & Public Facilities, Municipality of Anchorage Project Management & Engineering as well as other local/state agencies.

Comments

Annual Funding Pool

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	1,000	1,000	-	-	-	-	2,000
Net Assets	550200 - Sewer Utility CIP	-	-	1,000	1,000	1,000	1,000	4,000
Total ($ in thousands)		**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**6,000**

Asplund Wastewater Treatment Facility Sludge/Combined Heat Power

Project ID	ASU2019001	**Department**	Anchorage Wastewater Utility
Project Type	Improvement	**Start Date**	February 2014
District		**End Date**	March 2027
Community Council			

Description

Implement new or refurbished biosolids process equipment and/or Combined Heat and Power System at Asplund Wastewater Treatment Facility.

Comments

Project is currently on hold

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	-	-	1,192	1,000	2,000	875	5,067
Net Assets	550200 - Sewer Utility CIP	-	-	-	-	-	1,125	1,125
Total ($ in thousands)		**-**	**-**	**1,192**	**1,000**	**2,000**	**2,000**	**6,192**

Campbell Lake Sewer Rehabilitation

Project ID	ASU2020005	**Department**	Anchorage Wastewater Utility
Project Type	Rehabilitation	**Start Date**	
District		**End Date**	
Community Council			

Description

This project will rehabilitate a 93 linear foot section of failing 48-inch corrugated steel sewer pipe adjacent to Campbell Lake. This project will also improve access to manhole number 100.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	550200 - Sewer Utility CIP	-	-	375	-	-	-	375
Total ($ in thousands)		**-**	**-**	**375**	**-**	**-**	**-**	**375**

Customer Information System Enhancements

Project ID	ASU2021001	**Department**	Anchorage Wastewater Utility
Project Type	IT	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

Installation, acquisition, and upgrade of IT systems related to the Customer Service IT Master Plan System Category. Systems include Banner CIS, Neptune Meter Reading, Cash Register, Bill Payment and Presentment, Infor Permitting, Backflow, Teldig, and Outage Notification.

Comments

Annual Funding Pool - has a related Water Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	550200 - Sewer Utility CIP	-	50	50	50	50	50	250
Debt	550200 - Sewer Utility CIP	50	-	-	-	-	-	50
Total ($ in thousands)		**50**	**50**	**50**	**50**	**50**	**50**	**300**

Depreciation Study

Project ID	ASU2016004	**Department**	Anchorage Wastewater Utility
Project Type	New	**Start Date**	
District		**End Date**	
Community Council			

Description

Conduct a depreciation study of Sewer Utility assets for use in rate making and other Regulatory needs.

Comments

New project - has related Water Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	550200 - Sewer Utility CIP	-	-	250	-	-	-	250
Total ($ in thousands)		**-**	**-**	**250**	**-**	**-**	**-**	**250**

Eagle River Wastewater Treatment Facility Plan Recommendations

Project ID	ASU2016001	**Department**	Anchorage Wastewater Utility
Project Type	Improvement	**Start Date**	January 2019
District		**End Date**	June 2023
Community Council			

Description

Reserved funding for projects resulting from the Facility Plan for the Eagle River Wastewater Treatment Facility

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	1,000	1,000	1,500	1,000	-	-	4,500
Total ($ in thousands)		**1,000**	**1,000**	**1,500**	**1,000**	**-**	**-**	**4,500**

East 42nd Avenue Sewer Upgrade

Project ID	ASU2020004	**Department**	Anchorage Wastewater Utility
Project Type	Replacement	**Start Date**	
District		**End Date**	
Community Council			

Description

This project realigns approximately 600 feet failing sewer mains off of E 42nd Avenue west of Lake Otis Parkway that are inaccessible for repairs. Approximately 600 feet of new pipe will be installed to meet AWWU design and construction standards and approximately 600 feet of inaccessible sewer main will be abandoned in place.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	2,400	-	-	-	-	-	2,400
Total ($ in thousands)		**2,400**	**-**	**-**	**-**	**-**	**-**	**2,400**

Excavation Safety Equipment

Project ID	ASU2020001	**Department**	Anchorage Wastewater Utility
Project Type	New	**Start Date**	
District		**End Date**	
Community Council			

Description

Purchase off the shelf configurable excavation safety equipment and have stackable caissons custom designed and manufactured.

Comments

New project - has a related Water Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	125	-	-	-	-	-	125
Total ($ in thousands)		**125**	**-**	**-**	**-**	**-**	**-**	**125**

Facility Equipment

Project ID	ASU2021007	**Department**	Anchorage Wastewater Utility
Project Type	Replacement	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

This pool will provide for the purchase of new equipment for the replacement of worn equipment within the sewer collection system. Examples of such equipment include pumps, electric motors, instruments, air conditioning equipment, electrical switch gear, etc.

Comments

Annual Funding Pool

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	550200 - Sewer Utility CIP	-	1,050	750	750	750	750	4,050
Debt	550200 - Sewer Utility CIP	775	-	-	-	-	-	775
Total ($ in thousands)		**775**	**1,050**	**750**	**750**	**750**	**750**	**4,825**

Facility Plant

Project ID	ASU2021011	**Department**	Anchorage Wastewater Utility
Project Type	Replacement	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

This pool will provide for the purchase of new equipment for the replacement of worn equipment in the sewer treatment system. Examples of such equipment include pumps, electric motors, instruments, air conditioning equipment, electrical switch gear, etc.

Comments

Annual Funding Pool

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	550200 - Sewer Utility CIP	-	500	1,250	1,250	1,250	1,250	5,500
Debt	550200 - Sewer Utility CIP	1,000	600	-	-	-	-	1,600
Total ($ in thousands)		**1,000**	**1,100**	**1,250**	**1,250**	**1,250**	**1,250**	**7,100**

Geographic Information System Application Development

Project ID	ASU2021002	**Department**	Anchorage Wastewater Utility
Project Type	IT	**Start Date**	
District		**End Date**	
Community Council			

Description

Perform work associated with development of GIS applications for essential business functions on annual basis. AWWU relies heavily on GIS and mapping based on self-service to meet business needs.

Comments

Annual Funding Pool - has a related Water Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	25	-	-	-	-	-	25
Net Assets	550200 - Sewer Utility CIP	-	25	25	25	25	25	125
Total ($ in thousands)		**25**	**25**	**25**	**25**	**25**	**25**	**150**

Girdwood Sewer Rehabilitation & Replacement

Project ID	ASU2020003	**Department**	Anchorage Wastewater Utility
Project Type	Rehabilitation	**Start Date**	
District		**End Date**	
Community Council			

Description

This project will commission a study to determine the highest sources of ground water infiltration in the Girdwood collection system then program annual funding for collection system improvements based on the priorities set forth in the referenced study.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	500	1,000	1,000	1,000	1,000	1,000	5,500
Total ($ in thousands)		**500**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**5,500**

Girdwood Wastewater Treatement Facility Health & Safety Improvements

Project ID	ASU2020002	**Department**	Anchorage Wastewater Utility
Project Type	Rehabilitation	**Start Date**	
District		**End Date**	
Community Council			

Description

This project shall complete improvements to the Girdwood Wastewater Treatment Facility to protect the health and safety of the critical AWWU staff necessary to maintain and operate the Girdwood Wastewater Treatment Facility serving as the sole public wastewater treatment facility for Girdwood, AK.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	1,000	-	-	-	-	-	1,000
Total ($ in thousands)		**1,000**	**-**	**-**	**-**	**-**	**-**	**1,000**

Girdwood Wastewater Treatment Facility Upgrade & Replacement Phase II

Project ID	ASU2005001	**Department**	Anchorage Wastewater Utility
Project Type	Upgrade	**Start Date**	May 2014
District		**End Date**	May 2028
Community Council			

Description

Upgrade the Girdwood Wastewater Treatment Facility to remain in compliance with Alaska Department of Environmental Conservation requirements and building codes.

Comments

Project is in design phase

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	-	-	-	-	2,000	2,000	4,000
Total ($ in thousands)		**-**	**-**	**-**	**-**	**2,000**	**2,000**	**4,000**

Heavy Rolling Stock

Project ID	ASU2021009	**Department**	Anchorage Wastewater Utility
Project Type	Replacement	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

For the acquisitions, rehabilitation, or replacement of heavy rolling stock vehicles. Includes vactors, loaders, etc.

Comments

Annual Funding Pool

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	500	-	-	-	-	-	500
Net Assets	550200 - Sewer Utility CIP	-	500	500	500	500	500	2,500
Total ($ in thousands)		**500**	**500**	**500**	**500**	**500**	**500**	**3,000**

Hydraulic Model Upgrades

Project ID	ASU2021005	**Department**	Anchorage Wastewater Utility
Project Type	IT	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

Development of upgrades to the sewer hydraulic model for essential business functions on annual basis. AWWU relies heavily on hydraulic models to meet business needs.

Comments

Annual Funding Pool - has a related Water Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	50	-	-	-	-	-	50
Net Assets	550200 - Sewer Utility CIP	-	50	50	50	50	50	250
Total ($ in thousands)		**50**	**50**	**50**	**50**	**50**	**50**	**300**

Information Technology Infratructure

Project ID	ASU2021003	**Department**	Anchorage Wastewater Utility
Project Type	IT	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

Installation, upgrade and replacement of Information Technology infrastructure including servers, network, storage, and security.

Comments

Annual Funding Pool - has a related Water Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	550200 - Sewer Utility CIP	-	600	25	25	25	25	700
Debt	550200 - Sewer Utility CIP	600	-	-	-	-	-	600
Total ($ in thousands)		**600**	**600**	**25**	**25**	**25**	**25**	**1,300**

Interceptor & Trunk Rehabilitation

Project ID	ASU2016003	**Department**	Anchorage Wastewater Utility
Project Type	Rehabilitation	**Start Date**	
District		**End Date**	
Community Council			

Description

This acts as a placeholder for expected large diameter sewer collection pipe projects as well as the anticipated level of funding needed.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	550200 - Sewer Utility CIP	-	-	-	-	1,000	-	1,000
Total ($ in thousands)		**-**	**-**	**-**	**-**	**1,000**	**-**	**1,000**

King Street Combined Heat and Power Conversion

Project ID	ASU2018007	**Department**	Anchorage Wastewater Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Purchase and install Combined Heat and Power System at King Street Operations and Maintenance Facility, which will provide 100% of electricity and 85% of heating needs while simultaneously reducing carbon emissions.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	-	-	900	1,000	-	-	1,900
Total ($ in thousands)		**-**	**-**	**900**	**1,000**	**-**	**-**	**1,900**

King Street Fuel Storage Improvements

Project ID	ASU2018002	**Department**	Anchorage Wastewater Utility
Project Type	Improvement	**Start Date**	March 2017
District		**End Date**	December 2025
Community Council			

Description

This project will construct site improvements at the King Street Maintenance Facility that include removing contaminated soils, relocating fuel storage and dispensing systems and streamlining onsite traffic patterns. This project will reduce existing safety issues for vehicles and pedestrians, provide needed vehicle and equipment parking.

Comments

Project is in design phase

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	3,000	-	-	-	-	-	3,000
Total ($ in thousands)		**3,000**	**-**	**-**	**-**	**-**	**-**	**3,000**

King Street Main Building Improvements

Project ID	ASU2018001	**Department**	Anchorage Wastewater Utility
Project Type	Improvement	**Start Date**	January 2014
District		**End Date**	December 2025
Community Council			

Description

This project proposes various improvements to AWWU's King Street O&M Facility Administrative Building. Improvements include expanding, remodeling interior spaces and systems, and enclosing covered areas to increase the capacity, productivity, and efficiency of the support maintenance group. The existing layout and aging mechanical systems within this building won't provide for current needs in an efficient manner.

Comments

Project is in design phase

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	2,000	4,000	-	-	-	-	6,000
Total ($ in thousands)		**2,000**	**4,000**	**-**	**-**	**-**	**-**	**6,000**

Large Diameter Sewer Manholes

Project ID	ASU2017001	**Department**	Anchorage Wastewater Utility
Project Type	Improvement	**Start Date**	February 2018
District		**End Date**	July 2023
Community Council			

Description

Strategically install new manholes on large diameter sewer mains to allow access for cleaning equipment.

Comments

Project is in construction phase

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	-	2,200	-	-	-	-	2,200
Total ($ in thousands)		**-**	**2,200**	**-**	**-**	**-**	**-**	**2,200**

Miscellaneous Information Technology Systems

Project ID	ASU2021004	**Department**	Anchorage Wastewater Utility
Project Type	IT	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

Installation, acquisition, and upgrade of Information Technology systems related to the Business Intelligence, Enterprise Resource Planning, Geographic Information System, Mobile, Parcel, Project Management, Supervisory Control and Data Acquisition, and Treatment Information Technology Master Plan System Categories. Systems include Work Information Management System, LabWorks, Mobile Dispatch, Linko, Special Assessment Receivable System, Assessment Management System, Land Parcel, and many more.

Comments

Annual Funding Pool - has a related Water Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	550200 - Sewer Utility CIP	-	250	250	250	250	250	1,250
Debt	550200 - Sewer Utility CIP	250	-	-	-	-	-	250
Total ($ in thousands)		**250**	**250**	**250**	**250**	**250**	**250**	**1,500**

Plant Oversize & Betterments

Project ID	ASU2021013	**Department**	Anchorage Wastewater Utility
Project Type	Improvement	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

This funding is required to compensate private developers for AWWU requested betterments to AWWU's existing infrastructure or for AWWU requested oversizing of mains installed by the developers.

Comments

Annual Funding Pool

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	25	-	-	-	-	-	25
Net Assets	550200 - Sewer Utility CIP	-	25	25	25	25	25	125
Total ($ in thousands)		**25**	**25**	**25**	**25**	**25**	**25**	**150**

Pump Station 2 Rehabilitation

Project ID	ASU2018003	**Department**	Anchorage Wastewater Utility
Project Type	Rehabilitation	**Start Date**	January 2019
District		**End Date**	August 2024
Community Council			

Description

This project involves the replacement of the high voltage electrical system, aging and corroding piping, valves, control systems, and various site improvements within Pump Station 2. These improvements will help increase safety, reduce the risk of sanitary sewer overflows, emergency repairs, service interruptions and operation and maintenance costs.

Comments

Project is in design phase

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	3,000	-	-	-	-	-	3,000
Total ($ in thousands)		**3,000**	**-**	**-**	**-**	**-**	**-**	**3,000**

Pump Station 32 Rehabilitation

Project ID	ASU2018005	**Department**	Anchorage Wastewater Utility
Project Type	Upgrade	**Start Date**	
District		**End Date**	
Community Council			

Description

Upgrades to Pump Station 32 to meet current and future demands.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	-	-	100	500	-	-	600
Total ($ in thousands)		**-**	**-**	**100**	**500**	**-**	**-**	**600**

Pump Station 5 Rehabilitation

Project ID	ASU2019004	**Department**	Anchorage Wastewater Utility
Project Type	Rehabilitation	**Start Date**	
District		**End Date**	
Community Council			

Description

Pump Station 5 is to be upgraded to current standards including demolition of the dry can, replacement of the existing pumps, valves and piping; communication and supervisory control and data acquisition upgrades, and structure rehabilitation including site and safety improvements.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	-	-	250	1,000	-	-	1,250
Total ($ in thousands)		**-**	**-**	**250**	**1,000**	**-**	**-**	**1,250**

Pump Station 55 Abandonment

Project ID	ASU2019006	**Department**	Anchorage Wastewater Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

The project will evaluate the feasibility of removing Pump Station 55 versus upgrading it in place and proceed with the recommended solution. The wet well components and pumps are near failure and require replacement.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	550200 - Sewer Utility CIP	-	-	-	-	-	2,000	2,000
Total ($ in thousands)		**-**	**-**	**-**	**-**	**-**	**2,000**	**2,000**

Pump Station 58 Improvements

Project ID	ASU2018006	**Department**	Anchorage Wastewater Utility
Project Type	Rehabilitation	**Start Date**	February 2018
District		**End Date**	March 2022
Community Council			

Description

PS 58 is showing signs of wear and tear which requires rehabilitation and/or improvements to meet current and future demands.

Comments

Project is in planning stage

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	-	-	-	-	1,000	2,500	3,500
Total ($ in thousands)		**-**	**-**	**-**	**-**	**1,000**	**2,500**	**3,500**

Pump Station 7 Rehabilitation

Project ID	ASU2018004	**Department**	Anchorage Wastewater Utility
Project Type	Upgrade	**Start Date**	
District		**End Date**	
Community Council			

Description

Upgrades to Pump Station 7 to meet current and future demands.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	-	-	100	500	-	-	600
Total ($ in thousands)		**-**	**-**	**100**	**500**	**-**	**-**	**600**

Pump Station 71 Rehabilitation

Project ID	ASU2019005	**Department**	Anchorage Wastewater Utility
Project Type	Rehabilitation	**Start Date**	
District		**End Date**	
Community Council			

Description

Pump Station 71 is to be upgraded to current standards including replacement of the existing pumps, valves and piping; communication and supervisory control and data acquisition upgrades, and structure rehabilitation including site and safety improvements.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	-	-	350	1,250	-	-	1,600
Total ($ in thousands)		**-**	**-**	**350**	**1,250**	**-**	**-**	**1,600**

Security Improvements - Sewer Collection System

Project ID	ASU2016006	**Department**	Anchorage Wastewater Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Reserved funding for security improvements to the sewer collection system as provided in vulnerability and emergency readiness assessments.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	-	-	500	-	-	-	500
Total ($ in thousands)		**-**	**-**	**500**	**-**	**-**	**-**	**500**

Security Improvements - Sewer Other Plant & Facilities

Project ID	ASU2016005	**Department**	Anchorage Wastewater Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Reserved funding for security improvements to the King Street Campus as provided in vulnerability and emergency readiness assessments.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	-	-	500	-	-	-	500
Total ($ in thousands)		**-**	**-**	**500**	**-**	**-**	**-**	**500**

Security Improvements - Wastewater Plant

Project ID	ASU2016007	**Department**	Anchorage Wastewater Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Reserved funding for security improvements to the sewer treatment system as provided in vulnerability and emergency readiness assessments.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	-	-	500	-	-	-	500
Total ($ in thousands)		**-**	**-**	**500**	**-**	**-**	**-**	**500**

Small Pipe Replacement

Project ID	ASU2016008	**Department**	Anchorage Wastewater Utility
Project Type	Replacement	**Start Date**	
District		**End Date**	
Community Council			

Description

This is a placeholder for expected sewer collection pipe projects as well as the anticipated level of funding needed.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	-	-	770	220	1,187	1,440	3,617
Total ($ in thousands)		**-**	**-**	**770**	**220**	**1,187**	**1,440**	**3,617**

Supervisory Control and Data Acquisition Equipment

Project ID	ASU2021008	**Department**	Anchorage Wastewater Utility
Project Type	Upgrade	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

Equipment upgrades and/or additions as services are added and technology ages. These may include, but are not limited to, upgrades to logic controllers, software replacement, and intelligence upgrades.

Comments

Annual Funding Pool - has related Water Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	250	-	-	-	-	-	250
Net Assets	550200 - Sewer Utility CIP	-	500	500	500	500	500	2,500
Total ($ in thousands)		**250**	**500**	**500**	**500**	**500**	**500**	**2,750**

Supervisory Control and Data Acquisition Master Plan Recommendations

Project ID	ASU2019003	**Department**	Anchorage Wastewater Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Reserved funding for projects resulting from the Systems Control and Data Acquisition Master Plan.

Comments

New project - has related Water Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	550200 - Sewer Utility CIP	-	-	-	1,125	1,125	-	2,250
Debt	550200 - Sewer Utility CIP	-	-	-	875	875	-	1,750
Total ($ in thousands)		**-**	**-**	**-**	**2,000**	**2,000**	**-**	**4,000**

Turnagain by the Sea Sewer Improvements

Project ID	ASU2019002	**Department**	Anchorage Wastewater Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Improvements to approximately 3,200 linear feet of sewer main, sewer manholes and associated sewer services within the Turnagain by the Sea neighborhood.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	550200 - Sewer Utility CIP	-	-	500	-	-	-	500
Total ($ in thousands)		**-**	**-**	**500**	**-**	**-**	**-**	**500**

Vehicles

Project ID	ASU2021010	**Department**	Anchorage Wastewater Utility
Project Type	Replacement	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

Funding required for replacement of existing AWWU fleet vehicles to be retired. Vehicle replacements are identified as appropriate during each budget year. Criterion for vehicle replacement is 100K miles and/or 10+ years of service.

Comments

Annual Funding Pool - has a related Water Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	550200 - Sewer Utility CIP	-	300	300	300	300	300	1,500
Debt	550200 - Sewer Utility CIP	300	-	-	-	-	-	300
Total ($ in thousands)		**300**	**300**	**300**	**300**	**300**	**300**	**1,800**

Wastewater Master Plan

Project ID	ASU2016002	**Department**	Anchorage Wastewater Utility
Project Type	Improvement	**Start Date**	
District		**End Date**	
Community Council			

Description

Update the Wastewater Master Plan and include an Asset Management Plan for Lift/Pump Stations and other collection facilities.

Comments

New project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	-	1,200	-	-	-	-	1,200
Total ($ in thousands)		**-**	**1,200**	**-**	**-**	**-**	**-**	**1,200**

Work Management Software

Project ID	ASU2021006	**Department**	Anchorage Wastewater Utility
Project Type	IT	**Start Date**	January 2021
District		**End Date**	December 2021
Community Council			

Description

Installation, acquisition, and upgrade of IT systems related to the WMS IT Master Plan System Category. Systems include Maximo, Fuel Management, and DataSplice.

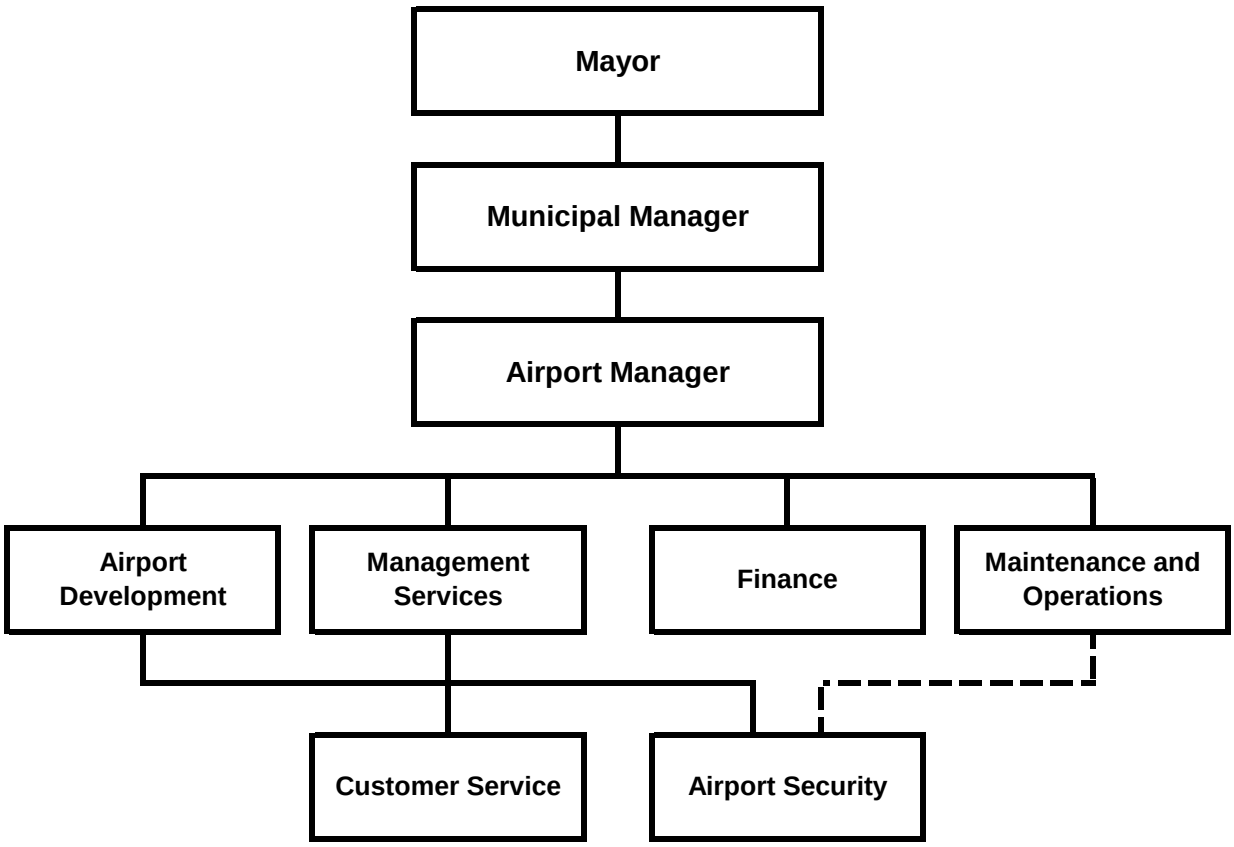
Comments

Annual Funding Pool - has a related Water Utility project

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Debt	550200 - Sewer Utility CIP	150	-	-	-	-	-	150
Net Assets	550200 - Sewer Utility CIP	-	150	150	150	150	150	750
Total ($ in thousands)		**150**	**150**	**150**	**150**	**150**	**150**	**900**

Merrill Field Airport



Merrill Field Airport
Organizational Overview

Merrill Field Airport (MRI) is functionally structured as a single department. Department personnel include the Airport Manager and four office staff, plus four maintenance personnel.

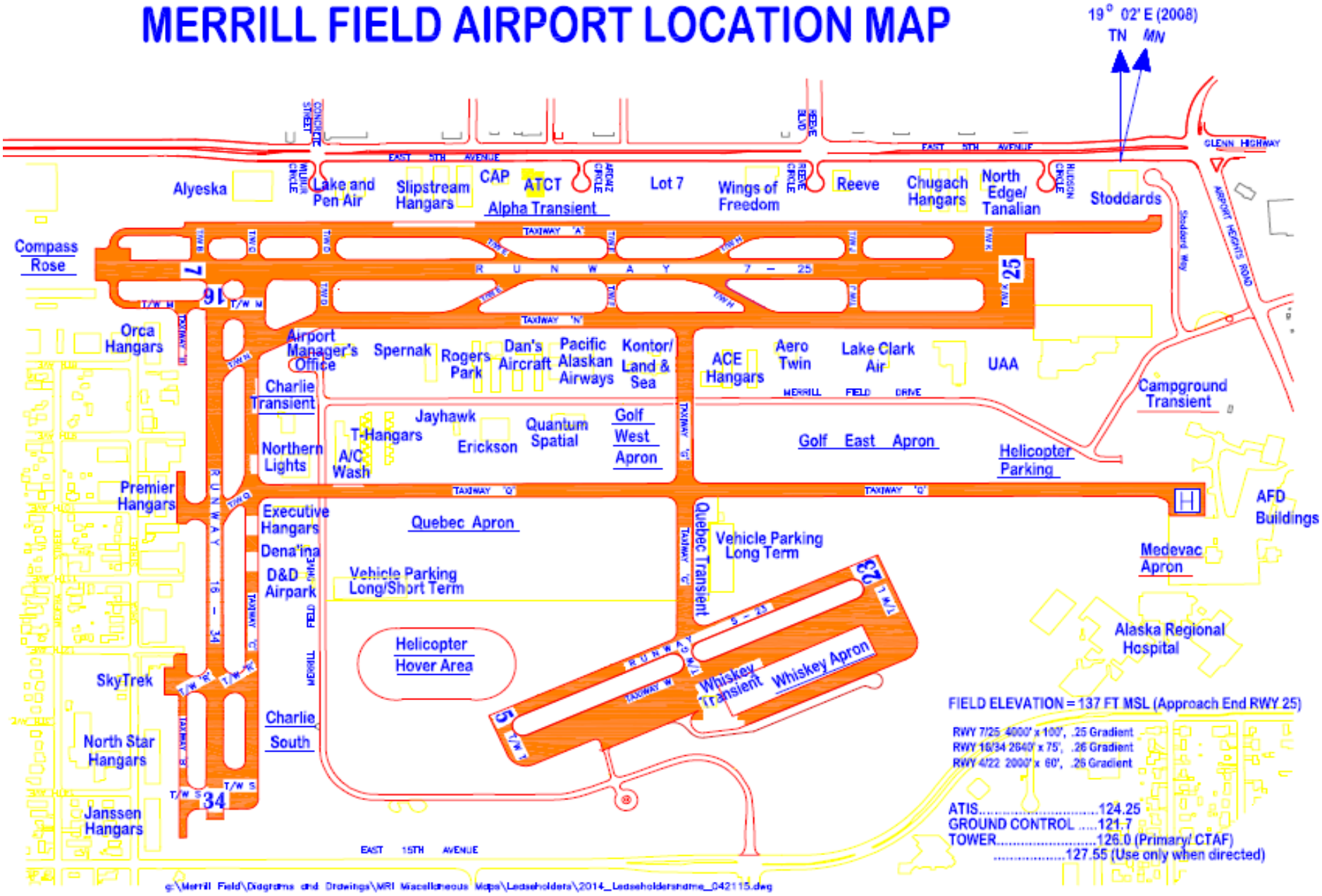
The Airport Manager is responsible for overall management, airport operations, risk mitigation, and operational tone/policies/direction of the Airport. The Airport Manager is also the primary point of contact with the Federal Aviation Administration (FAA) regarding capital and airport planning, operations, and capital development, as well as the MRI spokesman in representations to the media.

Merrill Field Airport Runway by Shelly Plum of AK Love Photography

The Administrative staff conducts the day-to-day operation of the Airport. This includes property management and servicing of leasehold and tie-down customers, as well as oversight/coordination of planning, design, and oversight of Airport infrastructure construction. All office staff are one deep and specialized, per job duties.

Merrill Field Airport Live Web Camera Footage

Maintenance personnel provide maintenance and operation of Airport facilities and equipment, as well as maintenance of all operating surfaces on the airport - runways, taxiways, roads, and aircraft tiedown areas that are not on leased property. Such responsibilities include snow removal, sanding, airfield maintenance, including coordination of Notices to Airmen (NOTAMs) and currency of the regularly updated and continuously broadcast Air Traffic Information Service (ATIS).


MERRILL FIELD AIRPORT LOCATION MAP
19° 02' E (2008)
TN MN
Alyeska
Lake and Pen Air
Slipstream Hangars
CAP
ATCT
Alpha Transient
Lot 7
Wings of Freedom
Reeve
Chugach Hangars
North Edge/ Tanalian
Stoddards
GLENN HIGHWAY
EAST 5TH AVENUE
Compass Rose
RUNWAY 7 – 25
TAXIWAY 'A'
TAXIWAY 'N'
Orca Hangars
Airport Manager's Office
Spernak
Rogers Park
Dan's Aircraft
Pacific Alaskan Airways
Kontor/ Land & Sea
ACE Hangars
Aero Twin
Lake Clark Air
UAA
MERRILL FIELD DRIVE
Campground Transient
Charlie Transient
Jayhawk
T-Hangars
Erickson
Quantum Spatial
Golf West Apron
Golf East Apron
Helicopter Parking
Northern Lights
A/C Wash
Premier Hangars
RUNWAY 16 – 34
TAXIWAY 'Q'
Executive Hangars
Dena'ina
D&D Airpark
Quebec Apron
Vehicle Parking Long/Short Term
Vehicle Parking Long Term
Quebec Transient
Medevac Apron
AFD Buildings
Helicopter Hover Area
RUNWAY 5 – 23
Whiskey Transient
Whiskey Apron
Alaska Regional Hospital
SkyTrek
Charlie South
North Star Hangars
Janssen Hangars
EAST 15TH AVENUE
FIELD ELEVATION = 137 FT MSL (Approach End RWY 25)
RWY 7/25 4000' x 100', .25 Gradient
RWY 16/34 2640' x 75', .26 Gradient
RWY 4/22 2000' x 60', .26 Gradient
ATIS.....124.25
GROUND CONTROL 121.7
TOWER.....126.0 (Primary/ CTAF)
.....127.55 (Use only when directed)
c:\Merrill Field\Diagrams and Drawings\MRI Miscellaneous Maps\Leaseholders\2014_Leaseholdersdme_042115.dwg

Merrill Field Airport
Business Plan

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

Services
Merrill Field is a primary commercial service airport and serves as a general aviation reliever for Anchorage International Airport. Home base to ~8.8% of all aircraft registered in Alaska, Merrill Field was the 86th busiest airport in the nation in 2018. It was ranked 46th busiest airport of all general aviation (GA) airports with 151,400 annual operations. It is the second busiest airport in the state, second only to Ted Stevens.

Business Goals
- Enhance the Airport's role as the major general aviation transportation facility serving Anchorage and outlying areas within Alaska by providing services that promote and encourage use of the Airport by the general aviation community.
- Develop an overall Airport strategy, including leasing policies and pricing that attracts aviation support services and related businesses to Merrill Field and encourages long and short term private sector investments.
- Practice sound fiscal management to enable Merrill Field to increase its value, both to its customers and to its owner, the Municipality of Anchorage.
- Take advantage of new technologies to maximize the use and efficiency of available resources.
- Understand and be responsive to our customers to better meet their needs by providing the services and facilities they desire. This includes maintaining those facilities in a fully functional, efficient, and safe condition by continually improving their utility, quality, and appearance.
- Maximize the use of Federal Airport Improvement Program (AIP) grants to provide facilities that will safely and adequately meet the needs of general aviation.
- Meet requisite Federal Aviation Administration (FAA) sponsor assurances resultant from AIP grant acceptance.
- Increase operating revenues through increased lease and parking rates, and the addition of new business enterprises.
- Decreased expenses caused leaseholder damage to airport infrastructure, i.e., $3,500 security gates.

Strategies to Achieve Goals
Merrill Field's strategic plan provides a framework to achieve results for the customer:
1. Maintain a proactive anti-noise policy, asking pilots to follow established noise-reducing practice, including implementation of a late night 'Quiet Hours' protocol that restricts Touch & Go operations to one take-off and one landing per pilot at MRI between the hours of 10PM and 7AM (local). Maintain a close working relationship and coordinate with the MRI FAA ATCT (Tower).
2. Maintain positive relations with neighboring Community Councils by encouraging their comments and actively addressing their concerns.

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

Performance Measures to Track Progress in Achieving Goals

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

1. Number of Airport Operations
2. Number of unfulfilled requests for aircraft parking space – Electrical Drive-Through
3. Percentage of lease spaces currently leased
4. Percent of runway pavement above the minimum PCI value of 70
5. Percent of apron pavement above the minimum PCI value of 60
6. Percent of taxiway pavement above the minimum PCI value of 60

Merrill Field Airport

Anchorage: Performance. Value. Results.

Mission

Safely operate and maintain Merrill Field Airport to meet the aviation and business needs of our customers.

Core Services

- Maintain runways, taxiways, and aircraft parking aprons in a safe and secure condition.
- Provide space to operate and park aircraft.
- Provide lease space for private enterprises to support air transportation.

Accomplishment Goals

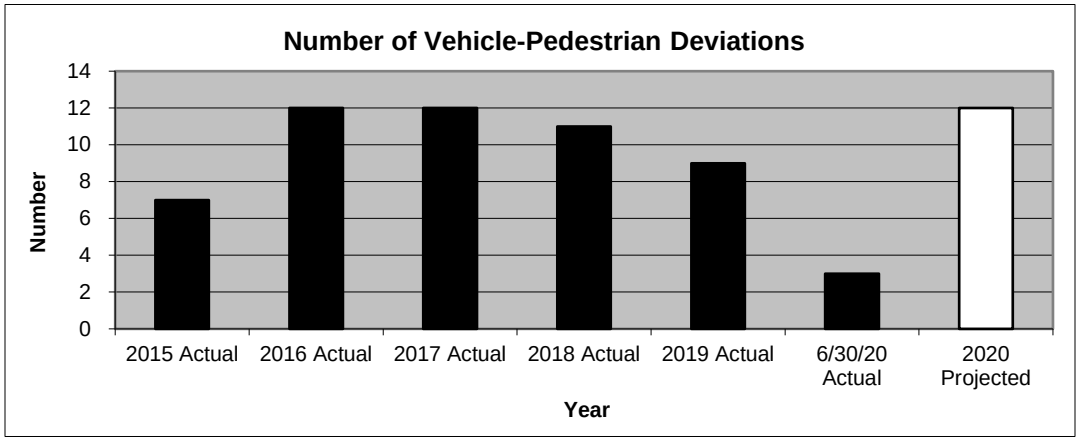
- Reduce the number of vehicle-pedestrian deviations (VPDs) - unauthorized entry into restricted areas.
- Provide sufficient aircraft parking area and business lease space to meet public demand.
- Repair and improve surface conditions on all Runway operating surfaces with a Pavement Condition Index (PCI) below 70 and all Taxiway, Apron & Roadway operating surfaces with a PCI below 60 (on a scale of 1 – 100 with 100 being the best condition).

Performance Measures

Progress in achieving goals will be measured by:

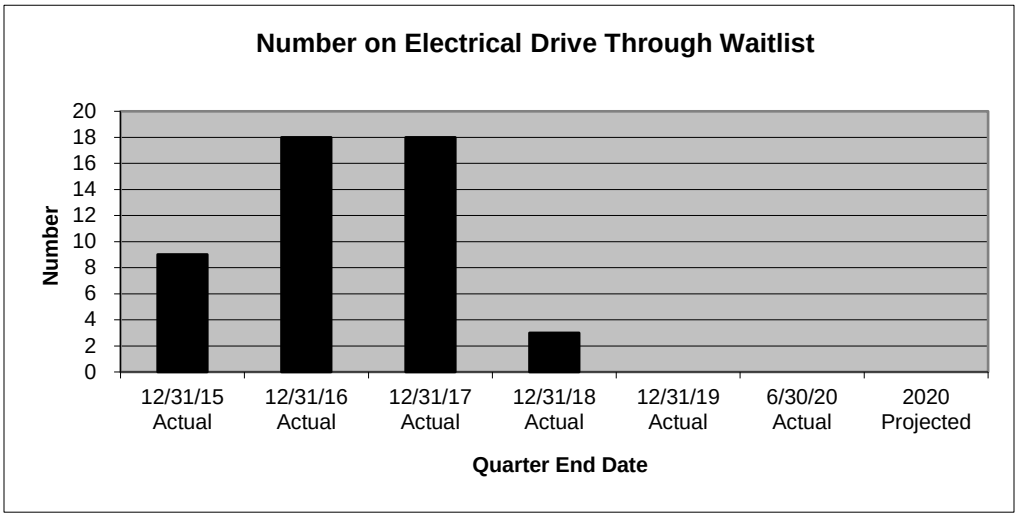
Measure #1: Number of Vehicle-Pedestrian Deviations (VPDs)

2019 Actual	6/30/20 Actual	09/30/20 Projected
9	3	12



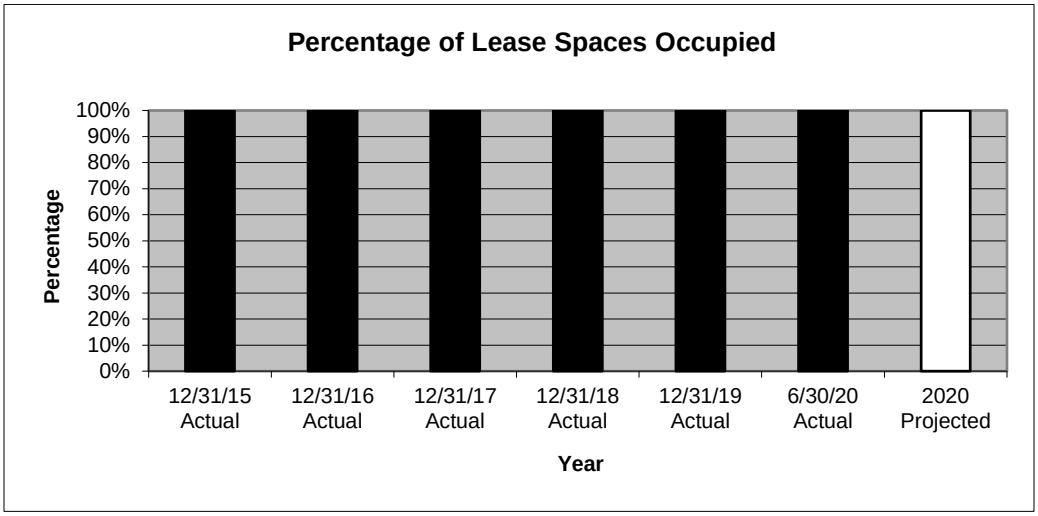
Measure #2: Number of unfulfilled requests for aircraft parking space – Electrical Drive Through

2019 Actual	6/30/20 Actual	9/30/20 Projected
0	0	0



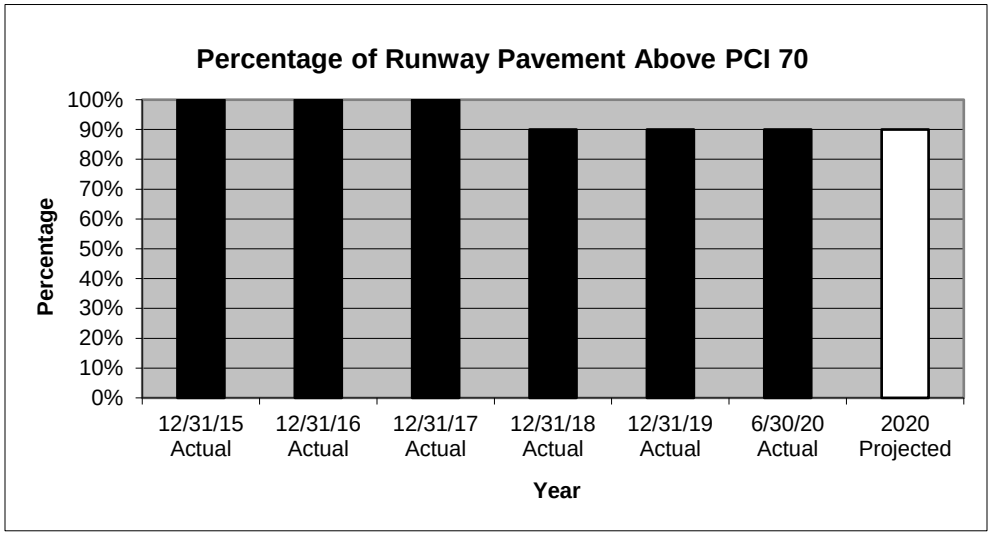
Measure #3: Percentage of lease spaces currently leased

12/31/19 Actual	6/30/20 Actual	9/30/20 Projected
(54/54)	(55/55)	(55/55)
100.00%	100.00%	100.00%



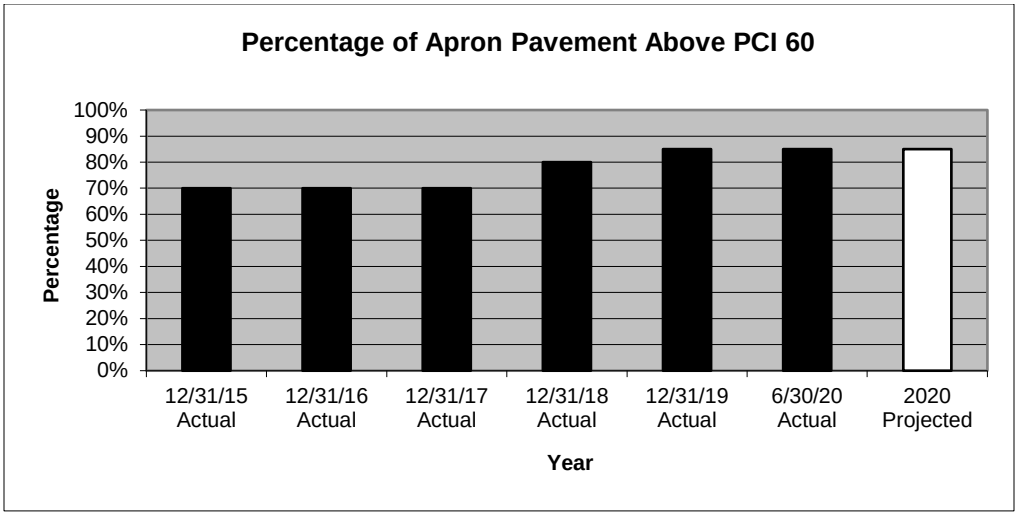
Measure #4: Percent of runway pavement above the minimum PCI value of 70

12/31/19 Actual	6/30/20 Actual	9/30/20 Projected
90%	90%	90%



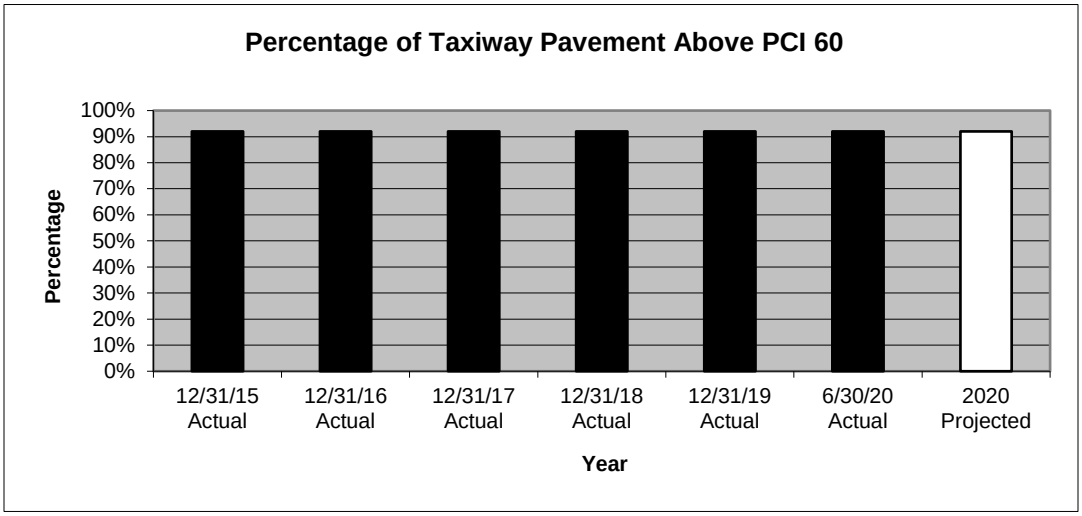
Measure #5: Percent of apron pavement above the minimum PCI value of 60

12/31/19 Actual	6/30/20 Actual	9/30/20 Projected
85%	85%	85%



Measure #6: Percent of taxiway pavement above the minimum PCI value of 60

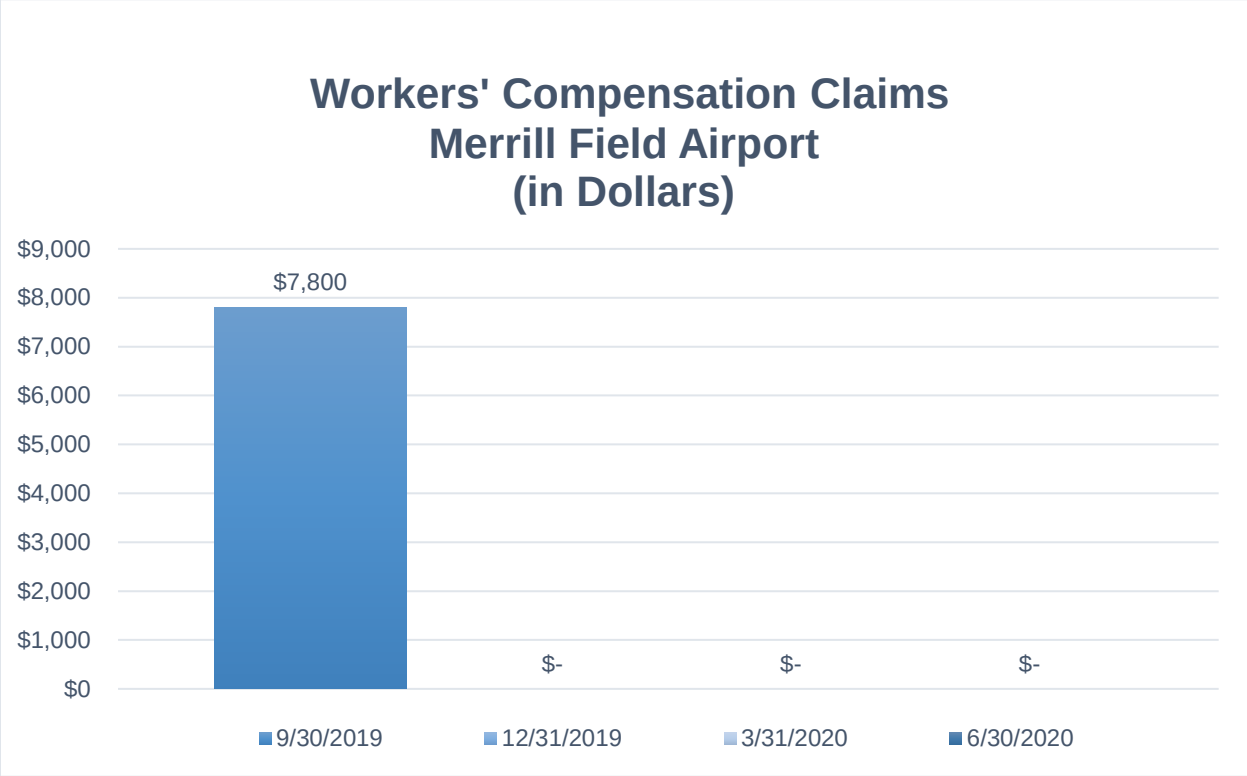
12/31/19 Actual	6/30/20 Actual	9/30/20 Projected
92%	92%	92%



PVR Measure WC: Managing Workers' Compensation Claims

Reducing job-related injuries is a priority for the Administration by ensuring safe work conditions and safe practices. By instilling safe work practices, we ensure not only the safety of our employees but reduce the potential for injuries and property damage to the public. The Municipality is self-insured and every injury poses a financial burden on the public and the injured worker's family. It just makes good sense to WORK SAFE.

Results are tracked by monitoring monthly reports issued by the Risk Management Division.



About Merrill Field Airport

Organization
Five office staff manage the operational and financial affairs of Merrill Field Airport (MRI), and four maintenance personnel, with two to three summer seasonals, provide maintenance for 8 airport buildings and 437 acres of property. The maintenance function includes all operating surfaces of the airport: three runways, taxiways, roads, and aircraft tiedown areas that are not on leased property. This includes snow removal, sanding, resurfacing, and maintenance of facilities and equipment.

History
MRI, established in 1930 and located one mile east of downtown Anchorage, was the first real airport in Alaska and in Anchorage, and served as the primary airport for South Central Alaska until Anchorage International Airport opened in 1954. The airport bears the name of Russel Hyde Merrill, an early Alaskan aviator who disappeared in September 1929 on a flight to Bethel. The first aviation beacon in the Territory of Alaska was located at Merrill Field and was dedicated on September 25, 1932 to honor Russ Merrill. The three letter Federal Aviation Administration (FAA) designator for Merrill Field is MRI; the International Air Transport Association (IATA) also designates Merrill Field as MRI; and the International Civil Aviation Organization (ICAO) designates Merrill Field as PAMR.

Today, MRI is classified as a "Non-Hub Primary Commercial Service Airport" and effectively serves as a general aviation reliever airport to Ted Stevens Anchorage International Airport. MRI is presently restricted to aircraft weighing 12,500 pounds or less.

MRI continues to be an integral part of Alaska's transportation network. Over the past several years aircraft operations have varied between 125,000 and 130,000 and based aircraft varied between 800 and 900; 2018 based aircraft numbered about 826.

Service
Merrill Field serves as the general aviation link between Southcentral Alaskan communities, rural areas, and Anchorage. Intrastate air traffic to and from Anchorage, with many passengers destined for the downtown and midtown areas, is conveniently served by MRI.

Some of the many services provided at MRI are: sale of aircraft fuel; hangar rental; flightseeing; flight and ground school instruction; aircraft maintenance and repair; sale of parts, supplies, equipment and accessories; aerial photography; propeller repair; aviation electronics; aircraft sales, rentals and charters; power plant and airframe training; a fully accredited University of Alaska Aviation Technology Division campus offering Baccalaureate/Associate degree and A&P License programs in piloting and aviation management; and direct Medevac taxiway connection to Alaska Regional Hospital.

Regulation
Merrill Field is a non-Part 139 certificated public airport that is required to meet most FAA and all Municipal regulations. Additionally, the Municipal Airports Aviation Advisory Commission advises and makes recommendations to the Anchorage Administration and Assembly on all matters pertaining to the operating budget, rules, regulations, and administrative guidelines at Merrill Field.

Environmental and Other Mandates
There are many federally mandated programs which have a direct impact on the Airport's operating costs. The Clean Water Act, Civil Rights Act, Americans with Disabilities Act, Community Right to Know, Underground Storage Tank Regulations, and Clean Air Act are some of the current laws which have and will continue to affect the Airport. Approximately 42% of the MRI airfield land mass is atop the former Anchorage Municipal Landfill, which was closed in 1987. As a result of this residual underlying trash mass, significant environmental challenges and additional development costs exist for airfield development and construction.

Physical Plant
Primary commercial service airport
- Hub for intra-Alaska air travel
- Located one mile from downtown Anchorage
- Serves as general aviation reliever for Ted Stevens Anchorage International Airport
- Restricted to aircraft weighing 12,500 pounds or less (larger with Prior Permission Required (PPR) allowed for maintenance and airshows at the discretion of the airport manager.)
- 437 acre land area; elevation 137 feet; fee simple title
- 1,193 tiedown spaces; leaseholders manage 664; Municipality manages 529, including 53 for transient aircraft
- Runway 7/25 length/width is 4,000' x 100'; Runway 16/34 is 2,640' x 75'; Gravel/Ski Runway 5/23 is 2,000' x 60'
- Six taxiways; 102 acres of tiedown aprons
- Air traffic control tower owned, operated, and staffed by FAA

Merrill Field Airport statistics and trends as part of top four state airports

Anchorage
2018 - 275,189 operations
2019 - 269,902 operations
-2 % change

Merrill Field
2018 - 151,400 operations
2019 - 152,394 operations
+1 % change

Fairbanks
2018 - 112,071 operations
2019 - 108,834 operations
-3 % change

Juneau
2018 - 106,823 operations
2019 - 114,168 operations
+7 % change

Visit the Merrill Field Airport website at: www.muni.org/merrill

Merrill Field Airport
Highlights and Future Events

Merrill Field (MRI) continues to develop its economic revitalization program through cooperative efforts of the business owners, airport management, and surrounding communities. Between 2015 and 2018, private development has invested over $17 million in constructing twenty-one new aviation related facilities plus remodeling existing hangars, parts facilities, and renovations, substantially adding to MOA tax revenues. Additionally, during the same period, the Federal Aviation Administration (FAA) invested $37.8 million in airport infrastructure and MOA's economy.

2019 capital improvement projects include:
1) Taxiway C lighting and signage design and construction
2) Reconstruct Primary Access Road design for Merrill Field Drive
3) Conduct Miscellaneous Planning Study (Runway Incursion Mitigation (RIM) issues and Airport Layout Plan (ALP update)).

2020 projects include:
1) The construction portion of the Reconstruct Primary Access Road for Merrill Field Drive based on 2019 design work
2) The design and construction of the safety and security projects.

2021 and beyond projects have now been enabled by Federal Coronavirus Aid, Relief, and Economic Security (CARES) funding. It allows us to think outside a fiscally constrained "box," bringing innovation to the planning phase. Some of these long-desired projects include the addition of a precision approach and departure into Merrill Field. This will allow our commercial part 135 operators to depart and arrive with their passengers without diverting to Ted Stevens Airport on low visibility days.

Additionally, the FAA has donated seven of the Medallion Foundation flight simulators to MRI. These were originally acquired by the FAA to help mitigate the higher than average Controlled Flight into Terrain (CFIT) accident rates in Alaska.

Finally, many of the Airport Master Plan projects have been pushed back 3-4 years because of an inability to make match payments. We have now scheduled these to commence. One of those projects is the acquisition of property on Orca Street. After the purchase has been completed, MRI is looking to enter a long-term lease with a developer that wants to bring high-tech companies to MRI.

Merrill Field Airport
External Impacts

Merrill Field Airport (MRI) is classified as a Primary Non-Hub airport that also serves as a general aviation reliever airport to Ted Stevens Anchorage International Airport (ANC). With approximately 151,400 flight operations per year, MRI is the major general aviation link between Anchorage and surrounding rural communities. With over 50 aviation businesses and 830+ based aircraft, MRI provides a positive economic impact to Anchorage. Approximately 16% of all flight operations in Alaska are at or out of MRI.

The MRI Economic Impact brochure, completed as part of the ongoing Airport Master Plan, highlighted the economic and community benefits of MRI, which noted that MRI is responsible for approximately 600 direct, indirect, and induced in-state jobs, and that four air taxi operators are based here, including one that provides non-stop service from MRI to Prudhoe Bay! There are two rotorcraft flight schools and now five fixed wing flight schools on MRI.

MRI is one of the few airports in the nation that has a taxiway link connecting directly to a hospital (Alaska Regional). Medevac aircraft land and taxi directly to the hospital and the patient is literally transferred from the aircraft onto a gurney and wheeled into the hospital emergency room. This service saves valuable minutes in critical situations and it is regularly utilized.

MRI continues to pursue federal airport grant funds for all grant-eligible capital improvement projects by working with federal grant managers to secure all available grant funding as it becomes available. These funds are used to develop/continue its economic revitalization program through cooperative efforts of the business owners, airport management, and surrounding communities.

Since its beginning in 1930 when MRI was built on the outskirts of Anchorage, MRI has become encroached by residential and commercial development. As a result, the airfield layout is geometrically constrained without taxiway separation from individual leasehold apron areas, which effectively makes MRI taxiways apron edge taxi-lines. This apron-edge taxi-lane configuration easily enables vehicles to inadvertently trespass onto the adjacent taxiway thereby creating a Vehicle-Pedestrian Deviation (VPD).

To address this, in our MRI Runway Safety Program we have implemented operational procedures and provided numerous capital improvements in an effort to curb this trespass problem. Further, reconfiguration of apron-edge taxi-lanes (better delineation and the installation of taxiway lighting) has been proposed to Federal Aviation Administration (FAA) and will be pursued for north side Taxiway Alpha. Through cooperative efforts of MRI leaseholders and implementation of our Driver Training Program, there has been a dramatic decrease in trespass incidents, from the historic number in the hundreds to 19-or-less per year over the past decade. Our ongoing goal is to improve Airport fencing and perimeter/gate security, continue education of and utilize support of the Airport leaseholders and businesses to make VPDs the exception rather than a periodic occurrence.

MRI noise complaints have also dramatically decreased since implementing a “Fly Friendly” program that includes a revised standard protocol for all rotorcraft Touch & Go operations, emphasizing the use of Runway 34 only when the wind is out of the north or south; landing long (further down the runway); using steeper ascent and descent angles, to the degree practicable;

and using Bryant Army Airfield (on Joint Base Elmendorf-Richardson (JBER)) for rotorcraft training, when it is available. A “Quiet Hours” program that allows only one take off and one landing per aircraft at MRI between the hours of 10PM and 7AM (local) is also being implemented to discourage repetitive Touch & Go ops during these hours, which operations have significant noise impacts on neighboring communities (if an operator wants to conduct Tough & Go’s during these times, they can do so elsewhere at other southcentral airports, such as ANC, LHD, Wasilla, Palmer, etc.).

Merrill Field Airport
8 Year Summary
($ in thousands)

Financial Overview	2019 Actuals	2020 Proforma	2021 Approved	2022	2023	2024	2025	2026
				Forecast				
Revenues	1,655	1,741	1,998	2,000	2,002	2,004	2,006	2,008
Expenses and Transfers [1]	4,526	4,956	5,194	5,199	5,204	5,210	5,215	5,220
Net Income (Loss)	**(2,871)**	**(3,215)**	**(3,196)**	**(3,199)**	**(3,202)**	**(3,206)**	**(3,209)**	**(3,212)**
Charges by/to Other Departments	37	136	157	160	163	166	169	172
Municipal Enterprise/Utility Service Assessment	54	62	71	78	86	95	104	114
Dividend to General Government	-	-	-	-	-	-	-	-
Transfers to General Government [2]	**91**	**198**	**228**	**238**	**249**	**261**	**273**	**286**
Operating Cash	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Construction Cash Pool	-	-	-	-	-	-	-	-
Restricted Cash	-	-	-	-	-	-	-	-
Total Cash	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Net Position (Equity) 12/31	87,316	90,516	93,716	96,916	100,116	103,316	106,516	109,716
Capital Assets Beginning Balance	82,948	85,601	86,592	92,583	103,573	108,584	109,574	109,564
Asset Additions Placed in Service	2,706	1,000	6,000	10,000	5,000	1,000	-	-
Assets Retired	0.3	0.5	0.5	1,000.0	0.5	0.2	0.2	0.2
Change Depreciation (Increase)/Decrease	(53)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Net Capital Assets (12/31)	85,601	86,592	92,583	103,573	108,564	109,574	109,564	109,554
Equity Funding Available for Capital	-	-	-	-	-	-	-	-
Debt								
Total Outstanding LT Debt	-	-	-	-	-	-	-	-
Total Annual Debt Service Payment	-	-	-	-	-	-	-	-
Debt/Equity Ratio	0/100	0/100	0/100	0/100	0/100	0/100	0/100	0/100
Statistical/Performance Trends								
Rate Change Percent	-0.5%	12.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Lease Rate/Square Foot/Year	$0.208	$0.240	$0.240	$0.240	$0.240	$0.240	$0.240	$0.240
Tail-In Space/Month	$60	$70	$70	$70	$70	$70	$70	$70
Drive-Through Space/Month	$70	$80	$80	$80	$80	$80	$80	$80
Based Aircraft	826	843	843	843	843	843	843	843
Municipal Tiedowns	529	529	529	529	529	529	529	529
Flight Operations/Year	152,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000
National Airport Ranking by Yr	96th	96th	96th	96th	96th	96th	96th	96th

[1] Expenses shown include all transfers to General Government and all non-cash items: depreciation (including depreciation on assets purchased with grant funds) and amortization activities.
[2] Included in total expenses calculated in Net Income.

Merrill Field Airport
Statement of Revenues and Expenses

	2019 Actuals	2020 Proforma	Under/(Over) Budget	2020 Revised	$ Change	2021 Approved	21 v 20 % Change
Operating Revenue							
Airport Lease Fees	724,980	664,000	136,000	800,000	(136,000)	664,000	-17.00%
Airport Property Rental	366,267	359,000	-	359,000	-	359,000	0.00%
Permanent Parking Fees	268,277	248,500	58,500	307,000	(59,000)	248,000	-19.22%
Transient Parking Fees	7,205	7,000	7,500	14,500	-	14,500	0.00%
Vehicle Parking	49,483	76,000	-	76,000	-	76,000	0.00%
MOA Aviation Fuel Fees	91,971	70,000	31,000	101,000	-	101,000	0.00%
SOA Aviation Fuel Fees	23,369	12,000	12,000	24,000	-	24,000	0.00%
Medevac Taxiway Fees	51,888	58,000	-	58,000	-	58,000	0.00%
Reimbursed Costs	1,127	1,636	(1,636)	-	-	-	0.00%
Miscellaneous	3,728	4,000	(4,000)	-	-	-	0.00%
Total Operating Revenue	**1,588,294**	**1,500,136**	**239,364**	**1,739,500**	**(195,000)**	**1,544,500**	**-11.21%**
Non Operating Revenue							
Operating Grant Revenue	94,181	158,942	-	158,942	390,000	548,942	245.37%
Unrealized Gain/(Loss) on Investments	-	-	-	-	-	-	0.00%
Investment Income	(44,151)	22,000	(16,000)	6,000	(101,000)	(95,000)	-1683.33%
Other Income	16,899	60,000	35,000	95,000	(95,000)	-	-100.00%
Total Non Operating Revenue	**66,929**	**240,942**	**19,000**	**259,942**	**194,000**	**453,942**	**74.63%**
Total Revenue	**1,655,223**	**1,741,078**	**258,364**	**1,999,442**	**(1,000)**	**1,998,442**	**-0.05%**
Operating Expense							
Salaries and Benefits	1,174,749	1,161,856	-	1,161,856	136,641	1,298,497	11.76%
Overtime	13,251	12,000	-	12,000	(3,558)	8,442	-29.65%
Total Labor	1,188,000	1,173,856	-	1,173,856	133,083	1,306,939	11.34%
Supplies	87,363	116,000	-	116,000	-	116,000	0.00%
Travel	-	-	-	-	-	-	0.00%
Contractual/Other Services	453,480	425,000	-	425,000	75,000	500,000	17.65%
Equipment/Furnishings	-	2,000	-	2,000	-	2,000	0.00%
Contributions to Other Funds	-	-	-	-	-	-	0.00%
Dividend to General Government	-	-	-	-	-	-	0.00%
Manageable Direct Cost Total	540,843	543,000	-	543,000	75,000	618,000	13.81%
Municipal Enterprise/Utility Service Assessment	54,021	62,591	-	62,591	9,113	71,704	14.56%
Depreciation/Amortization	2,706,611	3,040,323	-	3,040,323	-	3,040,323	0.00%
Non-Manageable Direct Cost Total	2,760,632	3,102,914	-	3,102,914	9,113	3,112,027	0.29%
Charges by/to Other Departments	37,088	136,788	-	136,788	20,886	157,674	15.27%
Intradepartmental Overheads	-	-	-	-	-	-	0.00%
Total Operating Expense	**4,526,562**	**4,956,558**	**-**	**4,956,558**	**238,082**	**5,194,640**	**4.80%**
Non Operating Expense							
Interest on Loans	-	-	63,993	63,993	(63,993)	-	-100.00%
Total Non Operating Expense	**-**	**-**	**63,993**	**63,993**	**(63,993)**	**-**	**-100.00%**
Total Expense	**4,526,562**	**4,956,558**	**63,993**	**5,020,551**	**174,089**	**5,194,640**	**3.47%**
Net Income (Loss)	**(2,871,339)**	**(3,215,480)**	**194,371**	**(3,021,109)**	**(175,089)**	**(3,196,198)**	**5.80%**
Appropriation:							
Total Expense		**4,956,558**	**63,993**	**5,020,551**	**174,089**	**5,194,640**	**3.47%**
Less: Non Cash Items							
Depreciation/Amortization		3,040,323	-	3,040,323	-	3,040,323	0.00%
Total Non-Cash		3,040,323	-	3,040,323	-	3,040,323	0.00%
Amount to be Appropriated (Function Cost/Cash Expense)		**1,916,237**	**63,993**	**1,980,230**	**174,087**	**2,154,317**	**8.79%**

Merrill Field Airport
Reconciliation from 2020 Revised Budget to 2021 Approved Budget

	Expenses	Positions FT	PT	Temp/ Seas
2020 Revised Budget (Appropriation)	1,980,230	9	2	-
Transfers by/to Other Departments				
- Charges by Other Departments	20,886	-	-	-
Changes in Existing Programs/Funding for 2021				
- Salaries and Benefits Adjustments	16,795	-	-	-
- Overtime alignment - net 0 adjustment of the overtime budget into the accounts	(3,558)	-	-	-
that the costs will actually post to	3,558	-	-	-
- Municipal Enterprise Service Assessment (MESA)	9,113	-	-	-
2021 Continuation Level	**2,027,024**	**9**	**2**	**-**
2021 One-Time Requirements				
- Interest on Loans	(63,995)	-	-	-
2021 Proposed Budget Changes				
- Executive salaries to stay flat from 2020	(1,826)	-	-	-
- Non-Represented pay scales to stay flat from 2020	(1,886)	-	-	-
- Salaries and Benefits Adjustments - NEW Simulator Program Schedulers	50,000	-	2	-
- Salaries and Benefits Adjustments - Maintenance Technician PT to FT	70,000	1	(1)	-
- NEW Simulator Maintenance	75,000	-	-	-
2021 Approved Budget	**2,154,317**	**10**	**3**	**-**
2021 Budget Adjustment for Accounting Transactions (Appropriation)				
- Depreciation and Amortization	-	-	-	-
2021 Approved Budget (Appropriation)	**2,154,317**	**10**	**3**	**-**
	2021 Approved FTE			
	11.25	**10.00**	**1.25**	**-**

Merrill Field Airport
2021 Capital Improvement Budget

($ in thousands)

Projects	Debt	Grants		Equity	Total
		State	Federal		
Acquire City Electric Property	-	-	3,500	-	3,500
Airfield and Apron Pavement Improvements Runway 7/25	-	-	7,439	-	7,439
Construction of Airport Managers Office, MOA Aircraft Simulator (SIM) Center, and Parking Lot	-	-	6,000	-	6,000
Rehabilitate Lighting and Navigation Aids	-	-	256	-	256
Relocate Runway Hold Lines	-	-	63	-	63
Remove Obstruction - 1535 Orca Street, Sandoval Property	-	-	201	-	201
Replace Runway 7/25 Touchdown and Aiming Point Markings	-	-	160	-	160
Runway, Taxiway, Apron, and Air Field Maintenance Equipment	-	-	4,000	-	4,000
Total	**-**	**-**	**21,619**	**-**	**21,619**

Merrill Field Airport
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants		Equity	Total
			State	Federal		
Equipment						
Runway, Taxiway, Apron, and Air Field Maintenance Equipment	2021	-	-	4,000	-	4,000
Facilities						
Construction of Airport Managers Office, MOA Aircraft Simulator (SIM) Center, and Parking Lot	2021	-	-	6,000	-	6,000
Develop Commercial Non-Aviation Lease Opportunities	2022	-	-	200	-	200
Safety Improvements						
Acquire City Electric Property	2021	-	-	3,500	-	3,500
Airfield and Apron Pavement Improvements Runway 16/34	2023	-	-	5,392	-	5,392
Airfield and Apron Pavement Improvements Runway 7/25	2021	-	-	7,439	-	7,439
Expand Runway Blast Pads	2022	-	-	326	-	326
Property Acquisition on Orca St and Complete Taxiway B	2022	-	-	7,001	-	7,001
Rehabilitate Lighting and Navigation Aids	2021	-	-	256	-	256
Relocate Compass Rose	2023	-	-	201	-	201
Relocate Runway Hold Lines	2021	-	-	63	-	63
Remove Obstruction - 1535 Orca Street, Sandoval Property	2021	-	-	201	-	201
Replace Airfield Signs	2022	-	-	35	-	35
Replace Runway 7/25 Touchdown and Aiming Point Markings	2021	-	-	160	-	160
Roadway Signage	2023	-	-	31	-	31

Merrill Field Airport
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants		Equity	Total
			State	Federal		
Snow Storage Relocation	2023	-	-	300	-	300
Security						
Upgrade Security Gate Access Control System and Camera System	2022	-	-	830	-	830
	Total	**-**	**-**	**35,935**	**-**	**35,935**

Acquire City Electric Property

Project ID	MF2021006	**Department**	Merrill Field Airport
Project Type	New	**Start Date**	January 2021
District	Tax: 1 - City/Anchorage	**End Date**	December 2025
Community Council			

Description

Acquire property north of 9th Ave, south of compass rose area, west of Orca Street

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Other Federal Grant Revenue	580910 - Merrill Field Airport Operating Grant	1,625	-	-	-	-	-	1,625
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	1,875	-	-	-	-	-	1,875
Total ($ in thousands)		**3,500**	**-**	**-**	**-**	**-**	**-**	**3,500**

Airfield and Apron Pavement Improvements Runway 16/34

Project ID	MF2021013	**Department**	Merrill Field Airport
Project Type	Replacement	**Start Date**	January 2023
District	Tax: 1 - City/Anchorage	**End Date**	December 2027
Community Council			

Description

Repave Runway 16/34, Taxiways C and B and interlinks

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	-	-	5,055	-	-	-	5,055
Other Federal Grant Revenue	580800 - Merrill Field Airport Capital Contr	-	-	337	-	-	-	337
Total ($ in thousands)		**-**	**-**	**5,392**	**-**	**-**	**-**	**5,392**

Airfield and Apron Pavement Improvements Runway 7/25

Project ID	MF2021004	**Department**	Merrill Field Airport
Project Type	Improvement	**Start Date**	January 2021
District	Tax: 1 - City/Anchorage	**End Date**	December 2025
Community Council			

Description

Runway 7/25 rehabilitation

Version 2021 Approved

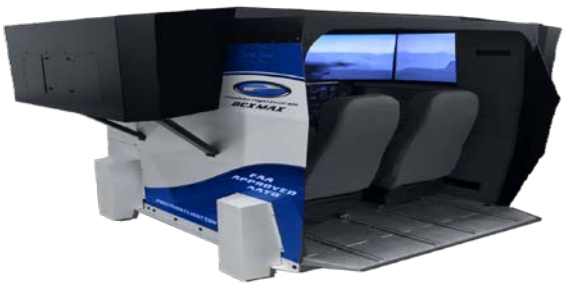
		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Other Federal Grant Revenue	580800 - Merrill Field Airport Capital Contr	465	-	-	-	-	-	465
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	6,974	-	-	-	-	-	6,974
Total ($ in thousands)		**7,439**	**-**	**-**	**-**	**-**	**-**	**7,439**

Construction of Airport Managers Office, MOA Aircraft Simulator (SIM) Center, and Parking Lot

Project ID	MF2021007	**Department**	Merrill Field Airport
Project Type	New	**Start Date**	January 2021
District	Tax: 1 - City/Anchorage	**End Date**	December 2025
Community Council			

Description

Construction of a new Airport Managers Office, MOA SIM center for to reduce Controlled Flight into Terrain (CFIT) rates in Alaska, and a parking lot to accommodate both.



Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Other Federal Grant Revenue	580910 - Merrill Field Airport Operating Grant	6,000	-	-	-	-	-	6,000
Total ($ in thousands)		**6,000**	**-**	**-**	**-**	**-**	**-**	**6,000**

Develop Commercial Non-Aviation Lease Opportunities

Project ID	MF2021012	**Department**	Merrill Field Airport
Project Type	Improvement	**Start Date**	January 2022
District	Tax: 1 - City/Anchorage	**End Date**	December 2026
Community Council			

Description

In the areas south of 15th Ave and east and west of Sitka Street, solicit proposals for long term commercial development and increase lease revenues.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Other Federal Grant Revenue	580910 - Merrill Field Airport Operating Grant	-	200	-	-	-	-	200
Total ($ in thousands)		**-**	**200**	**-**	**-**	**-**	**-**	**200**

Expand Runway Blast Pads

Project ID	MF2021008	**Department**	Merrill Field Airport
Project Type	Reconstruction	**Start Date**	January 2022
District	Tax: 1 - City/Anchorage	**End Date**	December 2026
Community Council			

Description

Reconstruct the blast pads at the end of the runways to meet FAA standards

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	-	305	-	-	-	-	305
Other Federal Grant Revenue	580800 - Merrill Field Airport Capital Contr	-	21	-	-	-	-	21
Total ($ in thousands)		**-**	**326**	**-**	**-**	**-**	**-**	**326**

Property Acquisition on Orca St and Complete Taxiway B

Project ID	MF2021011	**Department**	Merrill Field Airport
Project Type	New	**Start Date**	January 2022
District	Tax: 1 - City/Anchorage	**End Date**	December 2026
Community Council			

Description

Acquire additional parcels of property on the east side of Orca Street and complete Taxiway B.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Other Federal Grant Revenue	580800 - Merrill Field Airport Capital Contr	-	438	-	-	-	-	438
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	-	6,563	-	-	-	-	6,563
Total ($ in thousands)		**-**	**7,001**	**-**	**-**	**-**	**-**	**7,001**

Rehabilitate Lighting and Navigation Aids

Project ID	MF2021001	**Department**	Merrill Field Airport
Project Type	Rehabilitation	**Start Date**	January 2021
District	Tax: 1 - City/Anchorage	**End Date**	December 2025
Community Council			

Description

Upgrade Runway 7/25 lights to LED. Upgrade remaining taxiway lights to LED.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Other Federal Grant Revenue	580800 - Merrill Field Airport Capital Contr	16	-	-	-	-	-	16
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	240	-	-	-	-	-	240
Total ($ in thousands)		**256**	**-**	**-**	**-**	**-**	**-**	**256**

Relocate Compass Rose

Project ID	MF2021014	**Department**	Merrill Field Airport
Project Type	Renovation	**Start Date**	January 2023
District	Tax: 1 - City/Anchorage	**End Date**	December 2027
Community Council			

Description

Relocate Compass Rose to a location not yet determined. The Compass Rose are lines that are used to perform a compass swing on aircraft.

Version 2021 Approved

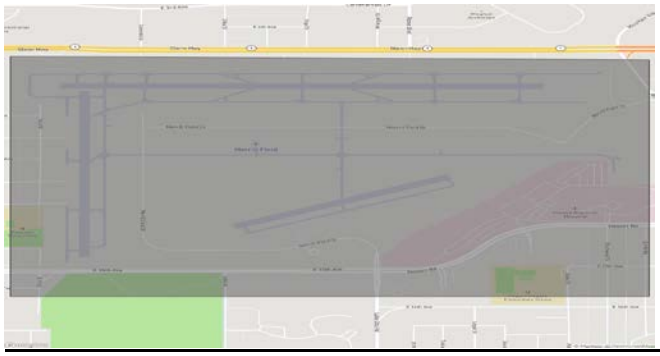
		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	-	-	188	-	-	-	188
Other Federal Grant Revenue	580800 - Merrill Field Airport Capital Contr	-	-	13	-	-	-	13
Total ($ in thousands)		**-**	**-**	**201**	**-**	**-**	**-**	**201**

Relocate Runway Hold Lines

Project ID	MF2021002	**Department**	Merrill Field Airport
Project Type	Improvement	**Start Date**	January 2021
District	Tax: 1 - City/Anchorage	**End Date**	December 2025
Community Council			

Description

Relocate the hold lines on the interlinks between Taxiway N and Runway 7/25.



Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	59	-	-	-	-	-	59
Other Federal Grant Revenue	580800 - Merrill Field Airport Capital Contr	4	-	-	-	-	-	4
Total ($ in thousands)		**63**	**-**	**-**	**-**	**-**	**-**	**63**

Remove Obstruction - 1535 Orca Street, Sandoval Property

Project ID	MF2021017	**Department**	Merrill Field Airport
Project Type	Rehabilitation	**Start Date**	January 2022
District	Tax: 1 - City/Anchorage	**End Date**	December 2025
Community Council			

Description

The current Merrill Field Master Plan recommends the acquisition of certain lands adjacent to Merrill Field airport to ensure airport compatible land uses. The FAA has consistently supported these land purchases to provide the airport the authority to remove existing obstructions and to make available new property for aviation development.
The Sandoval property has already been acquired. This project will remove the obstruction by demolition of the structure.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Other Federal Grant Revenue	580800 - Merrill Field Airport Capital Contr	13	-	-	-	-	-	13
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	188	-	-	-	-	-	188
Total ($ in thousands)		**201**	**-**	**-**	**-**	**-**	**-**	**201**

Replace Airfield Signs

Project ID	MF2021009	**Department**	Merrill Field Airport
Project Type	Replacement	**Start Date**	January 2022
District	Tax: 1 - City/Anchorage	**End Date**	December 2026
Community Council			

Description

Replace airfield signs to correct identified deficiencies

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Other Federal Grant Revenue	580800 - Merrill Field Airport Capital Contr	-	2	-	-	-	-	2
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	-	33	-	-	-	-	33
Total ($ in thousands)		**-**	**35**	**-**	**-**	**-**	**-**	**35**

Replace Runway 7/25 Touchdown and Aiming Point Markings

Project ID	MF2021003	**Department**	Merrill Field Airport
Project Type	Replacement	**Start Date**	January 2021
District	Tax: 1 - City/Anchorage	**End Date**	December 2025
Community Council			

Description

Replace Runway 7/25 touchdown and aiming point markings.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	150	-	-	-	-	-	150
Other Federal Grant Revenue	580800 - Merrill Field Airport Capital Contr	10	-	-	-	-	-	10
Total ($ in thousands)		**160**	**-**	**-**	**-**	**-**	**-**	**160**

Roadway Signage

Project ID	MF2021015	**Department**	Merrill Field Airport
Project Type	Replacement	**Start Date**	January 2023
District	Tax: 1 - City/Anchorage	**End Date**	December 2027
Community Council			

Description

Replace roadway signs to correct identified deficiencies

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Other Federal Grant Revenue	580800 - Merrill Field Airport Capital Contr	-	-	2	-	-	-	2
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	-	-	29	-	-	-	29
Total ($ in thousands)		**-**	**-**	**31**	**-**	**-**	**-**	**31**

Runway, Taxiway, Apron, and Air Field Maintenance Equipment

Project ID	MF2021005	**Department**	Merrill Field Airport
Project Type	Replacement	**Start Date**	January 2021
District	Tax: 1 - City/Anchorage	**End Date**	December 2025
Community Council			

Description

Replace existing snow removal equipment and other maintenance equipment including but not limited to dump truck, deicing trailer, loader, sanding truck.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	3,750	-	-	-	-	-	3,750
Other Federal Grant Revenue	580800 - Merrill Field Airport Capital Contr	250	-	-	-	-	-	250
Total ($ in thousands)		**4,000**	**-**	**-**	**-**	**-**	**-**	**4,000**

Snow Storage Relocation

Project ID	MF2021016	**Department**	Merrill Field Airport
Project Type	Renovation	**Start Date**	January 2023
District	Tax: 1 - City/Anchorage	**End Date**	December 2027
Community Council			

Description

Develop an alternate snow storage area for the Project Management & Engineering (PME) Department.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Other Federal Grant Revenue	580910 - Merrill Field Airport Operating Grant	-	-	300	-	-	-	300
Total ($ in thousands)		**-**	**-**	**300**	**-**	**-**	**-**	**300**

Upgrade Security Gate Access Control System and Camera System

Project ID	MF2021010	**Department**	Merrill Field Airport
Project Type	Upgrade	**Start Date**	January 2022
District	Tax: 1 - City/Anchorage	**End Date**	December 2026
Community Council			

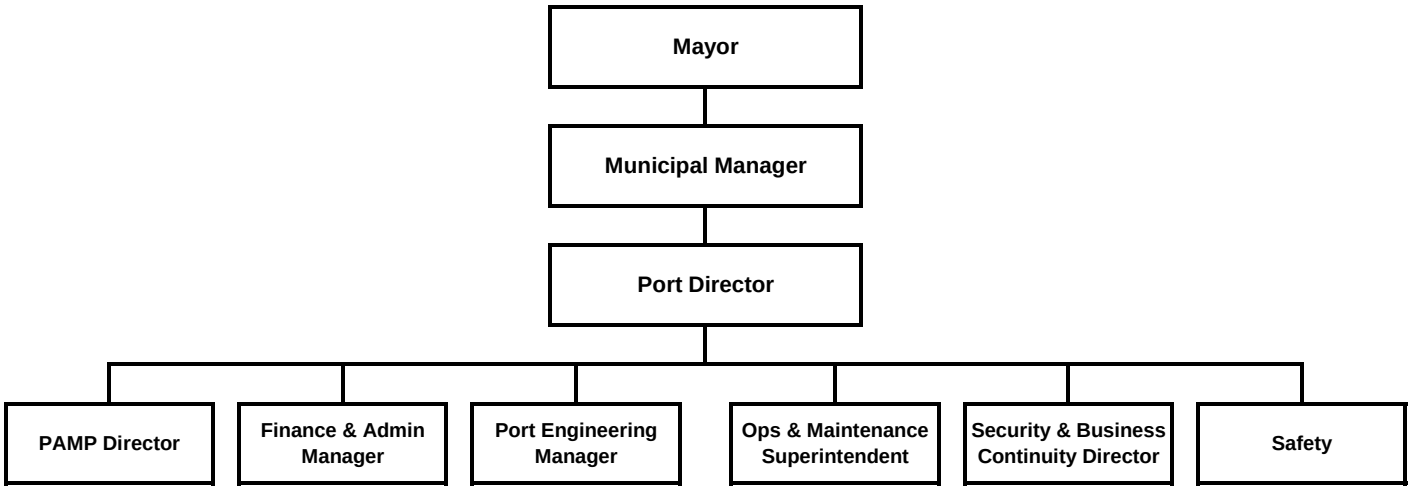
Description

Due to changes in technology and aging equipment, gate access control systems and camera systems require upgrades

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Other Federal Grant Revenue	580900 - Merrill Field Airport Capital Grant	-	778	-	-	-	-	778
Other Federal Grant Revenue	580800 - Merrill Field Airport Capital Contr	-	52	-	-	-	-	52
Total ($ in thousands)		**-**	**830**	**-**	**-**	**-**	**-**	**830**

Port of Alaska



Port of Alaska
Organizational Overview

The Port of Alaska (Port) is an enterprise function of the Municipality.

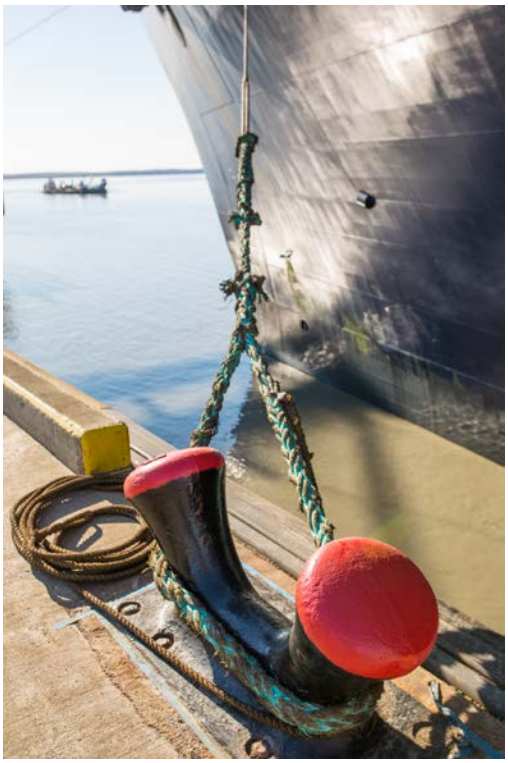


Photo taken by Andre Horton

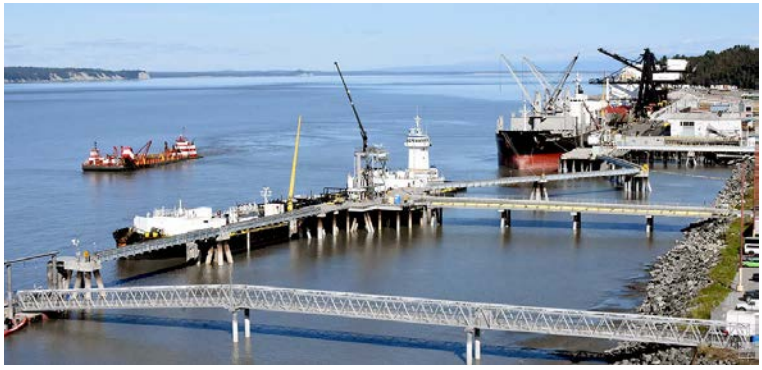
The Port Director is responsible for overseeing the day-to-day business operations of the Port; interacting as needed with tenants, the U.S. Coast Guard, the military, and any new business prospects interested in operating out of the Port of Alaska.

The Port of Alaska Modernization Program (PAMP) Director, in coordination with the PAMP Executive Committee, serves as the Port's and Municipality's direct representative and supervisor for all facets of the PAMP, to include the responsibilities of the Contracting Officer's Technical Representative for the PAMP program management consultant contract.

The Finance & Administration Manager is responsible to perform the day-to-day business functions supporting the Port and Municipality as required. Duties performed by the staff in this section include: receptionist duties; accounts payable and receivable; financial management; and analysis of reports and budgets. The Finance & Administration Manager is also responsible for real estate management, grants management, and budgeting preparation for the operating and Capital Improvement Plan.

The Port Engineering Manager develops and oversees all aspects of the existing port's infrastructure engineering requirements; directs the activities of port consultants and contractors; oversees port construction contracts, including the multi-year engineering services contract; leads the port's capital budget planning; develops and maintains an engineering project tracking system; leads the port's capital grant-related application activities; and oversees port geographic information systems (GIS) activities.

The Port's Operations & Maintenance Superintendent oversees all Port operations, to include all aspects of facility maintenance, vessel scheduling, movements and dockside activities, general upkeep and operation of Port facilities, infrastructure, equipment, upkeep and day-to-day management of all municipally owned infrastructure, roads, and docks. Also, under their direction, Port Maintenance is responsible for the dredging and upkeep of the Ship Creek Small Boat Launch and the Dry Barge Berth.



Port of Alaska Docks

The Security & Business Continuity Director oversees the Port's security contract; coordinates with the U.S. Coast Guard (USCG) to verify compliance with federal maritime security/cyber-security mandates; acts as port's liaison with local, state, and federal law enforcement agencies; and ensures all disaster response and recovery plans are current. Additional responsibilities include: seeking future business development opportunities and working with prospective new tenants to satisfy their business requirements; implementing the Port's marketing, educational and media outreach plans and materials; overseeing the port's tour programs and special events; and acting as the port's point of contact for news events and government/legislative liaison activities.

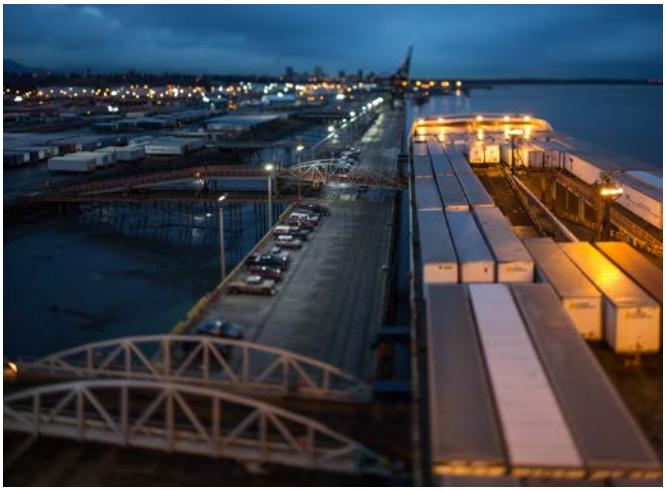


Photo taken by Andre Horton

The Port's Safety Coordinator oversees the Port staff's workplace safety program, heads the Port's Safety Working Group, and coordinates safety-related interactions with the municipality's Risk Management Division. The Safety Coordinator reports directly to the Port Director.


THREE
GENERAL CARGO TERMINALS
(with lift-on/lift-off and
roll-on/roll-off capability)
ONE
PETROLEUM/CEMENT
TERMINAL
ONE
PETROLEUM ONLY
TERMINAL
CONTAINER
LIQUID BULK
DRY BULK
BREAK BULK
DRY BARGE LANDING
CRUISE SHIPS

Port of Alaska
Business Plan

Mission

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

Services

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

Business Goals

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

Strategies to Achieve Goals

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

12. Host official U.S. Navy, U.S. Coast Guard, National Oceanic Atmospheric Administration (NOAA), foreign navy, and Arctic research vessels on behalf of the Municipality of Anchorage, as needed.

Performance Measures to Track Progress in Achieving Goals

Progress in achieving goals will be measured by:

1. Overtime hours and pay compared to base compensation for current vs prior year.
2. Operating Net Income YTD for current vs prior year.
3. Reportable incidents for current vs prior year (# of incidents, loss of time & cost).

Port of Alaska

Anchorage: Performance. Value. Results.

Mission

Develop and maintain the quality of the Port's infrastructure to meet the needs of our stakeholders and ensure safe and modern infrastructure for the timely delivery of consumer goods and commercial cargo.

Core Services

- Provide all Port users with marine terminals and staging yards free of defects.
- Provide Port petroleum terminal operators with an operable and efficient valve yard and petroleum docks.
- Provide clean and safe roads and transfer yards for use by commercial and port-related vehicles.

Accomplishment Goals

- Ongoing repair and enhancement of deteriorated dock pile.
- Continued maintenance of valve yard valves and piping through scheduled inspections and timely maintenance.
- Continued maintenance and repair of storm drain systems and Ship Creek Boat Launch.
- Inspect dock surface and common areas to ensure cranes, equipment and personnel can operate with minimal threat of damage.
- Assist the Municipality of Anchorage effectively oversee management of the cost and schedule associated with the Port of Alaska Modernization Project (PAMP).

Performance Measures

Progress in achieving goals will be measured by the following:

Measure #1: Over time hours and pay compared to base compensation for current vs prior year.

	2019	2020 (YTD)
Total Hours	1,501	476
Total Cost	$ 84,712	$ 10,254

Measures #2: Operating Net Income YTD for current vs prior year.

	6/30/2019	6/30/2020	%Growth/(Loss)
***Net Operating Income**	$ (837,933)	$ 161,272	19.24%
Total Cash Flow	$ 2,879,740	$ 3,303,326	14.71%

* Unaudited

* Net Operating Income includes Depreciation (non-cash item).

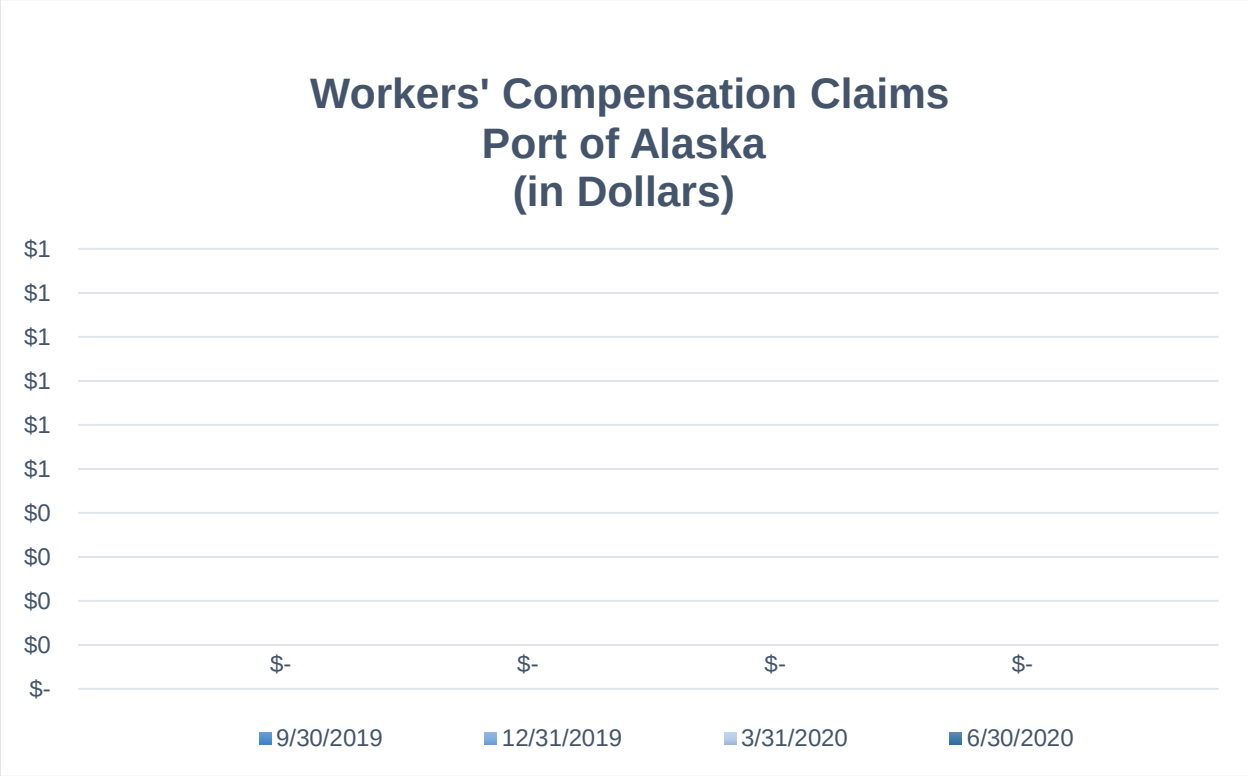
Measures #3: OSHA Recordable incidents for current vs prior year (# of incidents, loss of time & cost)

	2019	2020 (YTD)
# of Incidents	0	0
Loss of Time	0	0
Cost	$ 0	$ 0

PVR Measure WC: Managing Workers' Compensation Claims

Reducing job-related injuries is a priority for the Administration by ensuring safe work conditions and safe practices. By instilling safe work practices, we ensure not only the safety of our employees but reduce the potential for injuries and property damage to the public. The Municipality is self-insured and every injury poses a financial burden on the public and the injured worker's family. It just makes good sense to WORK SAFE.

Results are tracked by monitoring monthly reports issued by the Risk Management Division.



About Port of Alaska

History

The Port of Alaska (Port) commenced operation in September 1961 as the Port of Anchorage, with a single berth. In its first year of operation, 38,000 tons of cargo crossed the dock. On average, around four million tons pass over the dock every year, equating to about 250,000 commercial truck trips through Port property. The Port is a major economic engine and one of the strongest links in the Alaska transportation chain. This chain enables residents statewide, from Cordova to Barrow, to take full advantage of the benefits of inexpensive waterborne commerce through this regional port. The Port and its stakeholders have maintained a notable safety record throughout the five decades of operation. The Port is one of 17 Department of Defense - designated Commercial Strategic Seaports. In October 2017, the Anchorage Assembly voted to change the Port's name to the Port of Alaska to better recognize the state-wide importance of this vital marine Intermodal facility.

Facilities & Equipment

- 3,500 feet dock frontage
- Three general cargo terminals with two 30-ton gantry cranes, one 40-ton gantry crane and roll-on/roll-off capability
- Two petroleum terminals with nine, eight-inch, tide-compensating lines
- Bulk Petroleum Valve Yard capable of accommodating multiple simultaneous marine/shore and/or inter-user shore side transfers.
- Dry and break-bulk handling
- Two floating, small-vessel docks
- Dry-barge landing
- All berths dredged to 35-foot depth at mean lower low water
- Two miles of rail-spur connected to Alaska Railroad
- 125 acres of cargo handling and storage yard, 59,200 tons of bulk cement storage and 3.4 million barrels of liquid fuel storage
- On-dock Transit Shed with 27,000 square foot heated storage/office space
- Portable Cranes to 150 tons available
- Adjacent to Alaska Railroad's main cargo yard, two private barge terminals, Joint Base Elmendorf-Richardson (JBER) and Ted Stevens International Airport (ANC).
- Regional pipeline connections to Nikiski, JBER and ANC.

Services

Approximately 50% of all waterborne freight entering the State, and 90% of all refined petroleum products sold within the Railbelt and beyond (87% of the State's population) move through the Port of Alaska on an annual basis. Container service is available twice a week from the Port of Tacoma through two domestic ocean carriers. Bulk shipments, both domestic and foreign, involve imports of basic commodities such as cement, refined petroleum products and construction materials. Due to its strategic global position and close proximity to neighboring military bases, JBER and Fort Wainwright are key transportation nodes for Department of Defense concerning mobilization planning, shipping/transporting of jet fuel and other related petroleum products and bulk cargo for military use.

The Municipality of Anchorage is the grantee of FTZ No. 160, the only activated FTZ in the State of Alaska. The Port is the Municipal department responsible for the administration of the FTZ program in Anchorage. Under the FTZ Alternate Site Framework construct, the entire Municipality is the identified FTZ. At the present time, there are seven "sub-zones" totaling

some 1,000 acres located at the Port, Ted Stevens Anchorage International Airport and at five private sites throughout the Municipality. An application for subzone status for the Andeavor (formerly Tesoro) refinery in Kenai was approved by the United States Department of Commerce Foreign Trade Zones Board in May 2001.

Regulation
Dock revenue rates for the Port are established in the Port's Terminal Tariff No. 9.0 and through contractual Terminal Preferential Usage Agreements. Changes to the tariff and adjustments to the Preferential Usage Agreements' charges require initial approval by the Anchorage Port Commission, and are subject to final approval by the Anchorage Municipal Assembly.

Port Industrial Park Revenue is derived from long-term leases of properties in the 220-acre Port Industrial Park. The leases provide for five-year rate adjustments that are performed in accordance with Anchorage Municipal Code provisions. Leases and lease options are subject to Anchorage Municipal Assembly approval.

Environmental Mandates
The Port complies with a broad range of local, state and federal environmental standards, including all provisions of the National Environmental Policy Act (NEPA), Clean Water Act, Clean Air Act, National Pollution Discharge Elimination System (NPDES), the Marine Mammal Protection Act (MMPA), Endangered Species Act, and Coastal Zone Management Plan. The Port area was also granted a categorical exclusion from Cook Inlet beluga whale critical habitat for reasons of its strategic importance to the Department of Defense and the State of Alaska.

Port Safety Security and Emergency Preparedness
Because the Port is a lifeline to the State of Alaska, safety, security and emergency preparedness are key parts of Port operations. Threats of natural disasters, accidents, or terrorists potentially disrupting the commerce and fuel supply for 87% of the state's population is of utmost importance. Efforts will continue to prevent and minimize these threats as well as establishing recovery procedures. These efforts are done in conjunction with the Port stakeholders, and Municipal, State, and Federal agencies. The Port continues to undergo security upgrades via Federal Port Security Grant applications and awards. Emergency preparedness planning and drills continue to be held to establish up to date disaster action and mitigation plans.

Master Planning
The Port of Alaska Modernization Program (PAMP) began in 2014 and is solely focused on replacing the deteriorating dock structures that have reached their original design life and were not built to current engineering standards for operational and seismic performance. The initial phase involves construction of a joint-use Petroleum & Cement Terminal (PCT). The effort began with landside preparation and improvements in 2018, which have been followed by the start of a two-year in-water effort to construct the terminal itself. The first of year's work began in Spring/Summer 2020 and will be completed by October 2020. The second year's work to complete the construction is funded and scheduled for the 2021 construction season. In parallel with this has been the start of the design work for next PAMP phase, which is construction of new cargo docks. The dates for this effort are dependent on securing sufficient funding.

Visit the Port of Alaska's website at: www.portofalaska.com

Port of Alaska
Highlights and Future Events

Port of Alaska Modernization Program (PAMP)
The Port's existing marine terminals have reached the end of their life span and suffer from severe corrosion on the wharf piling. If nothing is done, the docks will start shutting down in the next 9 to 10 years because of inability to sustain the weight of operational loads. The PAMP will replace two general cargo terminals and two petroleum terminals to ensure infrastructure resilience over a 75-year life cycle. To maintain Port operations during construction, the program will be completed in steps. Phase 1 includes construction of a new Petroleum/Cement Dock and a partial cut-back and stabilization of the north extension area to preserve usable land while improving hydrodynamics for reduced maintenance dredging and safer navigation. Phases 2 through 4 complete the marine terminal construction and final stabilization of the north extension.

The program will enable the Port to eventually accommodate deeper draft vessels by allowing for a harbor depth increase from 35 feet to 45 feet when needed. New ship-to-shore container cranes will increase reach for wider vessels. Completion of this program is critically important for the Port to continue to serve 87% of Alaska's population and to maintain its role as one of 17 designated Department of Defense Commercial Strategic Seaports.

Construction of the Phase 1 Petroleum/Cement Terminal is under way and on track to be completed by Fall of 2021. Based on current 15% - 35% complete program design, assuming full up-front funding, and assuming timely permit issuance, the remainder of the program is estimated to be completed by 2028.

Ongoing Facility Maintenance
The Port continues to work diligently to meet its commitment to offer uninterrupted operational capability for Port users while new facilities are in design and construction. Aging facilities not included in the early phases of infrastructure improvements continue to be managed and maintained to the highest standards possible with great attention being paid to the highest priorities addressed first. The recommendations in the Port's Capital Improvement Budget address items needing immediate attention outside of the PAMP. Those include, but are not limited to, Wharf Pile and Fender System Enhancements, Storm Drain Enhancements and a project that supports the geographic information system (GIS) mapping of the Port and continued Port Security upgrades.

Port of Alaska
External Impacts

External Factors

Continued development and infrastructure replacement at North Slope, offshore, and Cook Inlet oil and gas fields, including potential construction of a pipeline to tidewater for liquefied natural gas (LNG) export, and construction of the Ambler Mining Road and the associated follow-on mineral extraction activities.

Catching up with the changing equipment and infrastructure needs of the maritime shipping industry so as not to lose relevance, to keep Port users competitive, and to keep the cost of goods to the consumer reasonable.

Sustaining the response to jet fuel requirements from Ted Stevens Anchorage International Airport and Joint Base Elmendorf-Richardson (JBER).

Designation of the Port of Alaska as one of 17 Department of Defense – designated Commercial Strategic Seaports.

Unpredictability of State and Federal funding.

Unpredictable terrorist events affecting implementation of Department of Homeland Security laws and regulations.

Port of Alaska
8 Year Summary
($ in thousands)

Financial Overview	2019 Actuals	2020 Proforma	2021 Approved	2022	2023	2024	2025	2026
				Forecast				
Revenues	15,810	14,849	14,812	15,285	16,185	17,162	18,224	19,363
Expenses and Transfers [1]	20,770	20,899	22,469	20,368	20,979	21,398	21,612	21,828
Net Income(Loss)	**(4,960)**	**(6,050)**	**(7,657)**	**(5,083)**	**(4,794)**	**(4,236)**	**(3,388)**	**(2,465)**
Charges by/to Other Departments	962	1,195	1,269	1,301	1,333	1,367	1,401	1,436
Municipal Enterprise/Utility Service Assessment	1,471	1,282	1,362	1,396	1,431	1,467	1,503	1,541
Dividend to General Government	616	636	690	711	732	754	777	800
Transfers to General Government [2]	**3,049**	**2,477**	**2,631**	**2,697**	**2,764**	**2,833**	**2,904**	**2,977**
Operating Cash	5,556	1,565	2,532	4,732	4,816	4,908	5,005	5,114
Construction Cash Pool	-	2,750	3,032	3,032	4,886	7,293	10,231	14,173
Restricted Cash	1,950	1,950	1,950	-	-	-	-	-
Total Cash	**7,506**	**6,265**	**7,514**	**7,764**	**9,702**	**12,201**	**15,236**	**19,287**
Net Position (Equity) 12/31	218,131	274,131	281,645	289,409	299,111	311,312	326,548	345,835
Capital Assets Beginning Balance	191,304	235,960	291,960	357,960	357,960	357,960	357,960	357,960
Asset Additions Placed in Service	44,656	56,000	66,000	-	-	-	-	-
Assets Retired	-	-	-	-	-	-	-	-
Change Depreciation (Increase)/Decrease	-	-	-	1,866	1,866	1,866	1,866	1,866
Net Capital Assets (12/31)	235,960	291,960	357,960	357,960	357,960	357,960	357,960	357,960
Equity Funding Available for Capital	-	-	-	-	1,702	2,162	2,573	3,431
Debt								
New Debt - Bonds	-	-	60,000	-	-	-	-	-
New Debt - Loans or Other[3]	-	-	-	-	-	-	-	-
Total Outstanding LT Debt	40,000	40,000	-	60,000	-	-	-	-
Total Annual Debt Service Payment	1,152	246	2,440	2,950	2,950	2,950	2,950	2,950
Debt Service Requirement	**-**	**-**	**1.35**	**1.35**	**1.35**	**1.35**	**1.35**	**1.35**
Debt Service Coverage (Bond)	-	-	1.35	1.35	1.35	1.35	1.35	1.35
Debt Service Coverage (Total)	4.82	6.36	1.04	1.60	1.63	1.67	1.70	1.73
Debt/Equity Ratio	18/82	15/75	21/79	21/79	20/80	19/81	18/82	17/83
Tariff Wharfage Rates (01/15):								
1250 Petroleum, Bulk / Barrel	$0.152	$0.157	$0.164	$0.168	$0.173	$0.179	$0.184	$0.190
1250 Cement, Bulk / Ton	$1.67	$2.07	$2.57	$2.90	$3.28	$3.70	$4.18	$4.72
Statistical/Performance Trends:								
Tonnage (in thousands)	4,275	4,500	4,545	4,590	4,636	4,683	4,730	4,800
Operating Revenue/Ton	2.97	3.24	3.20	3.23	3.26	3.30	3.33	3.36

[1] Expenses shown include all transfers to General Government and all non-cash items: depreciation (including depreciation on assets purchased with grant funds) and amortization activities.

[2] Included in total expenses calculated in Net Income.

[3] Line of Credit renewed in June 2019 - 2yr term, February 2020 - Assembly authorized issuance of $100million Revenue Bonds

Port of Alaska
Statement of Revenues and Expenses

	2019 Actuals	2020 Proforma	Under/(Over) Budget	2020 Revised	$ Change	2021 Approved	21 v 20 % Change
Operating Revenue							
Dock Revenue	7,056,794	7,633,567	(203,077)	7,430,490	-	7,430,490	0.00%
Industrial Park Revenue	4,440,847	4,885,401	(144,207)	4,741,194	-	4,741,194	0.00%
Security Fees	1,496,703	1,477,975	-	1,477,975	-	1,477,975	0.00%
Reimbursed Costs	159,347	34,785	(34,785)	-	-	-	0.00%
Miscellaneous	1,047,810	541,343	354,304	895,647	-	895,647	0.00%
Total Operating Revenue	**14,201,500**	**14,573,071**	**(27,765)**	**14,545,306**	**-**	**14,545,306**	**0.00%**
Non Operating Revenue							
Pipeline Right-of-Way Fee	192,445	182,273	(9,273)	173,000	-	173,000	0.00%
Investment Income	1,394,025	94,000	443,000	537,000	(443,000)	94,000	-82.50%
Other Income	21,965	-	-	-	-	-	0.00%
Total Non Operating Revenue	**1,608,435**	**276,273**	**433,727**	**710,000**	**(443,000)**	**267,000**	**-62.39%**
Total Revenue	**15,809,936**	**14,849,344**	**405,962**	**15,255,306**	**(443,000)**	**14,812,306**	**-2.90%**
Operating Expense							
Salaries and Benefits	2,480,195	2,641,042	186,597	2,827,639	(118,270)	2,709,369	-4.18%
Overtime	84,713	72,558	31,807	104,365	(30,944)	73,421	-29.65%
Total Labor	2,564,908	2,713,600	218,404	2,932,004	(149,214)	2,782,790	-5.09%
Supplies	142,924	184,635	50,665	235,300	-	235,300	0.00%
Travel	15,209	17,500	22,500	40,000	-	40,000	0.00%
Contractual/Other Services	6,569,980	6,983,105	373,785	7,356,890	174,665	7,531,555	2.37%
Equipment/Furnishings	6,909	30,439	15,061	45,500	-	45,500	0.00%
Contributions to Other Funds	-	-	-	-	-	-	0.00%
Dividend to General Government	616,286	635,799	(19,513)	616,286	73,573	689,859	11.94%
Manageable Direct Cost Total	7,351,309	7,851,478	442,498	8,293,976	248,238	8,542,214	2.99%
Municipal Enterprise/Utility Service Assessment	1,471,199	1,281,973	-	1,281,973	80,133	1,362,106	6.25%
Depreciation/Amortization	7,129,596	7,187,791	-	7,187,791	-	7,187,791	0.00%
Non-Manageable Direct Cost Total	8,600,795	8,469,764	-	8,469,764	80,133	8,549,897	0.95%
Charges by/to Other Departments	962,348	1,195,050	-	1,195,050	74,544	1,269,594	6.24%
Intradepartmental Overheads	-	-	-	-	-	-	0.00%
Total Operating Expense	**19,479,360**	**20,229,892**	**660,902**	**20,890,794**	**253,701**	**21,144,495**	**1.21%**
Non Operating Expense							
Debt Issuance Costs	57,000	17,500	7,500	25,000	-	25,000	0.00%
Interest on Bonded Debt	1,233,712	652,181	647,819	1,300,000	-	1,300,000	0.00%
Total Non Operating Expense	**1,290,712**	**669,681**	**655,319**	**1,325,000**	**-**	**1,325,000**	**0.00%**
Total Expense	**20,770,072**	**20,899,574**	**1,316,220**	**22,215,794**	**253,701**	**22,469,495**	**1.14%**
Net Income (Loss)	**(4,960,136)**	**(6,050,230)**	**(910,258)**	**(6,960,488)**	**(696,701)**	**(7,657,189)**	**10.01%**
Appropriation:							
Total Expense		**20,899,574**	**1,316,220**	**22,215,794**	**253,701**	**22,469,495**	1.14%
Less: Non Cash Items							
Depreciation/Amortization		7,187,791	-	7,187,791	-	7,187,791	0.00%
Total Non-Cash		7,187,791	-	7,187,791	-	7,187,791	0.00%
Amount to be Appropriated (Function Cost/Cash Expense)		**13,711,783**	**1,316,220**	**15,028,003**	**253,701**	**15,281,704**	**1.69%**

Port of Alaska
Reconciliation from 2020 Revised Budget to 2021 Approved Budget

		Positions		
	Expenses	FT	PT	Temp/ Seas
2020 Revised Budget (Appropriation)	15,028,003	19	3	-
Transfers by/to Other Departments				
- Charges by Other Departments	74,544	-	-	-
Changes in Existing Programs/Funding for 2021				
- Salaries and Benefits Adjustments	36,325	-	-	-
- Overtime alignment - net 0 adjustment of the overtime budget into the accounts that the costs will actually post to	(30,944)	-	-	-
	30,944	-	-	-
- Reorganization savings from Salaries and Benefits to Contractual/Other Services for Ship Creek Boat Launch	(174,665)	-	(2)	-
	174,665	-	-	-
- Municipal Enterprise Service Assessment (MESA) and Gross Receipts	80,133	-	-	-
- Dividend to General Government	73,573	-	-	-
2021 Continuation Level	**15,292,578**	19	1	**-**
2021 Proposed Budget Changes				
- Executive salaries to stay flat from 2020	(5,451)	-	-	-
- Non-Represented pay scales to stay flat from 2020	(5,423)	-	-	-
2021 Approved Budget	**15,281,704**	**19**	**1**	**-**
2021 Budget Adjustment for Accounting Transactions (Appropriation)				
- Depreciation	-	-	-	-
2021 Approved Budget (Appropriation)	**15,281,704**	**19**	**1**	**-**
	2021 Approved FTE			
	19.5	**19.0**	**0.5**	**-**

Port of Alaska
2021 Capital Improvement Budget

($ in thousands)

Projects	Debt	Grants		Equity	Total
		State	Federal		
Port Energy Resiliancy - Solar Farm	-	-	-	100	100
Port Equipment	-	-	-	635	635
Ship Creek Boat Launch Repairs	-	-	-	200	200
Storm Drain Enhancements	-	-	-	1,500	1,500
Wharf Pile Enhancements	-	-	-	1,750	1,750
Total	**-**	**-**	**-**	**4,185**	**4,185**

Port of Alaska
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants State	Grants Federal	Equity	Total
Equipment						
Port Energy Resiliancy - Solar Farm	2021	-	-	-	100	100
Port Equipment	2021	-	-	-	635	635
Facilities						
Ship Creek Boat Launch Repairs	2021	-	-	-	200	200
Port of Alaska Dock Enhancements						
Fender Pile Enhancements	2022	-	-	-	3,740	3,740
Wharf Pile Enhancements	2021	-	-	-	1,750	1,750
	2022	-	-	-	1,750	1,750
	2023	-	-	-	1,750	1,750
	2024	-	-	-	1,750	1,750
	2025	-	-	-	1,750	1,750
		-	-	-	8,750	8,750
Port of Alaska Industrial Park Enhancements						
Storm Drain Enhancements	2021	-	-	-	1,500	1,500
	2022	-	-	-	1,500	1,500
	2023	-	-	-	1,500	1,500
	2024	-	-	-	1,500	1,500
	2025	-	-	-	1,500	1,500
	2026	-	-	-	1,500	1,500
		-	-	-	9,000	9,000
	Total	**-**	**-**	**-**	**22,425**	**22,425**

Fender Pile Enhancements

Project ID	POA2022001	**Department**	Port of Alaska
Project Type	Replacement	**Start Date**	January 2022
District	Tax: 1 - City/Anchorage	**End Date**	December 2022
Community Council			

Description

Furnish Pipe Pin Pile Assemblies and remove/install/and replace damaged piles. Includes retrieval/removal/and disposal of damaged pile.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	570800 - Port Operating Contributions	-	3,740	-	-	-	-	3,740
Total ($ in thousands)		**-**	**3,740**	**-**	**-**	**-**	**-**	**3,740**

Port Energy Resiliancy - Solar Farm

Project ID	POA2021005	**Department**	Port of Alaska
Project Type	Improvement	**Start Date**	January 2021
District	Tax: 1 - City/Anchorage	**End Date**	December 2023
Community Council			

Description

Develop and construct a solar farm to provide energy resiliancy and emergency power backup at the Port of Alaska

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	570800 - Port Operating Contributions	100	-	-	-	-	-	100
Total ($ in thousands)		**100**	**-**	**-**	**-**	**-**	**-**	**100**

Port Equipment

Project ID	POA2021001	**Department**	Port of Alaska
Project Type	New	**Start Date**	January 2021
District	Tax: 1 - City/Anchorage	**End Date**	December 2021
Community Council			

Description

Replacing aging Port Equipment - Dump Truck/Loader/Harborcraft boat & motors

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	570800 - Port Operating Contributions	635	-	-	-	-	-	635
Total ($ in thousands)		**635**	**-**	**-**	**-**	**-**	**-**	**635**

Ship Creek Boat Launch Repairs

Project ID	POA2021004	**Department**	Port of Alaska
Project Type	Reconstruction	**Start Date**	January 2021
District	Tax: 1 - City/Anchorage	**End Date**	December 2022
Community Council			

Description

Indentify, evaluate, repair or replace infrastucture shoring and piling necessary for operations.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	570800 - Port Operating Contributions	200	-	-	-	-	-	200
Total ($ in thousands)		**200**	**-**	**-**	**-**	**-**	**-**	**200**

Storm Drain Enhancements

Project ID	POA2021002	**Department**	Port of Alaska
Project Type	Upgrade	**Start Date**	January 2020
District	Tax: 1 - City/Anchorage	**End Date**	December 2023
Community Council			

Description

Identify, evaluate, and repair as needed to ensure proper function of the storm drain system on the Port of Alaska.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	570800 - Port Operating Contributions	1,500	1,500	1,500	1,500	1,500	1,500	9,000
Total ($ in thousands)		**1,500**	**1,500**	**1,500**	**1,500**	**1,500**	**1,500**	**9,000**

Wharf Pile Enhancements

Project ID	POA2021003	**Department**	Port of Alaska
Project Type	Upgrade	**Start Date**	January 2021
District	Tax: 1 - City/Anchorage	**End Date**	December 2023
Community Council			

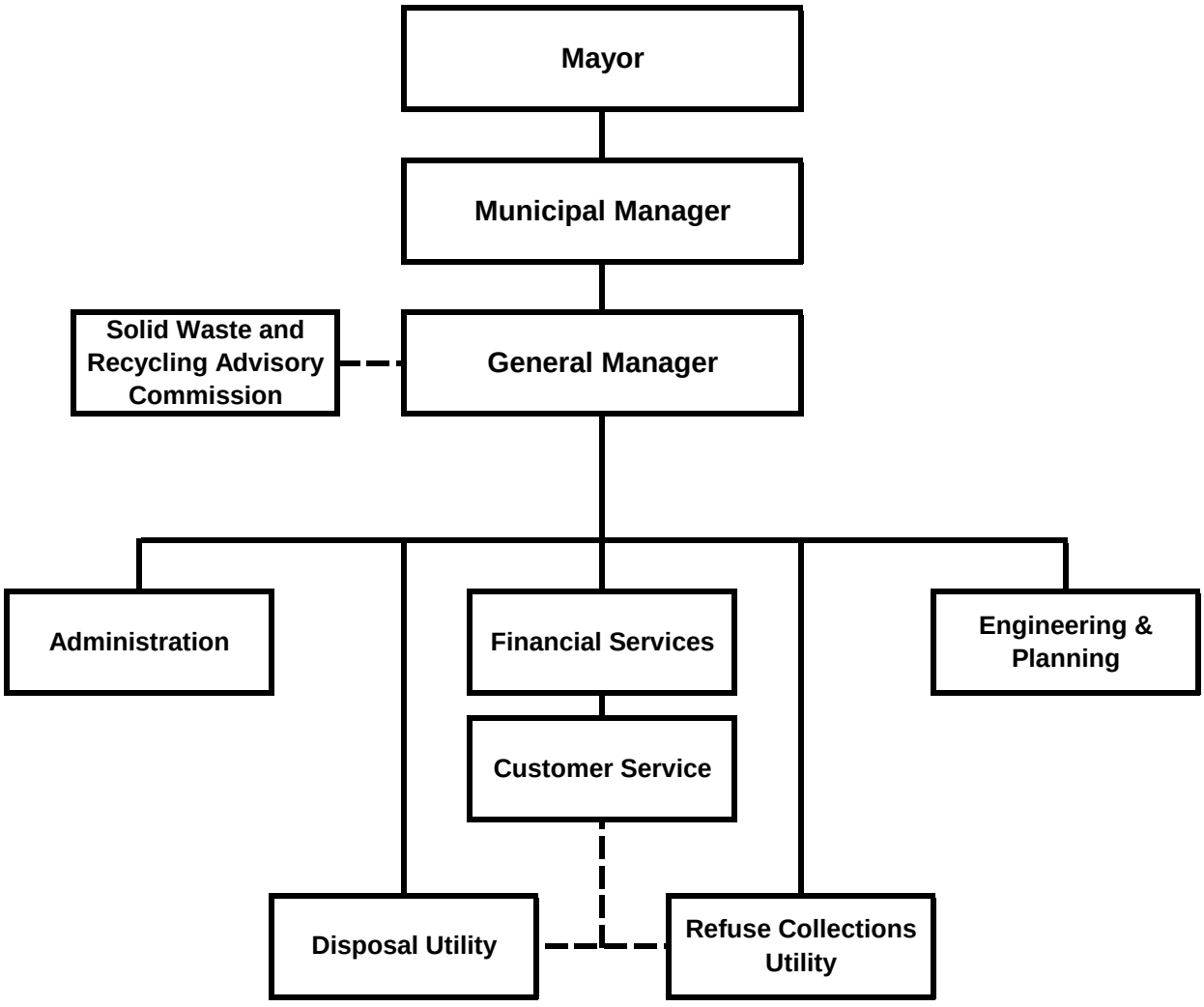
Description

Identify, jacket, and repair selected wharf pile under the dock at the Port of Alaska. 1400 piling total, annual programs can accommodate jacketing of approximately 100 pile per year.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	570800 - Port Operating Contributions	1,750	1,750	1,750	1,750	1,750	-	8,750
Total ($ in thousands)		**1,750**	**1,750**	**1,750**	**1,750**	**1,750**	**-**	**8,750**

Solid Waste Services



Solid Waste Services
Organizational Overview

The Municipality of Anchorage's (MOA) Department of Solid Waste Services (SWS), comprised of the Refuse Collection Utility (RCU) and Solid Waste Disposal Utility (SWDU), is defined as a municipal utility by Anchorage Municipal Code (AMC 26.10.015). The Utilities are self-funded and self-supporting by revenues derived from operations, primarily customer fees for services. No tax dollars are used by SWS operations. By Code and Municipal Charter, each utility is required to operate in accordance with general business standards common to the solid waste industry (Charter Article 16.01) and to provide a reasonable profit in accordance with industry standards (AMC 26.10.060).

To support the RCU and SWDU, SWS has three additional operating divisions: Engineering & Planning, Financial Services, and Administration. The customer service team reports to the Chief Financial Officer, as a subsection of Financial Services. Each SWS supervisor reports to the General Manager.

General Manager
The General Manager is responsible for the overall management of SWS. The General Manager oversees operational decisions, with the Solid Waste and Recycling Advisory Commission (SWRAC) providing an overview of strategies, operating plans and budgets, along with offering input on solid waste issues, ordinances and policies and providing recommendations to the Mayor.

Refuse Collection Utility (RCU)
The RCU provides both residential and commercial service to the former City of Anchorage service area. The RCU has converted 99% of its residential customers to automated collections operations. There are approximately 150 customers which still receive manual can and bag pickup.

Solid Waste Recycling and Commercial Collection Services

Commercial refuse collection consists of seven routes serviced Monday through Friday and four additional routes serviced on Saturdays. This equates to the servicing of over 5,000 dumpsters on a weekly basis. All commercial refuse collected is unloaded at the Central Transfer Station (CTS). There is also a commercial glass collection route that services numerous businesses throughout the SWS service area.

Residential refuse collection consists of 11 routes serviced Monday through Friday for over 10,000 customers. All residential refuse is collected and unloaded at CTS. Curbside Recycling is performed by two routes that service over 9,500 customers weekly. Mixed paper and cardboard recycling collection is also provided to more than 50 municipal offices on a weekly, bi-weekly, and monthly basis. All recycling is transported and unloaded at the Anchorage Recycling Center (ARC) and pays a recycling tipping fee. Residential organics (food scraps and yard waste) collections is also now available and there are approximately 900 customers enrolled with this service. This collected material is transported to a regional facility that converts it to compost for use by commercial and residential customers.

All refuse and recycling collection activities are currently performed by 27 full time employees. The RCU fleet consists of: ten 40 cubic yard commercial frontload vehicles; nine 27 cubic yard automated sideload vehicles; one 25 cubic yard rear loader; numerous light-duty support vehicles; and one forklift. RCU vehicle maintenance employees repair and maintain this fleet within a warm storage facility located at the CTS. Residential and Commercial collection operators are members of the local Teamster's union with the vehicle maintenance employees being part of the International Brotherhood of Electrical Workers (IBEW). All operators are required to participate in a pre-route safety-operations briefing, and daily Department of Transportation (DOT) required pre-shift and post-shift vehicle inspections.

Solid Waste Disposal Utility (SWDU)
The main function of the SWDU is to dispose of household and commercial refuse generated within the MOA. The refuse is brought to three locations: Girdwood Transfer Station (GTS), CTS, and the Anchorage Regional Landfill (ARL). The SWDU has an extensive fleet of specialized equipment for the disposal of refuse that is maintained, operated, and supported by highly skilled and trained staff.

GTS received over 1,300 tons of refuse in 2019. GTS has a paved area where solid waste is discarded into an enclosure containing a 120-cubic yard trailer for transfer to CTS. GTS accepts used oil and batteries from customers and these items are picked up by SWS's Household Hazardous Waste (HHW) contractors for proper disposal, recycling, or for reuse.

CTS is located between the old and new Seward Highways on 56th Avenue. Solid waste disposed of at CTS is transferred by SWS tractors pulling 120 cubic yard (approximately 20-tons at a time) open top trailers to ARL. An average of 800 tons per day of solid waste is transferred from CTS to ARL. CTS also has an HHW disposal location and accepts residential used oil, batteries, and appliances that are picked up by contractors for proper disposal, recycling, or for reuse. Customers can drop off small quantities (less than 220 pounds per month) of unregulated hazardous waste which is not allowed to be disposed at ARL. A total of 25 SWS operators perform the various duties and operations associated with CTS.


Solid Waste - Anchorage Regional Landfill

ARL is located near the intersection of the Glenn Highway and Hiland Road near Eagle River. It is a 275-acre, award-winning, subtitle D landfill that typically processes more than 1,000 tons of refuse daily. Currently, 10 cells are constructed, one is under design, with a total of 12 cells to be developed at full build out of the facility. Every day solid waste is compacted and then covered with soil using bulldozers or alternative daily cover such as plastic tarps and recycled construction and demolition debris. The soil cover material comes from the excavation of future cells located on-site. Each landfill cell is lined and contains a leachate (water) collection system. Leachate is collected and transported in pipelines at the bottom of the landfill to collection lagoons for pre-treatment by aeration to increase the oxygen levels within it. On average, three specially designed leachate tankers transport and dispose of 25 million-gallons per year at the Anchorage Water & Wastewater Utility's Turpin Road dump station. ARL employees are responsible for the daily disposal of all of the MOA's refuse, the excavation and hauling of daily cover material, the installation and maintenance of landfill gas recovery wells and lines, the hauling of leachate, the building and maintaining of roads, snow

removal, dust control and equipment repair. Located within a warm storage facility located at ARL, vehicle maintenance employees repair and maintain heavy equipment and SWDU vehicles. A total of 26 SWS operators and mechanics perform the various duties and operations associated with ARL. The main HHW facility is located at ARL and is operated by a contractor that serves the residential and small business customers.

Due to the 7.2 magnitude, November 30, 2018 earthquake in the MOA, the warm storage, vehicle maintenance, and administration facilities have been rendered unusable and staff are being housed in temporary facilities until the permanent structures can be ultimately repaired. This process is on-going with the assistance of the State of Alaska and the Federal Emergency Management Agency (FEMA) and is expected to be completed by the end of 2021.

City-wide recycling has stabilized and trash disposed at the landfill has remained steady for several years. Funded from a recycling surcharge, the recycling program promotes recycling and the recycling industry with the goal of extending the ultimate life of the landfill. One fulltime recycling coordinator answers public inquiries, and, in coordination with private and non-profit partners, prepares educational media (including social media) campaigns and events related to recycling throughout the MOA. A sustainability coordinator position was added in 2019 with the vision of expanding the recycling and diversion programs within the MOA and ultimately extending the life of ARL. The surcharge has funded the development of an expanded paved public recycling drop-off site at the landfill. ARL currently accepts aluminum cans, paper, plastic, and cardboard. The materials are then transported to the Anchorage Recycling Center.

The program also provides support for public space recycling and to the Anchorage School District (ASD) by collecting mixed paper from all their facilities. The recycling program along with assistance from ASD and Alaska Waste funds a recycling coordinator position for the district that helps to promote education for students and the reduction of waste generated from their facilities. Recycling within the MOA is further supported through a grant for Christmas tree recycling. A large, but less visible effort is economic and business development grants. These funds are given to local recycling businesses for developing ideas for reusing materials in-state, such as glass, tires, construction and demolition debris, and organics. A commercial glass collection pilot program was rolled out in late 2019 and has been continued in 2020, to test the effectiveness of this type of collection from commercial generators.

Engineering & Planning

The Engineering & Planning Division consists of one engineer/manager, one civil engineer, one engineering intern, and two engineering technicians. The group has the following main tasks:

- Planning, design, and construction of new facilities;
- Major facility upgrades and repairs;
- Technical landfill operations;
- Landfill gas (LFG) collection system operation; and,
- Regulatory compliance.

The division is responsible for the planning, design and management of construction activities related to landfill expansion, LFG collection system expansion and maintenance, CTS improvements, and landfill closure projects. The division relies on contracted engineering services for major design and construction projects. As the landfill development progresses, engineering efforts will turn more toward closure and reclamation projects such as capping, re-vegetation and storm water management as well as the design and construction of the new CTS. The current closure cost includes $60M of closure construction work, and $29M (both in

2019 dollars) of post closure care costs that will be conducted over a period of 30 years following the closure of ARL.

As SWS facilities age (many are over 30-years old), the division is responsible for the procurement of services for major repair and maintenance activities as well as new ones. These activities include periodic reconstruction of the CTS tipping floor; heating, ventilation, and air conditioning (HVAC) systems; paving of roads and work areas at ARL; rehabilitation of landfill gas and leachate wells and piping systems; and the design and construction of the new CTS.

The division provides technical support to the SWDU ARL staff to improve landfill operations and maximize airspace utilization. The division helps re-engineer outer landfill slopes which recovers valuable landfill airspace and regularly monitors waste compaction and daily cover quantities in order to re-evaluate these estimates. The division provides support for planning fill operations, developing access roads, and efficiently mining cover materials from the site. As an example, the landfill crew, in addition to processing solid waste, can also mine gravel for current and future cover operations.

The LFG collection system currently supplies Doyon Utilities (DU) with gas to power a 7 megawatt electrical generating plant which provides power to the Fort Richardson side of Joint Base Elmendorf-Richardson (JBER). LFG activities at ARL include daily checks of key operating parameters, as well as routine maintenance of LFG well heads and monitoring equipment. The system currently requires a bi-weekly check and rebalancing of over 68 gas collection points to optimize the efficiency of the gas collection system while maximizing the gas output delivered to DU.

The division is responsible for compliance with environmental regulations at ARL as well as three closed landfill sites. All sites have groundwater monitoring and reporting requirements, as well as solid waste permit compliance relating to operation or post-closure monitoring. The Merrill Field landfill site has active landfill gas and leachate management systems which have both operational and regulatory reporting requirements. ARL operates under an active Class I landfill operating permit, as well as a Title V Air Quality operating permit, both issued by the Alaska Department of Environmental Conservation (ADEC). In addition to specific operating requirements, these permits require numerous inspections, as well as documentation and reporting requirements. Because ARL accepts asbestos wastes, it is regulated under National Emissions Standards for Hazardous Air Pollutants which requires inspection and documentation of every load of regulated material received. Both ARL and CTS have Storm Water Pollution Prevention Plans approved by ADEC which have regular inspection, monitoring, sampling, and reporting requirements.

Financial Services

The Financial Services Division has three work groups: Finance and Accounting, Customer Service Administration and Call Center, and the Scale House / Cash Booth. All work groups, totaling 23 employees, are managed by one Senior Administrative Officer.

Finance and Accounting

The Finance and Accounting section, consisting of five employees, manages the financial matters of SWS, including the accounting for revenues and expenses, the preparation of budgets, asset management, capital expenditures, customer account collection services, as well as providing financial reports. One employee is responsible for purchasing and accounts payable providing for the procurement of and the payment for all equipment, supplies, and

contracts, in coordination with other MOA departments. Invoices are received, checked, account coded, approved, and entered into SAP for payment. Purchase orders are initiated at SWS: verifying proper account codes and funding, attaching all supporting documentation, obtaining proper department approval through the SAP workflow; many of the purchase orders also go through the MOA Purchasing Department's SAP workflow for final approval. Over 100 SWS timecards are processed each week in the SAP timekeeping and payroll system to ensure proper pay and cost of service coding. Additional administrative staff provide other support duties that include: ordering office supplies, processing travel authorizations, expense reports, incoming and outgoing mail, maintaining files, oversite of recycling and organics programs, and providing administrative support to supervisors and the SWRAC.

Customer Service Administration and Call Center

This work group is based out of the SWS Administration Building located at 1111 East 56th Avenue. This office is staffed with one Senior Administrative Officer, one Junior Administrative Officer, one Code Enforcement Officer and three Account Representative III's. The SWS call center staff answer up to 160 calls per day and also maintain the SWS customer information system, which allows the invoicing of up to 12,350 customers monthly. These customers provide, on average, more than $2.1M in monthly payments to their accounts.

The SWS Code Enforcement officer ensures compliance within the SWS mandatory service area by actively facilitating corrective action in accordance to AMCs 14, 15, 21.07 and 26; while handling all in-house collections efforts for accounts that are 31 to 90 days past due. Once these accounts reach 90 days past due, they are transferred to the MOA third party collections company for further collective action.

Scale House / Cash Booth

The 12 employees of the Scale House / Cash Booth work group operate both the scale houses and cash booths at CTS, ARL, and GTS. Operating hours and days of operation vary by location, but overall this work group operates approximately 311 days a year, including all MOA holidays except Christmas and New Year's Day. Opening shifts begin as early as 6:00 A.M. for the staff opening CTS, closers are often on duty until approximately 6:00 P.M.

This group is the smiling face that greets both the residential and commercial disposal customers as they visit our disposal locations. These employees screen the customer's load prior to disposal, help monitor safety compliance, and kindly educate many on safe disposal practices, and encourage compliance with AMC and State Laws regarding litter prevention through assessment of fees. These team members assist over a quarter of a million customers visiting SWS facilities each year.

Administration

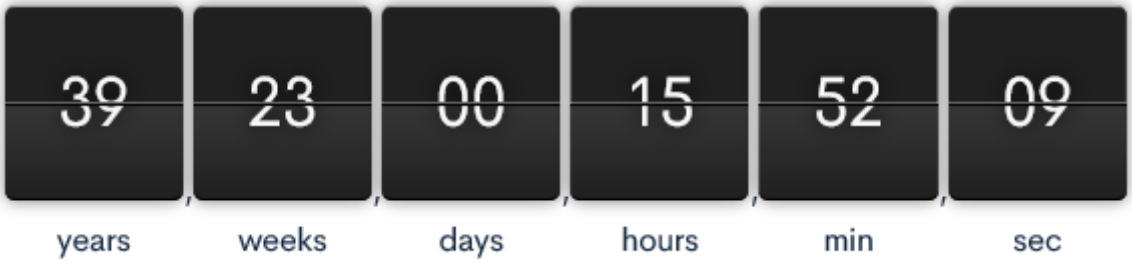
The Administration division provides support to all SWS employees. It is responsible for key performance indicator monitoring, IT assistance, safety, security, facility maintenance, and vehicle parts inventory functions.

SWS has one position involved in the monitoring and reporting of key performance indicators. This employee also researches, evaluates, and implements existing and emerging technologies when deemed necessary, fiscally responsible, and/or becomes critical to operations.

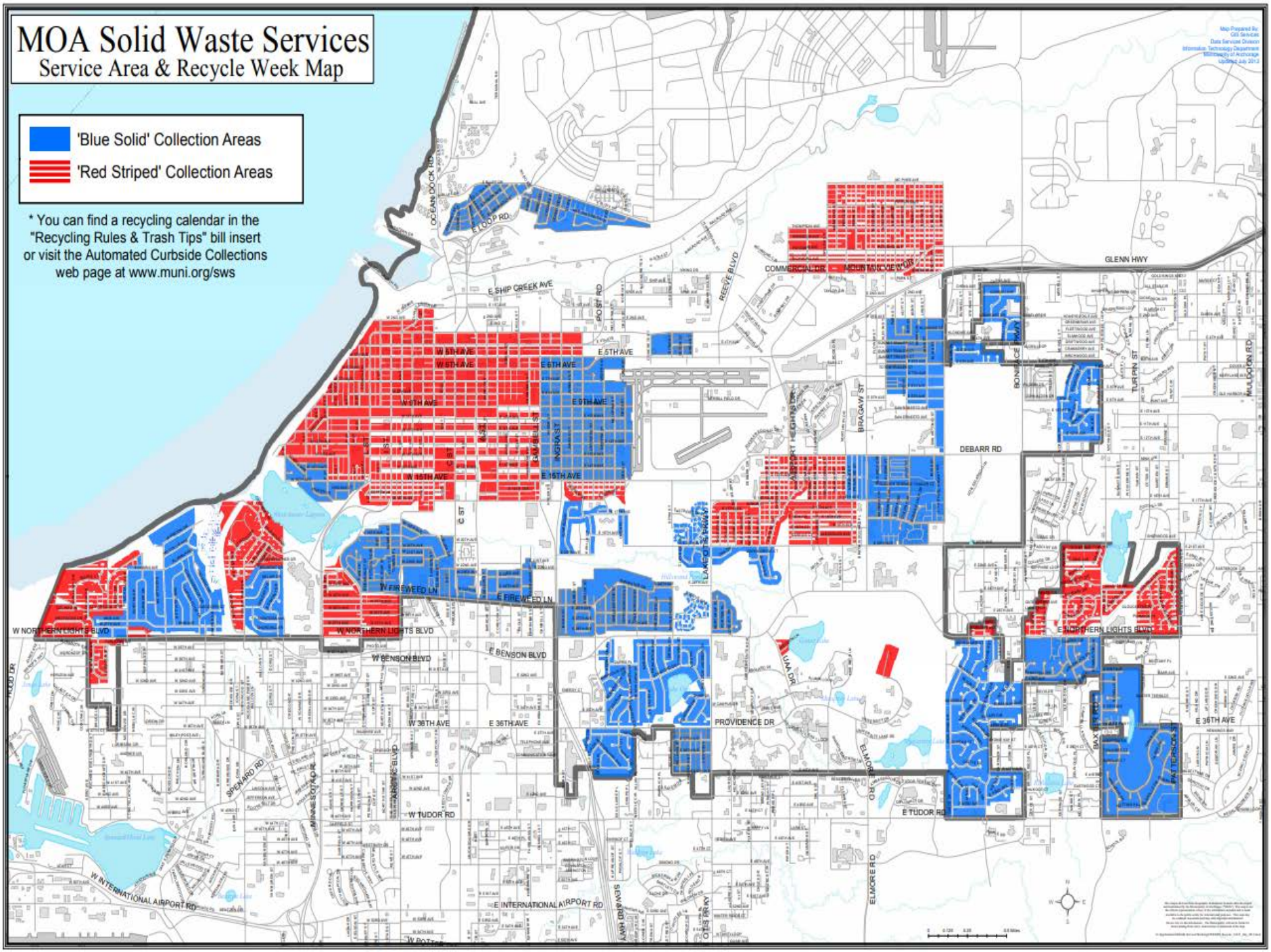
The SWS Safety Manager ensures that all operations are conducted in a safe manner. The Safety Manager is responsible for compliance with Occupational Safety and Health Administration (OSHA) safety standards by ensuring that the work environment is safe, as well

as identifying and mitigating potential hazards for SWS employees and the public long before the hazard becomes an accident statistic. The Safety Manager inspects buildings, projects, equipment, operating practices and working conditions for compliance with various MOA, State and Federal safety codes and regulatory requirements. The Safety Manager coordinates safety programs in training, personal protective equipment, clothing and devices, as well as organizes and conducting seminars on first aid and OSHA required safety training. The Safety Manager prepares reports and makes recommendations for improvement. By analyzing data on accident rates and compensation claims, the Safety Manager develops methods to reduce costs, loss time, and personnel suffering.

The mission statement of SWS is: Providing safe, efficient, and innovative solid waste management for the Municipality of Anchorage. The vision statement of SWS is: Advancing solid waste management through continuous improvement and transparent performance.



Solid Waste Services – Disposal "Doomsday Clock" https://acak.statwindow.com/landfill


MOA Solid Waste Services
Service Area & Recycle Week Map
'Blue Solid' Collection Areas
'Red Striped' Collection Areas
* You can find a recycling calendar in the "Recycling Rules & Trash Tips" bill insert or visit the Automated Curbside Collections web page at www.muni.org/sws
OCEAN DOCK RD
E LOOP RD
E SHIP CREEK AVE
POST RD
REEVE BLVD
COMMERCIAL DR
MOUNTAIN VIEW DR
GLENN HWY
BONIFACE PKWY
TURPIN ST
MULDOON RD
DEBARR RD
BRAGAW ST
W 5TH AVE
W 6TH AVE
E 5TH AVE
E 6TH AVE
W 9TH AVE
E 9TH AVE
W 15TH AVE
E 15TH AVE
C ST
A ST
L ST
W FIREWEED LN
E FIREWEED LN
W NORTHERN LIGHTS BLVD
E NORTHERN LIGHTS BLVD
W BENSON BLVD
E BENSON BLVD
W 36TH AVE
E 36TH AVE
PROVIDENCE DR
ELMORE RD
E TUDOR RD
W TUDOR RD
SPENARD RD
MINNESOTA DR
W INTERNATIONAL AIRPORT RD
E INTERNATIONAL AIRPORT RD
SEWARD HWY
LAKE OTIS PKWY

Solid Waste Services
Business Plan

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

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

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

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

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

- Standardize recycling outreach and labeling throughout the MOA.
- Monitor the MOA's performance with respect to achieving the goals identified within the climate action plan.

Performance Measures to Track Progress in Achieving Goals

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

Refuse Collections & Disposal Utility
Solid Waste Services Department

Anchorage: Performance. Value. Results.

Mission

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

Vision

Advancing solid waste management through continuous improvement and transparent performance.

Values

Providing value to our community through safe, innovative, and sustainable solid waste management.

Core Services

- Provide dumpster service to commercial and multifamily residential customers.
- Provide automated garbage, curbside recycle collection, and disposal to residential customers.
- Provide transfer station and landfill disposal services for the entire community of Anchorage.
- Support and promote energy efficient and sustainable practices for all residents throughout the community.

Accomplishment Goals

- Subsidize Disposal Utility operations with revenue collected from landfill gas sales to keep rates lower for longer periods of time.
- Extend the life of the Anchorage Regional Landfill by increasing the ratio of inbound garbage to dirt placed as daily cover. The less dirt used to cover garbage for means more space available at the landfill.
- Extend the useful life of the Anchorage Regional Landfill as far in the future as possible by improving recycling and operational performance on a continuous basis. The longer the landfill stays open the cheaper the cost to dispose of material in Anchorage is.

Performance Measures

Progress in achieving these goals will be measured by:

- Disposal Costs Offset by Landfill Gas Revenue
- Garbage to Dirt Ratio
- Landfill Closure Date.

The following pages provide actual data which quantify these measures.
For more information on the performance indicators Solid Waste Services (SWS) has developed, please visit:

https://acak.statwindow.com

Measure #1: Disposal Costs Offset by Landfill Gas Revenue

This is calculated by dividing landfill gas revenue by total disposal costs.
SWS has set a target goal of >15% indicated by the dashed line in the above line graph.
SWS is given this data on a quarterly basis.

Quarter 2 – Disposal Costs Offset: 17%

SWS syphons methane gas from collected waste in the landfill. A portion of the gas is sold to provide electricity to the Army side of Joint Base Elmendorf-Richardson. The revenue from selling landfill gas is used to subsidize disposal costs, therefore lowering customer rates.

Measure #2: Garbage to Dirt Ratio

This is calculated by dividing total tons of waste received at the landfill by the total tons of dirt (cover) used, which includes alternative cover.

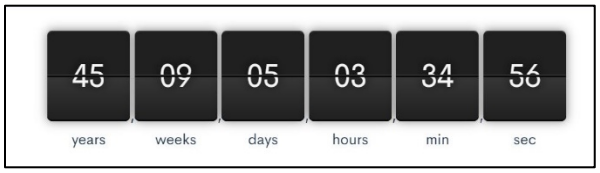
SWS has set a target goal of >1.4 indicated by the dashed line in the above line graph.

Quarter 2 Average –

April: 2.30
May: 2.55
June: 2.04

Every day SWS covers the waste received. We use different forms of cover including dirt, gravel, wood chips, tarps, and snow (season-permitting).
This data is important because SWS has a goal to "extend the life of Anchorage Regional Landfill." The less amount of cover used to cover the refuse, the more space is left in the landfill and the longer it will remain open.

Measure #3: Landfill Closure Date



SWS uses a 12-month average of waste generation and cover used by the landfill to predict the day the landfill will reach full capacity. As public behavior changes, lowering the rate of waste generation thus using less cover, the life of the landfill will be affected. Decomposition and compaction are considered in the equation, as well as population growth. SWS derives this data from the most current landfill study.
SWS does not have a target set because this information is continually changing, however, SWS has a goal to "extend the life of Anchorage Regional Landfill."

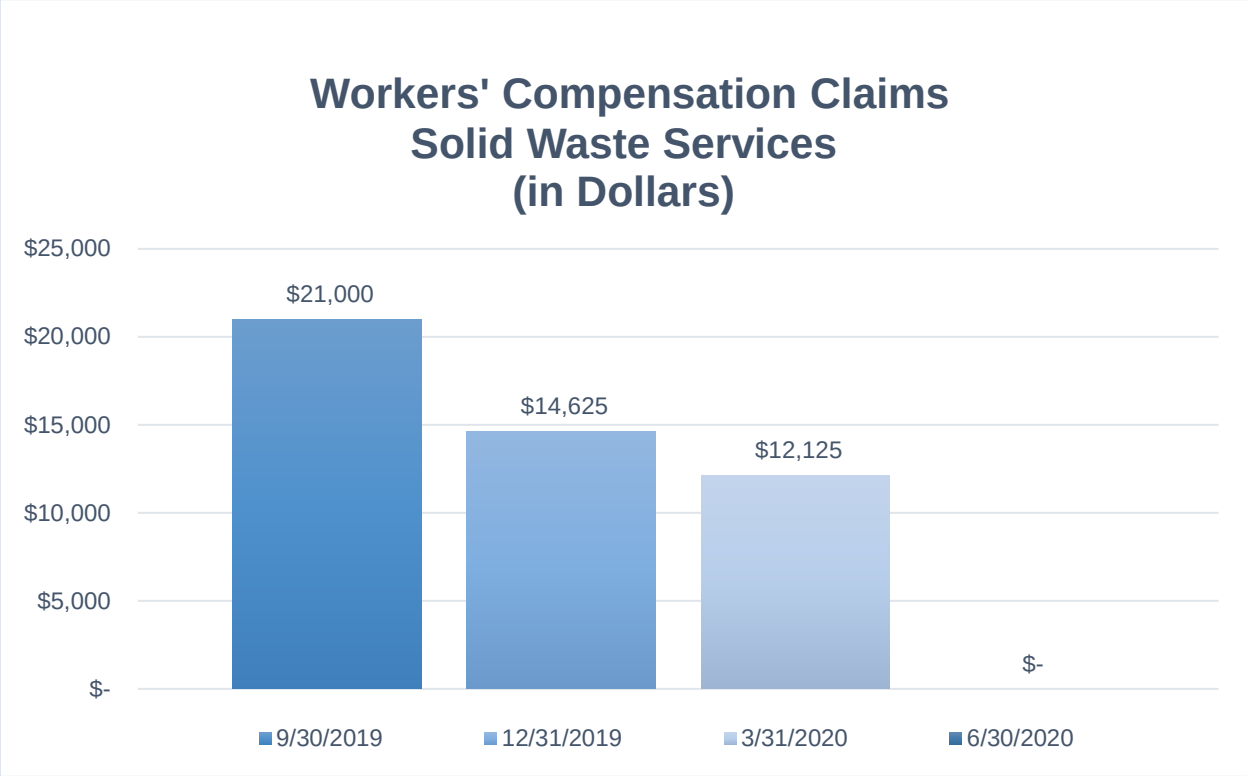
Quarter 2 Estimated Year of Closure: 2065.80

As the year of closure draws near, SWS reflects on how to continually provide the Municipality of Anchorage safe, efficient, and innovative solid waste management for the foreseeable future (i.e. building a new Central Transfer Station – *click here* *https://newswscentraltransferstation.com/ for more info*). Through fine-tuning public behavior (recycling, composting, organics collection), SWS can successfully serve the MOA for many years beyond this estimated date.
Landfills are not forever, there is no time to waste.

PVR Measure WC: Managing Workers' Compensation Claims

Reducing job-related injuries is a priority for the Administration by ensuring safe work conditions and safe practices. By instilling safe work practices, we ensure not only the safety of our employees but reduce the potential for injuries and property damage to the public. The Municipality is self-insured and every injury poses a financial burden on the public and the injured worker's family. It just makes good sense to WORK SAFE.

Results are tracked by monitoring monthly reports issued by the Risk Management Division.



About Solid Waste Services

The Department of Solid Waste Services (SWS) is composed of two utilities: the Refuse Collections Utility (SWRCU) and the Solid Waste Disposal Utility (SWDU). The SWRCU provides refuse collection service to residential and commercial customers in the old "City of Anchorage" Service Area and the SWDU operates two transfer stations and the Anchorage Regional Landfill (ARL) providing affordable and environmentally responsible municipal solid waste disposal services for the entire Municipality of Anchorage (MOA). SWS is divided into three organizations: SWRCU, SWDU, and Administration (which is a support organization that fully charges out expenses to both SWRCU and SWDU).

Refuse Collections Utility
History
The SWRCU was originally a function of the former City of Anchorage Public Works Department. When the City and Borough merged in 1975, the SWRCU became an enterprise activity of the MOA. Visit Solid Waste website at:
http://www.muni.org/departments/sws/Pages/default.aspx

Service
The SWRCU provides refuse collection to the service area of the former City of Anchorage, which is approximately 20% of the population of the MOA. Since 1952, there has been mandatory service for all occupants of the SWRCU service area. The SWRCU has five types of services: commercial dumpsters, automated roll cart service, can and bag service, curbside recycling, and curbside organics collection. The SWRCU services over 5,000 dumpsters per week with six daily dumpster routes, and two Saturday routes to serve its commercial and multi-family residential customers.

As a result of an automated trash and recycling collection service that began in the fall of 2009, most SWS residential customers are serviced using automated vehicles and roll carts. In 2017, the final phase of automated collection rollout was completed and the SWRCU is servicing eight automated collection routes. Approximately 150 customers remain on can/bag service.

Regulation
The fees charged by SWRCU are overseen by the Anchorage Municipal Assembly. SWRCU is granted the exclusive right to collect solid waste within its defined service area by a Certificate of Public Convenience and Necessity which is issued by the Regulatory Commission of Alaska.

Environmental Mandates
Although there is no specific state or federal regulations governing refuse collection, SWRCU must comply with a number of mandated regulations. These regulations include, but are not limited to, the Federal Clean Air Act; the Clean Water Act; and the Occupational Safety and Health Administration. These regulations have and will continue to impact the economics and operations of SWRCU.

Physical Plant
The SWRCU's truck fleet assets include:

- 11 commercial refuse collection vehicles
- 10 residential refuse and recycling vehicles (automated and can/bag); 10 automated / 2 Tomcats
- Two rear load vehicles for MOA paper collection and recycling

- Support vehicles including: General Foreman Vehicle, Refuse Collections Leadman Vehicle, Expeditor Vehicle, Mechanics' Truck, 1-ton tilt Flatbed with lift gate, Box Van, and a 2- ton Flatbed

Currently, there is an average of 25,000 roll-carts and 2,032 dumpsters in service. The SWRCU maintains a 27,000 square foot building that contains vehicle maintenance, warm storage space, and administrative offices and it is located at the Central Transfer Station (CTS).

Future Planning Efforts
The SWRCU is currently in the process of evaluating and rolling out additional collection services such as, curbside residential organics collection and commercial glass collection. The SWRCU also plans on deploying all electric medium duty roll-cart and class 8 collection vehicles and is currently working with truck manufacturers in the development of them. The SWRCU is also assisting with the planning, design, and construction of the new CTS, there will be numerous components of the new facility that will support their functions.

Solid Waste Disposal Utility

History
Municipal solid waste disposal was originally a function of the City Public Works Department, which operated the city landfill at Merrill Field. Under unification, the MOA acquired responsibility for five waste disposal sites from Peters Creek to Girdwood. The SWDU was formed to operate and maintain these sites, while managing solid waste disposal matters throughout the MOA. The five sites were ultimately closed, and waste disposal was consolidated at the Anchorage Regional Landfill (ARL). ARL is an award winning, state-of-the-art, fully engineered landfill. The facility was opened in 1987 and is the only operating municipal solid waste landfill within the MOA.

Service
The SWDU serves the entire MOA. The services include the disposal of solid waste and collection of household hazardous waste. Municipal solid waste is received at two transfer stations located within MOA. The waste is then transported by the SWDU to ARL for final disposal.

The ARL has a total land area of approximately 275 acres and is being developed in phases called cells. Currently, cells 1 through 7, 8a, 8b, 10 - 12 have been constructed. Cell 9a is currently under construction and will be completed in 2020. ARL is projected to have a total capacity in excess of 47.5 million cubic yards and should reach its capacity in 2060, dependent upon population growth, waste compaction, diversion of more recyclables and construction activities. In 2018, approximately 350,000 tons were deposited in ARL, which represents approximately 42,000 tons more than in 2017. SWDU currently expects an average of approximately 300,000+ tons in future years.

The transfer stations located at Girdwood and midtown Anchorage (CTS) allow the SWDU to reduce traffic flow to the landfill and restrict access to the working face. CTS receives the largest amount of solid waste, having received nearly 210,000 tons in 2018 from almost 161,000 customers. This facility has an operating capacity of 1,600 tons per day. The SWDU operates a fleet of 29 transfer tractor and trailers that transport the solid waste from Girdwood and CTS with a capacity of 120 cubic yards each.

The SWDU is responsible for post closure care and monitoring of former landfill sites at Merrill Field, Peters Creek (Loretta French Park), and International Airport Road (Javier de la Vega Park). At each of these sites, SWS must perform annual groundwater and landfill gas (LFG) migration monitoring. The SDWU operates an active landfill gas (LFG) collection system at Merrill Field to mitigate migration of LFG to commercial buildings constructed along Merrill Field Drive. The SWDU also operates and maintains a leachate collection system along 15th Avenue to mitigate potential migration of groundwater contaminants to the Chester Creek system. Since no closure funds were ever designated for these sites, all post closure care activities must be funded out of the SDWU's annual operating budget.

The SWDU operates a 6,000 square foot hazardous waste collection facility built in 1989 at ARL. Through 2020, the facility has collected nearly 24 million pounds of hazardous waste that otherwise may have been improperly disposed of at ARL, the storm drain system, or citizens' backyards.

Household hazardous waste can be dropped off at CTS (on Tuesday, Thursday, and Saturday) or the Hazardous Waste Facility located at ARL (Tuesday through Saturday). The hazardous waste is then handled by a contractor that sorts and processes the waste into proper containers. Hazardous products are shipped out of state to federally approved hazardous waste disposal sites. Other materials are rendered inert and landfilled, processed locally, or recycled. Anchorage residents bring household items such as paints, cleaners, and solvents to Reuse Centers at CTS or at ARL. The items are then stocked for other Anchorage residents to take home for reuse on household projects. SWS is also exploring the option of using waste oil collected from collection and transfer vehicles to use as fuel in heaters that will provide heat for warm storage locations at CTS and ARL.

Regulation

The SWDU is not economically regulated by any non-municipal agencies but is overseen by the Anchorage Municipal Assembly. SDWU operates under numerous permits and many Environmental Protection Agency (EPA) regulations. ARL is operated under a Solid Waste operating permit issued by the Alaska Department of Environmental Conservation (ADEC). This permit must be renewed every five years. ARL construction and certain operations must comply with the EPA Resource Conservation and Recovery Act (RCRA) subtitle D. The facility is also regulated under a Title V air emissions operating permit issued by ADEC. SWDU operates under two permits from Anchorage Water & Wastewater Utility (AWWU) for industrial water discharge, one for disposal of leachate from ARL and one for discharge of leachate contaminated groundwater at Merrill Field Airport. ARL has permits from the U.S. Department of Fish and Wildlife and the Alaska Department of Fish and Game for bird management.

Environmental Mandates

SWDU must operate under, and comply with, numerous environmental mandates. These mandates have a significant economic impact on the cost of operations and construction for the Utility. The main environmental mandates that have a significant impact on the SWDU are RCRA subtitle D, the Clean Air Act, New Source Performance Standards (NSPS), the Clean Water Act, SARA Title 3 (Super Fund), NESAP (asbestos), and NPDES (storm water discharge). In 2010, EPA added greenhouse gas monitoring and reporting requirements that affect both active and closed landfill sites. It is projected that the environmental mandates regarding operating and constructing a landfill will become even more stringent in the future.

Physical Plant

The SWDU's assets include:

Anchorage Regional Landfill (ARL)

- 275 acres estimated to last through the year 2060.
- 47.5 million cubic yard capacity.
- Phased construction of cells lasting four to five years each.
- Ten of the 11 landfill cells are fully or partially constructed.
- Located on municipal land.
- Scale house
- 22,000 square-foot shop with an adjoining storage facility, that was severely damaged in the 2018 Earthquake and reconstruction is in the planning stages.
- Heavy equipment fleet: dozers, loaders, dump trucks, water truck, leachate trucks, tankers, lube trucks, grader, excavator, and solid waste compactor.
- Two leachate storage and treatment lagoons with a 2.9million-gallon capacity.
- Gas collection facility with 700 square foot blower and flare station with a 2,000 cubic feet per minute capacity enclosed flare.
- Gas processing facility processes gas to fuel quality and transports it by pipeline to Doyon Utility's power generation system to produce electricity on adjacent military lands. MOA is currently in a 20-year agreement with Doyon, in which Doyon will generate electricity from methane gas to sell to military customers on Joint Base Elmendorf-Richardson (JBER).

Three transfer stations provide intermediate disposal, easy access for public

- Cash booths at Girdwood, CTS, and the ARL public site.
- Two scale houses, one each at CTS and ARL.
- 29 transfer tractor and trailers haul from stations to landfill.

Hazardous waste management

- 6,000 square foot collection facility for household hazardous waste.

Merrill Field Airport

- LFG collection system and leachate/groundwater collection system.

Future Planning Efforts

Future projects include:

- Development of cell 9 will be complete by the end of 2020 with an estimated cost of $7 million.
- Development of the remainder of the cells (9b and 8c) will occur by 2023 with an estimated cost of $10 million.
- Slope closure and storm water run-off development is on-going.
- Expansion of gas collection system into cells 11 and 12.
- Construction of leachate evaporators to mitigate growing expense of hauling leachate.
- First strategic plan and Masterplan have been completed and are continuously being updated based upon new goals and strategies as developed by SWS staff.
- CTS Upgrade and Expansion to a new site is in the design and engineering stages. Construction commenced in 2020 and be substantially completed by 2022.
- Construction of replacement for the shop/administration/vehicle maintenance building, replacement of gas wells and piping are on-going as part of the 2018 Earthquake Recovery Project.
- Completion of leachate treatment system improvements.

Solid Waste Services
Highlights and Future Events

Disposal Utility
The Solid Waste Services (SWS) Disposal Utility's (SWDU) Central Transfer Station (CTS) is nearing the end of its useful life. The facility is aged, poses health and safety risks, and is not properly designed for the vehicle size and volume that it serves. SWS recently closed a transaction to purchase a tract of land across the street from the existing facility and has begun the architecture/engineering design for constructing a new transfer station facility. The new facility will provide increased capacity for peak flows of commercial and residential customers as well as provide much needed on-site traffic circulation improvements. The new transfer station will enhance the SWDU's ability to serve the community, while accommodating needs for increased recycling and waste reduction efforts to extend the life of the Anchorage Regional Landfill (ARL).

Anchorage sustained a 7.2 magnitude earthquake on November 30, 2018, and ARL suffered irreparable damage to the main Shop/Admin building. Additional damage that was sustained at the landfill includes: various gas collection piping and gas wells, non-structural damage to the concrete floor of the Household Hazardous Waste building, as well as multiple smaller damages to roadways and slopes within the landfill. Temporary facilities and gas system repairs have been constructed to maintain operation and the utility is working with Federal Emergency Management Agency (FEMA) to obtain approval for reconstructing the permanent ARL Shop/Admin building. Additionally, various building and roadway repairs are ongoing. The design for this project is 95% complete and construction is anticipated to commence in 2021.

The ARL has a total land area of approximately 275-acres and is being developed in phases called cells. Currently, cells 1 through 7, 8a, 8b, 10 - 12 have been constructed. Cell 9a has been designed and is under construction in 2020.

In 2018 SWDU trucked to over 31 million gallons of treated leachate generated at the landfill to Anchorage Water & Wastewater Utility (AWWU). SWDU started design for retrofitting the leachate lagoons with a more modernized aeration system that will be more efficient and provide better treatment to the leachate.

Leachate has been hauled via tanker truck since ARL was first opened in 1987. The truck haul system is considered inefficient and potentially unsafe to the public due to the additional truck traffic on the Glenn Highway. SWDU is currently evaluating alternatives to trucking leachate including installation of multiple leachate evaporators onsite, as well as closing out and capping certain areas of ARL.

SWDU continues to aggressively expand recycling programs in Anchorage. Organics collection is a priority for the department. Demand for the program is high and the SWDU is looking to expand capacity by developing back-end infrastructure and increasing community outreach for participation in food scrap drop-offs.

SWDU also plans to continue supporting recycling initiatives across the municipality, which has seen increased processing costs as a result of shifting global commodities markets. SWS will continue to invest in recycling, as well as communication and outreach, which is vital to the success of the programs.

Another priority for SWS is sustainability and climate issues. SWS spearheads MOA's sustainability efforts. The Anchorage Climate Action Plan, a strategic plan to reduce emissions and prepare for the changing climate, was passed by the Assembly in May 2019; SWS coordinates its implementation and reporting.

Refuse Collection

The SWS Refuse Collection Utility (SWRCU) owns and operates a fleet of refuse collection vehicles, which are housed in a shop/storage building along with administrative offices on land owned by SWDU. The recent land purchase by SWS includes land to construct new facilities to replace the aging structures owned by SWRCU.

New software has recently been installed in SWRCU vehicles allowing drivers to communicate directly with the billing system for improved tracking of refuse collection activities, missed stops, and other metrics.

SWS worked in 2019 to restart a commercial glass recycling program in the downtown district. The department worked with local recyclers to expand uses for the recycled glass in construction projects. Demand is at the point where local recyclers can accept even more glass for recycling. SWS is testing glass recycling downtown with the goal of increasing participation, offering the service outside of downtown, and to the residential customer base.

Solid Waste Services
External Impacts

Disposal
SWS is completing the construction of a new landfill cell at the Anchorage Regional Landfill (ARL) before the end of 2020. SWS anticipates using State of Alaska Clean Water Loans with a low interest rate and 20-year term, whenever possible. It is unknown if the program will be: funded in the future, if the eligible expenses related to landfill construction will further limit use of these funds for construction, or if SWS will be awarded loans based on the program scoring criteria and/or regulatory compliance. Currently, the total cost of the landfill expansion is over $22M, with potential loan amounts estimated at $21M to cover those costs.

The Landfill Gas (LFG) to Energy project came into commercial operation in 2013. Revenue to the Solid Waste Disposal Utility (SWDU) derived from the sale of landfill gas to Doyon Utilities (DU) is based upon the purchase price for natural gas as reported by Chugach Electric Association (CEA) to the Regulatory Commission of Alaska (RCA). Future revenues anticipated from this project will be based upon gas price projections by CEA and other area utilities. As a result, the actual revenue generated by the LFG project will fluctuate dependent upon market price of natural gas in Southcentral Alaska.

Currently DU Inc. holds an air quality permit which will allow continuous operation of up to six generating units at the LFG power plant on Joint Base Elmendorf-Richardson (JBER). The power plant currently operates five generating units, producing approximately seven (7) megawatt of power. In the summer months, power usage at Fort Richardson decreases below this capacity in off-peak hours. Because of the lower demand, one generating unit is shut down on evenings and weekends, resulting in decreased landfill gas consumption seasonally. Currently, there is no energy integration between the Fort Richardson and Elmendorf sides of JBER. This limits the amount of revenue that can be generated by the project. A project is currently in the final phases of design to interconnect the Fort Richardson and Elmendorf electrical grids. Additionally, because of the price of grid electricity that JBER is charged by Municipal Light & Power, the amount that the LFG to energy plant is operated is at the take or pay LFG amount only. And JBER has no plans to expand the DU power plants generating potential.

The current tonnage received at the landfill is dependent upon all refuse providers servicing the MOA. SWS is in the process of implementing a Recycling Education Program as well as recycling incentives. As a result, there is an expected decrease in the amount of refuse received by ARL.

Since 1994, SWS has stored gravel generated from cell development activities on leased land from Fort Richardson. SWS currently has over 4 million-cubic yards of material stored at this location which will all be used in the normal operation of the landfill.

Leachate from the ARL is disposed of to Anchorage Water & Wastewater Utility's (AWWU) wastewater collection system. SWS hauls the leachate from ARL to AWWU's Turpin Street septic hauler station. SWS has hauled over 25 million gallons annually to this facility and this value will only increase as ARL expands. The cost for this activity is driven by labor, fuel, vehicle operations and maintenance (O&M) costs, as well as AWWU disposal rates, all of which are continuously rising. SWS is in the process of initiating design activities for a leachate evaporation system that will reduce the amount of leachate hauled by 60 – 70%.

ARL was constructed in 1987 and the Central Transfer Station (CTS) was converted from a garbage shredding facility constructed in the 1970's to a transfer facility. Consequently, many mechanical, electrical and structural components of these facilities are rapidly approaching or have exceeded their useful lives. Many of these systems are either life safety issues or critical to the continued operation of the facilities. SWS has and will continue to incur significant capital and maintenance costs as these facilities and components are upgraded or replaced. Disposal customers are subjected to long wait times and safety issues each time they come to the CTS to dispose of their loads. Therefore, SWS is in the process of constructing a new CTS, located adjacent to the existing facility. The new facility will also allow SWS to control the destiny of the Disposal and Refuse Collection Utilities through additional space to explore new technologies, and the ability to re-purpose the existing space to meet other growing needs within the Municipality.

Refuse

Disposal customers are subjected to long wait times and safety issues each time they come to the CTS to dispose of their loads. SWS is in the process of designing and constructing a new CTS. The new facility will also allow SWS to control the destiny of the Disposal and Refuse Collection Utilities through additional space to explore new technologies, and the ability to re-purpose the existing space to meet other growing needs within the Municipality. For example, large scale diversion of materials from ARL. This will take years of public education and training to implement.

Solid Waste Services - Disposal
8 Year Summary
($ in thousands)

Financial Overview	2019 Actuals	2020 Proforma	2021 Approved	2022	2023	2024	2025	2026
				Forecast				
Revenues	29,837	27,409	27,542	28,919	30,365	30,972	31,592	32,224
Expenses and Transfers [1]	21,314	23,276	26,695	27,496	28,596	29,740	30,632	31,551
Net Income (Loss)	**8,523**	**4,133**	**847**	**1,423**	**1,769**	**1,233**	**960**	**673**
Charges by/to Other Departments	3,199	3,064	4,075	4,157	4,240	4,324	4,411	4,499
Municipal Enterprise/Utility Service Assessment	859	1,038	1,038	1,048	1,366	1,378	1,388	1,465
Dividend to General Government	233	750	750	750	750	350	350	350
Transfers to General Government [2]	**4,291**	**4,852**	**5,863**	**5,955**	**6,356**	**6,052**	**6,149**	**6,314**
Operating Cash	-	1,000	2,000	1,000	2,000	5,000	1,972	1,643
Construction Cash Pool	11,872	6,000	1,000	1,000	3,000	1,600	1,820	1,738
Restricted Cash	36,970	38,500	40,425	42,446	44,568	46,796	49,136	51,593
Total Cash	**48,842**	**45,500**	**43,425**	**44,446**	**49,568**	**53,396**	**52,928**	**54,974**
Net Position (Equity) 12/31	66,953	71,086	71,933	73,356	75,126	76,358	77,319	77,992
Capital Assets Beginning Balance	65,529	74,596	76,318	89,104	95,037	97,965	173,056	171,556
Asset Additions Placed in Service	12,117	5,920	17,258	10,454	7,500	79,291	5,800	5,800
Assets Retired	(3,980)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)
Change Depreciation (Increase)/Decrease	(843)	(698)	(972)	(1,021)	(1,072)	(700)	(3,800)	(500)
Net Capital Assets (12/31)	74,596	76,318	89,104	95,037	97,965	173,056	171,556	173,356
Equity Funding Available for Capital	10,303	5,816	1,000	1,000	6,133	5,015	1,820	1,738
Debt								
New Debt - Bonds	-	-	-	-	-	66,251	-	-
New Debt - Loans or Other	8,555	22,162	14,485	27,500	27,500	(66,251)	-	15,000
Total Outstanding Debt	8,555	30,717	44,164	70,626	97,088	96,050	94,216	106,846
Total Annual Debt Service Payment	19,780	1,850	4,033	5,328	6,760	6,744	7,425	7,409
Debt Service Requirement	**1.15**	**1.15**	**1.15**	**1.15**	**1.15**	**1.15**	**1.15**	**1.15**
Debt Service Coverage (Bond)	0.00	0.00	0.00	0.00	0.00	2.74	3.73	3.68
Debt Service Coverage (Loan)	15.20	4.13	1.64	1.45	1.19	1.86	4.59	1.13
Debt Service Coverage (Total)	15.20	4.13	1.64	1.45	1.19	1.35	1.39	1.57
Debt/Equity Ratio	89/11	70/30	61/39	50/50	43/57	43/57	44/56	40/60
Future Landfill Closure Liability	(908)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Rate Percentage Change (CTS /ARL)								
Tipping Fee Rate per Ton (ARL / CTS)	$60/$70	$64/$74	$68/$79	$72/$82	$77/$87	$82/$92	$87/$97	$92/$102
Pickup Rate per Load	$16	$16	$16	$17	$18	$19	$20	$21
Car Rate per Load	$6	$6	$6	$7	$7	$8	$8	$9
Approved Annual Rate increase	6.25%	6.25%	6.25%	6.25%	6.25%	6.25%	6.25%	6.25%
Statistical/Performance Trends								
Tons Disposed	314,265	314,265	314,265	314,265	314,265	314,265	314,265	314,265
Vehicle Count	278,345	278,345	278,345	278,345	278,345	278,345	278,345	278,345

[1] Expenses shown include all transfers to General Government and all non-cash items: depreciation (including depreciation on assets purchased with grant funds) and amortization activities.

[2] Included in total expenses calculated in Net Income.

Certain actual financial figures above will not match the Comprehensive Annual Financial Report; the CAFR combines Disposal with Administrative and Vehicle Maintenance Sections.

Solid Waste Services - Disposal
Statement of Revenues and Expenses

	2019 Actuals	2020 Proforma	Under/(Over) Budget	2020 Revised	$ Change	2021 Approved	21 v 20 % Change
Operating Revenue							
Landfill Disposal Fees	19,634,351	20,290,295	1,407,740	21,698,035	1,345,127	23,043,162	6.20%
Hazardous Waste Fees	335,723	575,267	(122,349)	452,918	6,350	459,268	1.40%
Community Recycling Residential	186,887	210,969	(24,699)	186,270	11,642	197,912	6.25%
Community Recycling Commercial	393,049	507,244	(44,392)	462,852	28,928	491,780	6.25%
Landfill Methane Gas Sales	2,567,710	2,600,000	(600,000)	2,000,000	500,000	2,500,000	25.00%
Reimbursed Costs	207,596	-	131,000	131,000	-	131,000	0.00%
Unsecured Loads	11,580	11,430	5,504	16,934	-	16,934	0.00%
Miscellaneous	40,169	34,313	31,487	65,800	-	65,800	0.00%
Total Operating Revenue	**23,377,065**	**24,229,519**	**784,290**	**25,013,809**	**1,892,047**	**26,905,856**	**7.56%**
Non Operating Revenue							
Other Property Sales/Disposal of Assets	-	-	-	-	-	-	0.00%
Unrealized Gain/(Loss) on Investments	4,754,889	1,934,350	(1,434,350)	500,000	-	500,000	0.00%
Investment Income	1,434,837	1,039,104	(1,030,104)	9,000	83,000	92,000	922.22%
Other Income	270,550	205,773	(155,773)	50,000	(6,000)	44,000	-12.00%
Total Non Operating Revenue	**6,460,276**	**3,179,227**	**(2,620,227)**	**559,000**	**77,000**	**636,000**	**13.77%**
Total Revenue	**29,837,341**	**27,408,745**	**(1,835,936)**	**25,572,809**	**1,969,047**	**27,541,856**	**7.70%**
Operating Expense							
Salaries and Benefits	6,093,947	6,200,688	87,021	6,287,709	313,601	6,601,310	4.99%
Overtime	615,167	560,698	2,601	563,299	(167,019)	396,280	-29.65%
Total Labor	6,709,115	6,761,387	89,621	6,851,008	146,582	6,997,590	2.14%
Supplies	1,212,483	946,408	398,292	1,344,700	20,000	1,364,700	1.49%
Travel	8,715	14,006	(14,006)	-	35,000	35,000	0.00%
Contractual/Other Services	4,737,968	5,263,282	(385,882)	4,877,400	139,700	5,017,100	2.86%
Equipment/Furnishings	8,507	4,479	(4,479)	-	-	-	0.00%
Future Landfill Closure Costs	(907,592)	1,000,000	(410,000)	590,000	410,000	1,000,000	69.49%
Contributions to Other Funds	-	-	-	-	-	-	0.00%
Dividend to General Government	232,800	750,000	-	750,000	-	750,000	0.00%
Manageable Direct Cost Total	5,292,880	7,978,175	(416,075)	7,562,100	604,700	8,166,800	8.00%
Municipal Enterprise/Utility Service Assessment	858,554	1,037,612	-	1,037,612	-	1,037,612	0.00%
Depreciation/Amortization	4,775,792	4,078,438	971,562	5,050,000	-	5,050,000	0.00%
Non-Manageable Direct Cost Total	5,634,346	5,116,050	971,562	6,087,612	-	6,087,612	0.00%
Charges by/to Other Departments	3,199,069	3,064,191	841,665	3,905,856	169,428	4,075,284	4.34%
Intradepartmental Overheads	-	-	-	-	-	-	0.00%
Total Operating Expense	**20,835,410**	**22,919,803**	**1,486,773**	**24,406,576**	**920,710**	**25,327,286**	**3.77%**
Non Operating Expense							
Debt Issuance Costs	164,034	19,886	10,114	30,000	-	30,000	0.00%
Interest on Loans	314,613	336,098	661,488	997,586	340,215	1,337,801	34.10%
Total Non Operating Expense	**478,648**	**355,984**	**671,602**	**1,027,586**	**340,215**	**1,367,801**	**33.11%**
Total Expense	**21,314,057**	**23,275,787**	**2,158,375**	**25,434,162**	**1,260,925**	**26,695,087**	**4.96%**
Net Income (Loss)	**8,523,284**	**4,132,958**	**(3,994,311)**	**138,647**	**708,122**	**846,769**	**510.74%**
Appropriation:							
Total Expense		**23,275,787**	**2,158,375**	**25,434,162**	**1,260,925**	**26,695,087**	**4.96%**
Less: Non Cash Items							
Depreciation/Amortization		4,078,438	971,562	5,050,000	-	5,050,000	0.00%
Future Landfill Closure Costs		1,000,000	(410,000)	590,000	410,000	1,000,000	69.49%
Total Non-Cash		5,078,438	561,562	5,640,000	410,000	6,050,000	7.27%
Amount to be Appropriated (Function Cost/Cash Expense)		**18,197,350**	**1,596,812**	**19,794,162**	**850,925**	**20,645,087**	**4.30%**

Solid Waste Services - Disposal
Reconciliation from 2020 Revised Budget to 2021 Approved Budget

		Positions		
	Expenses	FT	PT	Temp/ Seas
2020 Revised Budget (Appropriation)	19,794,162	49	5	1
Transfers by/to Other Departments				
- Charges by Other Departments	169,428	-	-	-
Debt Service				
- Debt Service	340,215	-	-	-
Changes in Existing Programs/Funding for 2021				
- Salaries and Benefits Adjustments	53,064	-	-	-
- Overtime alignment - net 0 adjustment of the overtime budget into the accounts	(167,019)	-	-	-
that the costs will actually post to	167,019	-	-	-
- Non Labor - Contractual Increases	159,700	-	-	-
- Travel - 2020 One-Time	35,000	-	-	-
- Landfill Care and Closure	410,000	-	-	-
2021 Continuation Level	**20,961,569**	**49**	**5**	**1**
2021 Proposed Budget Changes				
- Non-Represented pay scales to stay flat from 2020	(2,347)	-	-	-
- Adding new Refuse Disposal Journeyman	95,865	1	-	-
2021 Approved Budget	**21,055,087**	**50**	**5**	**1**
2021 Budget Adjustment for Accounting Transactions (Appropriation)				
- Landfill Care and Closure	(410,000)	-	-	-
2021 Approved Budget (Appropriation)	**20,645,087**	**50**	**5**	**1**
	2021 Approved FTE			
	53.0	**50.0**	**2.5**	**0.5**

Solid Waste Services - Disposal
2021 Capital Improvement Budget

($ in thousands)

Projects	Debt	Grants		Equity	Total
		State	Federal		
Anchorage Regional Landfill Leachate Upgrade Design and Construction	4,150	-	-	-	4,150
Design and Construct Disposal Gas Monitoring System at Landfill	-	-	-	30	30
Design and Construction of Gas Collection System at Anchorage Regional Landfill	-	-	-	2,200	2,200
Disposal Tanker, Truck, Tractors to Haul Trash and Leachate	-	-	-	1,275	1,275
Replacement Dozers, Loaders, Compactors and Dump Trucks to Operate the Landfill	-	-	-	2,250	2,250
Total	**4,150**	**-**	**-**	**5,755**	**9,905**

Solid Waste Services - Disposal
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants State	Grants Federal	Equity	Total
Disposal						
Anchorage Regional Landfill Leachate Upgrade Design and Construction	2021	4,150	-	-	-	4,150
	2022	1,800	-	-	-	1,800
	2026	4,500	-	-	-	4,500
		10,450	-	-	-	10,450
Design and Construct Disposal Gas Monitoring System at Landfill	2021	-	-	-	30	30
Design and Construction of Gas Collection System at Anchorage Regional Landfill	2021	-	-	-	2,200	2,200
	2022	-	-	-	700	700
	2023	-	-	-	700	700
	2024	-	-	-	700	700
	2025	-	-	-	700	700
	2026	-	-	-	700	700
		-	-	-	5,700	5,700
Disposal Pickups and Light Duty Vehicles	2022	-	-	-	150	150
	2023	-	-	-	165	165
	2024	-	-	-	110	110
	2025	-	-	-	125	125
	2026	-	-	-	165	165
		-	-	-	715	715
Disposal Tanker, Truck, Tractors to Haul Trash and Leachate	2021	-	-	-	1,275	1,275
	2022	-	-	-	1,340	1,340
	2023	-	-	-	1,340	1,340
	2024	-	-	-	1,168	1,168
	2025	-	-	-	444	444
	2026	-	-	-	1,185	1,185
		-	-	-	6,752	6,752
Replacement Dozers, Loaders, Compactors and Dump Trucks to Operate the Landfill	2021	-	-	-	2,250	2,250
	2022	-	-	-	1,850	1,850

Solid Waste Services - Disposal
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants State	Grants Federal	Equity	Total
	2023	-	-	-	2,250	2,250
	2025	-	-	-	3,950	3,950
	2026	-	-	-	2,900	2,900
		-	-	-	13,200	13,200
Disposal Recycling						
Design and Construction of Recycling Canopy	2022	-	-	-	3,000	3,000
	Total	**10,450**	**-**	**-**	**29,397**	**39,847**

Anchorage Regional Landfill Leachate Upgrade Design and Construction

Project ID	DIS2018002	**Department**	SWS Disposal
Project Type	Improvement	**Start Date**	
District	Tax: 11 - Municipal Landfill w/o ERPRSA	**End Date**	December 2022
Community Council			

Description

Project to improve leachate treatment processes including pond upgrades design and construction, and upgrades to the leachate aeration treatment system. This project will include improvemets to the treatment and management of leachate.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Bond Sale Proceeds	562200 - Disposal Capital	4,150	1,800	-	-	-	4,500	10,450
Total ($ in thousands)		**4,150**	**1,800**	**-**	**-**	**-**	**4,500**	**10,450**

Design and Construct Disposal Gas Monitoring System at Landfill

Project ID	DIS2020001	**Department**	SWS Disposal
Project Type	Improvement	**Start Date**	January 2021
District	Tax: 11 - Municipal Landfill w/o ERPRSA	**End Date**	December 2026
Community Council			

Description

Construction of gas monitoring system

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	562200 - Disposal Capital	30	-	-	-	-	-	30
Total ($ in thousands)		**30**	**-**	**-**	**-**	**-**	**-**	**30**

Design and Construction of Gas Collection System at Anchorage Regional Landfill

Project ID	DIS2020002	**Department**	SWS Disposal
Project Type	Improvement	**Start Date**	January 2021
District	Tax: 11 - Municipal Landfill w/o ERPRSA	**End Date**	
Community Council			

Description

Construction of new and replacement gas wells and gas system expansion at landfill- multi-year project constructing approx $700K of wells in each year 2021-2026. Construction of an additional flare to increase landfill gas destruction capacity while reducing gas emmissions into the environment and mitigate environmental violations.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	562200 - Disposal Capital	2,200	700	700	700	700	700	5,700
Total ($ in thousands)		**2,200**	**700**	**700**	**700**	**700**	**700**	**5,700**

Design and Construction of Recycling Canopy

Project ID	DIS2020015	**Department**	SWS Disposal
Project Type	New	**Start Date**	
District	Tax: 3 - Spenard	**End Date**	
Community Council			

Description

Design and construct a canopy for the recycling program at the new central transfer station

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	562200 - Disposal Capital	-	3,000	-	-	-	-	3,000
Total ($ in thousands)		**-**	**3,000**	**-**	**-**	**-**	**-**	**3,000**

Design and Construction of South Storm Water Pond at Landfill

Project ID	DIS2020010	**Department**	SWS Disposal
Project Type	New	**Start Date**	January 2021
District	Tax: 11 - Municipal Landfill w/o ERPRSA	**End Date**	December 2024
Community Council			

Description

Design and construct the south storm water pond at the landfill.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Loan Proceeds	562200 - Disposal Capital	-	-	1,250	-	-	-	1,250
Total ($ in thousands)		**-**	**-**	**1,250**	**-**	**-**	**-**	**1,250**

Disposal Pickups and Light Duty Vehicles

Project ID	DIS2020014	**Department**	SWS Disposal
Project Type	Replacement	**Start Date**	January 2021
District	Tax: 11 - Municipal Landfill w/o ERPRSA	**End Date**	
Community Council			

Description

Pickup trucks, SUVs for light duty work

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	562200 - Disposal Capital	-	150	165	110	125	165	715
Total ($ in thousands)		**-**	**150**	**165**	**110**	**125**	**165**	**715**

Disposal Tanker, Truck, Tractors to Haul Trash and Leachate

Project ID	DIS2020004	**Department**	SWS Disposal
Project Type	Replacement	**Start Date**	January 2021
District	Tax: 11 - Municipal Landfill w/o ERPRSA	**End Date**	
Community Council			

Description

2021 One new Tanker to haul leachate, replace Boom Truck, Dump Truck, 3 Peterbuilt Tractors, 3 Steco Trailers

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	562200 - Disposal Capital	1,275	1,340	1,340	1,168	444	1,185	6,752
Total ($ in thousands)		**1,275**	**1,340**	**1,340**	**1,168**	**444**	**1,185**	**6,752**

Replacement Dozers, Loaders, Compactors and Dump Trucks to Operate the Landfill

Project ID	DIS2020003	**Department**	SWS Disposal
Project Type	Replacement	**Start Date**	January 2021
District	Tax: 11 - Municipal Landfill w/o ERPRSA	**End Date**	
Community Council			

Description

2021 replace 1 Wheel Loader, 1 Dozer/Crawler

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	562200 - Disposal Capital	2,250	1,850	2,250	-	3,950	2,900	13,200
Total ($ in thousands)		**2,250**	**1,850**	**2,250**	**-**	**3,950**	**2,900**	**13,200**

Solid Waste Services - Refuse Collections
8 Year Summary
($ in thousands)

Financial Overview	2019 Actuals	2020 Proforma	2021 Approved	2022	2023	2024	2025	2026
				Forecast				
Revenues	12,006	12,754	13,470	14,103	14,766	15,460	16,187	16,948
Expenses and Transfers [1]	11,189	10,955	13,348	13,615	13,887	14,165	14,448	14,737
Net Income (Loss)	**817**	**1,799**	**122**	**488**	**879**	**1,295**	**1,739**	**2,211**
Charges by/to Other Departments	2,621	2,191	3,051	3,112	3,174	3,237	3,302	3,368
Municipal Enterprise/Utility Service Assessment	82	186	186	190	221	1,027	1,027	1,027
Dividend to General Government	-	300	306	312	318	324	330	337
Transfers to General Government [2]	**2,703**	**2,677**	**3,543**	**3,614**	**3,713**	**4,588**	**4,659**	**4,732**
Operating Cash	6,193	5,367	3,327	3,527	3,598	3,670	3,743	3,818
Construction Cash Pool	3,579	3,819	6,238	4,909	2,773	4,246	5,542	9,507
Restricted Cash	-	-	-	-	-	-	-	-
Total Cash	**9,772**	**9,186**	**9,565**	**8,436**	**6,371**	**7,916**	**9,285**	**13,325**
Net Position (Equity) 12/31	13,520	15,319	15,441	15,929	16,808	18,103	19,842	22,053
Capital Assets Beginning Balance	5,452	12,195	17,569	19,749	21,618	23,827	68,603	67,077
Asset Additions Placed in Service	7,105	6,876	3,826	3,595	3,955	46,554	790	790
Assets Retired	(319)	(422)	(389)	(389)	(389)	(389)	(389)	(389)
Change Depreciation (Increase)/Decrease	(920)	(1,080)	(1,257)	(1,337)	(1,357)	(1,389)	(1,927)	(2,022)
Net Capital Assets (12/31)	12,195	17,569	19,749	21,618	23,827	68,603	67,077	65,456
Equity Funding Available for Capital	8,020	3,115	3,440	1,751	3,569	5,337	8,191	12,056
Debt								
New Debt - Bonds	-	-	-	-	-	46,194	-	-
New Debt - Loans or Other	6,694	8,081	13,919	8,750	8,750	(46,194)	-	-
Total Outstanding Debt	6,694	14,775	28,694	37,444	46,194	46,194	46,194	46,194
Total Annual Debt Service Payment	89	119	798	1,486	1,486	1,988	1,988	1,988
Debt Service Requirement	**1.15**	**1.15**	**1.15**	**1.15**	**1.15**	**1.15**	**1.15**	**1.15**
Debt Service Coverage (Bond)	0.00	0.00	0.00	0.00	0.00	1.20	1.22	1.25
Debt Service Coverage (Loan)	6.26	1.52	1.79	1.39	1.19	-	-	-
Debt Service Coverage (Total)	6.26	1.52	1.79	1.39	1.19	1.20	1.22	1.25
Debt/Equity Ratio	67/33	51/49	35/65	30/70	27/73	28/72	30/70	32/68
Residential Rate per month								
Commercial Rate (3Yd-1 per wk)	$131.00	$138.00	$145.00	$152.00	$160.00	$168.00	$176.00	$185.00
Rate Increase	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Statistical/Performance Trends								
Waste Collected (Tons)	34,384	35,500	36,500	36,500	36,500	36,500	36,500	36,500
Average Residential Services	12,839	12,839	12,839	12,839	12,839	12,839	12,839	12,839
Average Dumpsters Services	4,378	4,378	4,378	4,378	4,378	4,378	4,378	4,378

[1] Expenses shown include all transfers to General Government and all non-cash items: depreciation (including depreciation on assets purchased with grant funds) and amortization activities.

[2] Included in total expenses calculated in Net Income.

Certain actual financial figures above will not match the Comprehensive Annual Financial Report; the CAFR combines Disposal with Administrative and Vehicle Maintenance cost centers.

Solid Waste Services - Refuse Collections
Statement of Revenues and Expenses

	2019 Actuals	2020 Proforma	Under/(Over) Budget	2020 Revised	$ Change	2021 Approved	21 v 20 % Change
Operating Revenue							
Commercial Collections	7,092,168	7,279,134	288,215	7,567,349	377,778	7,945,127	4.99%
Residential Collections	3,667,838	4,197,415	395,110	4,592,525	229,626	4,822,151	5.00%
Dumpster Container Rental	500,698	521,590	628	522,218	26,111	548,329	5.00%
Landfill Methane Gas Sales	-	-	-	-	-	-	0.00%
Reimbursed Costs	137,835	107,486	(53,234)	54,252	15,748	70,000	29.03%
Miscellaneous	65,239	72,507	(12,507)	60,000	(143)	59,857	-0.24%
Total Operating Revenue	**11,463,777**	**12,178,132**	**618,212**	**12,796,344**	**649,120**	**13,445,464**	**5.07%**
Non Operating Revenue							
Operating Grant Revenue	-	-	-	-	-	-	0.00%
Unrealized Gain/(Loss) on Investments	-	-	-	-	-	-	0.00%
Investment Income	527,300	446,215	(293,215)	153,000	(128,000)	25,000	-83.66%
Other Income	15,156	129,200	(117,852)	11,348	(11,348)	-	-100.00%
Total Non Operating Revenue	**542,456**	**575,415**	**(411,067)**	**164,348**	**(139,348)**	**25,000**	**-84.79%**
Total Revenue	**12,006,233**	**12,753,547**	**207,145**	**12,960,692**	**509,772**	**13,470,464**	**3.93%**
Operating Expense							
Salaries and Benefits	3,092,550	2,982,628	371,058	3,353,686	42,313	3,395,999	1.26%
Overtime	134,269	104,673	20,327	125,000	(37,063)	87,937	-29.65%
Total Labor	3,226,819	3,087,300	391,386	3,478,686	5,250	3,483,936	0.15%
Supplies	540,541	408,002	112,198	520,200	-	520,200	0.00%
Travel	8,115	3,717	(3,717)	-	12,000	12,000	0.00%
Contractual/Other Services	3,259,236	3,562,643	(16,443)	3,546,200	165,750	3,711,950	4.67%
Equipment/Furnishings	13,199	4,354	(2,354)	2,000	-	2,000	0.00%
Contributions to Other Funds	-	-	-	-	-	-	0.00%
Dividend to General Government	-	300,000	-	300,000	6,000	306,000	2.00%
Manageable Direct Cost Total	3,821,092	4,278,716	89,684	4,368,400	183,750	4,552,150	4.21%
Municipal Enterprise/Utility Service Assessment	82,155	186,177	(59)	186,118	-	186,118	0.00%
Depreciation/Amortization	1,239,078	1,080,440	176,560	1,257,000	-	1,257,000	0.00%
Non-Manageable Direct Cost Total	1,321,233	1,266,617	176,501	1,443,118	-	1,443,118	0.00%
Charges by/to Other Departments	2,621,464	2,190,512	791,257	2,981,769	69,290	3,051,059	2.32%
Intradepartmental Overheads	-	-	-	-	-	-	0.00%
Total Operating Expense	**10,990,607**	**10,823,145**	**1,448,828**	**12,271,973**	**258,290**	**12,530,263**	**2.10%**
Non Operating Expense							
Debt Issuance Costs	109,356	13,257	(13,257)	-	20,000	20,000	0.00%
Interest on Loans	89,488	118,680	130,340	249,020	549,279	798,299	220.58%
Total Non Operating Expense	**198,844**	**131,937**	**117,083**	**249,020**	**569,279**	**818,299**	**228.61%**
Total Expense	**11,189,451**	**10,955,082**	**1,565,911**	**12,520,993**	**827,569**	**13,348,562**	**6.61%**
Net Income (Loss)	**816,782**	**1,798,465**	**(1,358,766)**	**439,699**	**(317,797)**	**121,902**	**-72.28%**
Appropriation:							
Total Expense		**10,955,082**	**1,565,911**	**12,520,993**	**827,569**	**13,348,562**	**6.61%**
Less: Non Cash Items							
Depreciation/Amortization		1,080,440	176,560	1,257,000	-	1,257,000	0.00%
Amortization of Debt Expense		-	-	-	-	-	0.00%
Interest During Construction (AFUDC)		-	-	-	-	-	0.00%
Total Non-Cash		1,080,440	176,560	1,257,000	-	1,257,000	0.00%
Amount to be Appropriated (Function Cost/Cash Expense)		**9,874,642**	**1,389,351**	**11,263,993**	**827,569**	**12,091,562**	**7.35%**

Solid Waste Services - Refuse Collections
Reconciliation from 2020 Revised Budget to 2021 Approved Budget

		Positions		
	Expenses	FT	PT	Temp/ Seas
2020 Revised Budget (Appropriation)	11,263,993	26	-	1
Transfers by/to Other Departments				
- Charges by Other Departments	69,290	-	-	-
Debt Service				
- Debt Service/Cost of Issuance	569,279	-	-	-
Changes in Existing Programs/Funding for 2021				
- Salaries and Benefits Adjustments	6,753	-	-	-
- Overtime alignment - net 0 adjustment of the overtime budget into the accounts that the costs will actually post to	(37,063)	-	-	-
	37,063	-	-	-
- Non Labor - Contractual Increases	165,750	-	-	-
- Travel - 2020 One-Time	12,000	-	-	-
2021 Continuation Level	**12,087,065**	**26**	**-**	**1**
2021 Proposed Budget Changes				
- Non-Represented pay scales to stay flat from 2020	(1,503)	-	-	-
- Dividend Distribution	6,000	-	-	-
2021 Approved Budget	**12,091,562**	**26**	**-**	**1**
2021 Budget Adjustment for Accounting Transactions (Appropriation)				
- Depreciation and Amortization		-	-	-
2021 Approved Budget (Appropriation)	**12,091,562**	**26**	**-**	**1**

2021 Approved FTE			
26.5	**26.0**	**0.0**	**0.5**

Solid Waste Services - Refuse Collections
2021 Capital Improvement Budget

($ in thousands)

Projects	Debt	Grants		Equity	Total
		State	Federal		
Administration Building Roof Replacement	-	-	-	1,000	1,000
Replace Dumpsters and Roll Carts	-	-	-	262	262
Replace Recycle Roll Carts and Yard Waste Carts	-	-	-	98	98
Replacement of Refuse Frontloaders and Sideloaders	-	-	-	1,485	1,485
Total	**-**	**-**	**-**	**2,845**	**2,845**

Solid Waste Services - Refuse Collections
2021 - 2026 Capital Improvement Program

($ in thousands)

Projects	Year	Debt	Grants State	Grants Federal	Equity	Total
Refuse Collection						
Administration Building Roof Replacement	2021	-	-	-	1,000	1,000
Replace Dumpsters and Roll Carts	2021	-	-	-	262	262
	2022	-	-	-	335	335
	2023	-	-	-	335	335
	2024	-	-	-	335	335
	2025	-	-	-	335	335
	2026	-	-	-	335	335
		-	-	-	1,937	1,937
Replacement of Refuse Frontloaders and Sideloaders	2021	-	-	-	1,485	1,485
	2022	-	-	-	1,100	1,100
	2023	-	-	-	960	960
		-	-	-	3,545	3,545
Refuse Collection Recycling						
Replace Recycle Roll Carts and Yard Waste Carts	2021	-	-	-	98	98
	2022	-	-	-	25	25
	2023	-	-	-	25	25
	2024	-	-	-	25	25
	2025	-	-	-	25	25
	2026	-	-	-	25	25
		-	-	-	223	223
	Total	**-**	**-**	**-**	**6,705**	**6,705**

Administration Building Roof Replacement

Project ID	REF2020001	**Department**	SWS Refuse
Project Type	Rehabilitation	**Start Date**	January 2021
District	Tax: 3 - Spenard	**End Date**	December 2021
Community Council			

Description

Replace roof on existing administration building

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	560200 - Refuse Collection Capital	1,000	-	-	-	-	-	1,000
Total ($ in thousands)		**1,000**	**-**	**-**	**-**	**-**	**-**	**1,000**

Replace Dumpsters and Roll Carts

Project ID	REF2020003	**Department**	SWS Refuse
Project Type	Replacement	**Start Date**	January 2021
District	Tax: 3 - Spenard	**End Date**	December 2021
Community Council			

Description

Replace refuse collection dumpsters and roll carts. Refuse replaces damaged dumpsters and roll carts each year, and purchases carts for additional needs, such as bear resistant cart to provide to customers needing additional security from wildlife.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	560200 - Refuse Collection Capital	262	335	335	335	335	335	1,937
Total ($ in thousands)		**262**	**335**	**335**	**335**	**335**	**335**	**1,937**

Replace Recycle Roll Carts and Yard Waste Carts

Project ID	REF2020004	**Department**	SWS Refuse
Project Type	Replacement	**Start Date**	January 2021
District	Tax: 3 - Spenard	**End Date**	December 2021
Community Council			

Description

Refuse purchases recycle roll carts and yard waste carts annually for replacement and new customers.

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	560200 - Refuse Collection Capital	98	25	25	25	25	25	223
Total ($ in thousands)		**98**	**25**	**25**	**25**	**25**	**25**	**223**

Replacement of Refuse Frontloaders and Sideloaders

Project ID	REF2020002	**Department**	SWS Refuse
Project Type	Replacement	**Start Date**	January 2021
District	Tax: 3 - Spenard	**End Date**	December 2021
Community Council			

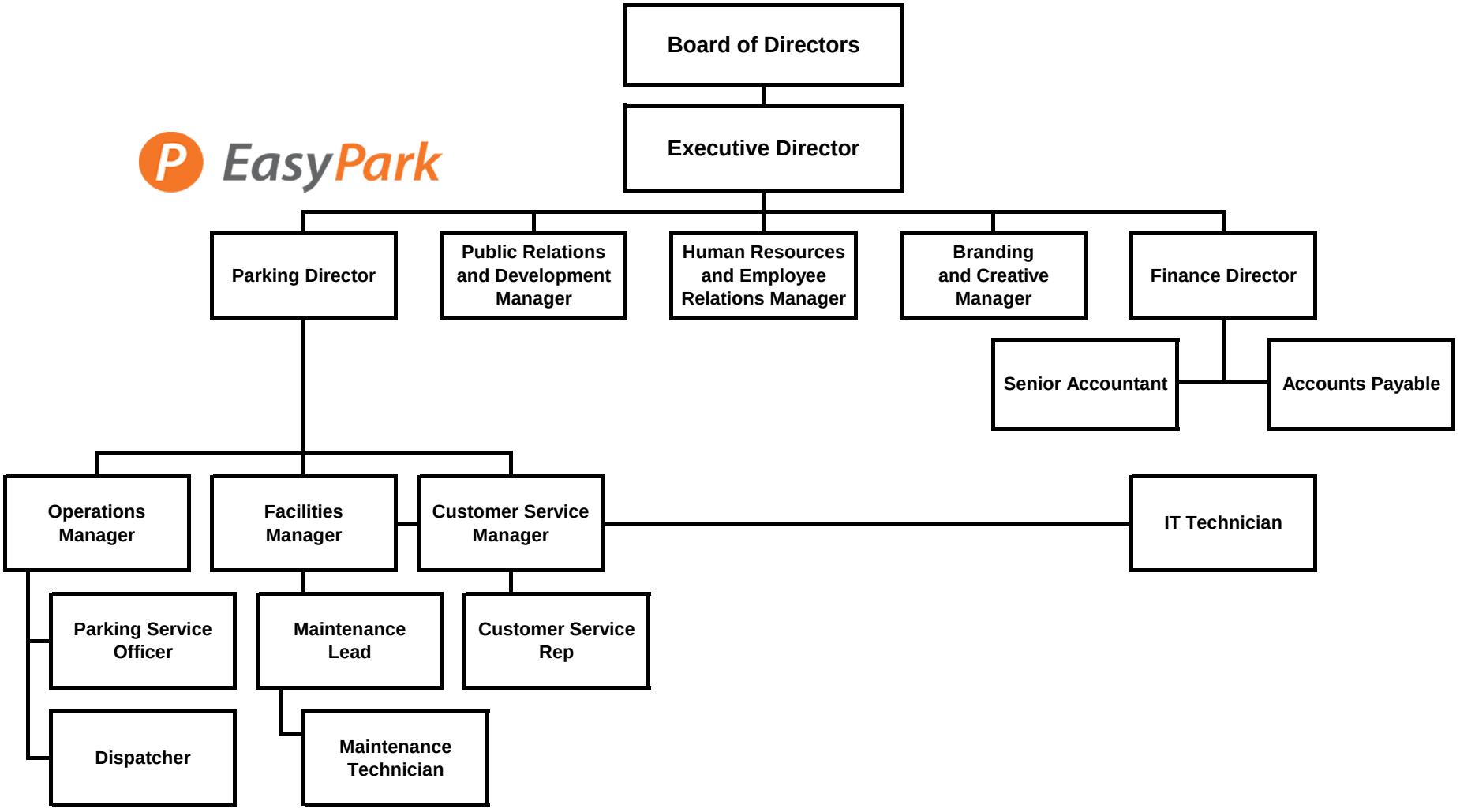
Description

2021 Purchase replacement of 3 automated sideloaders and 1 frontloader

Version 2021 Approved

		2021	2022	2023	2024	2025	2026	Total
Revenue Sources	**Fund**							
Net Assets	560200 - Refuse Collection Capital	1,485	1,100	960	-	-	-	3,545
Total ($ in thousands)		**1,485**	**1,100**	**960**	**-**	**-**	**-**	**3,545**

Anchorage Community Development Authority and EasyPark



The Anchorage Community Development Authority
2021

Organization
Pursuant to Municipal Code, AMC 25.35.010(A), the Anchorage Community Development Authority (ACDA) is "an instrument of the Municipality, but exists independently of and separately from the Municipality." ACDA is governed by a nine-member board of directors appointed by the mayor and approved by the Anchorage Assembly (assembly). Two of the nine members are executive employees of the Municipality. In addition, two assembly members serve as *ex officio* members of the board. The management team of ACDA reports to the Board of Directors. The Executive Director is appointed by and serves at the pleasure of the Mayor.

The ACDA consists of two departments: Development and Parking Services (branded EasyPark), with a total operational staff of 30 employees. These employees operate all municipal parking facilities, maintain and clean public garages and parking lots, maintain on-street parking meters, manage Anchorage Police Department's parking citation system, plan and develop public projects, and manage property in the ACDA's inventory. ACDA's planning and development staff work on projects and property transferred from the Municipality to ACDA, along with other redevelopment projects, both in the public as well as the private sectors.

History
The predecessor of ACDA, the Anchorage Parking Authority, was originally created as a separate public authority on February 28, 1984. That authority was created "to create an environment in the Anchorage area such that parking and parking policies are a position of influence for the community as a whole." Within four years, the Anchorage Parking Authority operated three public garages (two of which were new), six surface lots and the on-street spaces are within the Central Business District (CBD). Total parking operated by the Anchorage Parking Authority was approximately 5,800 spaces. Revenues from parking operations were used to help pay debt service on the parking garages built in the 1980's.

On January 18, 2005, the assembly adopted an amendment to the Anchorage Parking Authority Ordinance that created the ACDA as an instrument of the Municipality, existing independently of and separately from the Municipality, replacing the former Anchorage Parking Authority. The powers of ACDA were expanded to include responsibilities above and beyond the management of parking facilities, including the acquisition, operation, improvement, and leasing of property.

In 2008, the ACDA's mission was formally defined to include the responsibility to "create and develop opportunities that forward municipal goals and objectives, using innovations, partnerships, sound planning and incentives. Additionally in 2008, the Development Department was created in ACDA, which would be responsible for acquiring or disposing of interests in real property, and constructing, improving, operating, managing, and controlling real property assets.

In June of 2011, the assembly delegated ACDA authority to enforce parking violations with the area bounded by Ship Creek on the north, Gambell Street on the east, 10th Avenue on the south, and M street on the west. The assembly amended Anchorage Municipal Code chapter 25.35.

In the fall of 2017, the ACDA Board of Directors held a planning session to determine the organization's strategy for the coming year. Those goals included improvements in organizational efficiencies through new parking technologies and cost containment, and a more aggressive approach to new developments in downtown Anchorage.

In 2018, the ACDA's Mission Statement was updated to more accurately reflect its focus on economic and community development work.

Mission & Vision
It is the mission of ACDA to:

- Provide sufficient, high quality, customer-focused public parking by managing parking resources in a fair and efficient manner for the benefit of the residents of the Municipality.
- Create and develop opportunities that forward municipal goals and objectives, using innovation, partnerships, sound planning, and incentives.
- Engage in community and economic development opportunities, including but not limited to the acquisition of vacant or abandoned property and facilities, with a goal of encouraging economic growth, commercial development, and safe and vibrant neighborhoods, and furthering the goals and objectives of municipal plans and policies

The mission statement of ACDA as adopted is "***We deliver quality development and public parking services within the Municipality of Anchorage.***"

The vision of ACDA as adopted is to "***A vibrant and prosperous Municipality of Anchorage facilitated by innovative community development and public parking.***"

We believe as an organization that everything we do, must add a tangible value to our three critical stakeholders: the Municipality, ACDA, and the Anchorage Community.

Budget Assumptions
The 5th, 6th, and 7th Avenue Garages along with JCPenney Garage have hourly public parking available on a 24/7 basis. Effective July 1, 2016 rates were adjusted to $1.25 per hour from $1.00 per hour.

Effective July 1, 2019 monthly parking permits range from $95 to $120 per month depending on facility. Also effective July 1, 2019 monthly parking permits in surface lots and on-street permit zones range from $50 to $85 per month depending on location. Parking meter rates increased July 1, 2016 (2 hour meters at $1.75/hr. and 10 hour meters at $1.25/hr.). There had been no meter increases in 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2017, and 2018.

Lease revenue is generated by retail spaces in 5th Avenue Garage and 716 West 4th Avenue building, which is leased to the Anchorage Police Department (APD). Revenue projections are based on current leases in effect.

Executive Director's Message
In 2019 we concluded our most recent two year strategic plan developed by the ACDA board of directors. During that time, we have strived to modernize the parking experience in downtown Anchorage along with facilitating economic development that will add value to the community.

While Anchorage and its economy continues to face headwinds, nowhere is that more evident than downtown. With a continuation of an uncertain state economy and the outmigration, both local and outside investors have remained elusive. Due to a sluggish retail and commercial real estate environment, downtown parking revenues have been negatively affected by the decrease in daily traffic.

In spite of the challenges, the team at ACDA/EasyPark had a very productive year and we are proud to share a few of the highlights for 2019:

- 8th & K Project (39 Apartments & Parking Garage) A developer has been chosen and construction is slated for spring 2021 or 2022
- EasyPark invested over $750,000 installing modern gate equipment in all of our garages
- EasyPark launched its second downtown rooftop park on the 7th Avenue garage
- ACDA held its annual P3 Summit to discuss community development with 45 participants
- ACDA launched a P3 webpage which provides a road map to future community development

- **2019 Employee Satisfaction Survey** (33 out of 45 employees):
- 93% understand the goals of ACDA/EasyPark
- 88% proud to be an employee of ACDA/EasyPark
- 80% are excited to come to work every day
- 86% feel their ideas are heard and they are respected

In 2021 ACDA/EasyPark looks forward to working with our stakeholders to continue adding value to downtown. In the coming year we hope to accomplish the following major goals:

- Acquire the JCP Garage for redevelopment
- Commence construction on the 6th Avenue Hotel/Apartment project

- Finalize development agreement for the construction of housing/parking at 8th & K
- 5th Avenue retail façade upgrade
- Upgrade lighting, cameras, and security in all EasyPark Garages

On behalf of the team at ACDA/EasyPark we are proud of the work we have done over the last year and we look forward to continue making progress to help build a stronger Anchorage community.

Andrew Halcro

Anchorage Community Development Authority
Statement of Revenues and Expenses

	2020 Approved Budget	2021 Proposed Budget
Operating Revenue		
Parking Revenue	7,722,308	6,712,408
Leased Space Revenue	1,823,820	1,794,868
Other Operating Revenue	162,000	1,800
Real Estate Sales - Development	-	-
Total Operating Revenue	**9,708,128**	**8,509,076**
Operating Expense		
Labor	3,740,000	3,020,000
Professional Fees	268,500	179,000
Contract Services	1,183,200	713,400
Information Services	498,700	456,700
Direct Maintenance Costs	215,500	180,000
Facility Maint. Contract Services	426,700	383,700
Utility Expenses	529,000	518,500
General Expenses	617,603	684,208
Transfers (Municipal Enterprise Service Assessment (MESA))	730,000	799,000
Office Expenses	67,000	61,500
Employee Expenses	85,000	45,000
Interest Expense	772,112	760,000
Depreciation	3,150,000	2,500,000
Total Operating Expense	**12,283,315**	**10,301,008**
Net Income (Loss)	**(2,575,187)**	**(1,791,932)**
Appropriation		
Total Expense	12,283,315	10,301,008
Less: Non-Cash Items		
Depreciation	(3,150,000)	(2,500,000)
Amount to be Appropriated (Cash Expense)	**9,133,315**	**7,801,008**

Anchorage Community Development Authority
2021 Capital Improvement Budget

Project Title	Total
People Mover Relocation	300,000
Garage Structural Improvements	836,465
Information Technology Upgrades	50,000
Total	**1,186,465**

Glossary of Terms

ACDA	Anchorage Community Development Authority
ACIP	Airport Capital Improvement Plan
ADEC	Alaska Department of Environmental Conservation
ADF&G	Alaska Department of Fish and Game
ADNR	Alaska Department of Natural Resources
AEC	Alaska Engineering Commission
AFUDC	Allowance for Funds Under Construction
AIP	Federal Airport Improvement Program
ALP	Airport Layout Plan
AMC	Anchorage Municipal Code
AMI	Advanced Metering Infrastructure
AMR	Automatic Meter Reading
ANC	Ted Stevens Anchorage International Airport
AP&L	Anchorage Power & Light Company
APD	Anchorage Police Department
APUC	Alaska Public Utilities Commission
ARC	Anchorage Recycling Center
ARL	Anchorage Regional Landfill
ARO	Asset Retirement Organization
ASD	Anchorage School District
ASU	Anchorage Wastewater Utility
ATIS	Air Traffic Information Service
AUD	Autodesk Utility Design
AWU	Anchorage Water Utility
AWWU	Anchorage Water & Wastewater Utility
BLS	Bureau of Labor Statistics
BOD	Biological Oxygen Demand
BRU	Beluga River Unit
CAA	Clean Air Act
CAD	Computer Aided Drafting
CAIDI	Customer Average Interruption Duration Index
CARES	Coronavirus Aid, Relief, and Economic Security
CBD	Central Business District
CEA	Chugach Electric Association
CFIT	Controlled Flight into Terrain
CIB	Capital Improvement Budget
COPA	Cost of Power Adjustment
CPR	Continuing Property Records
CTS	Central Transfer Station

CWA	Clean Water Act
DART	Days Away Restricted Transferred
DOT	Department of Transportation
DU	Doyon Utilities
EMS	Energy Management System
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FBO	Fixed Based Operator
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
FTZ	Foreign Trade Zone
GA	General Aviation
GAAB	Greater Anchorage Area Borough
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GG	General Government
GIS	Geographic Information System
GTS	Girdwood Transfer Station
HHW	Household Hazardous Waste
HPS	High Pressure Sodium
HVAC	Heating, Ventilation, and Air Conditioning
IATA	International Air Transport Association
IBEW	International Brotherhood of Electrical Workers
ICAO	International Civil Aviation Organization
JBER	Joint Base Elmendorf-Richardson
kW	Kilowatts
LAN	Local Area Network
LFG	Landfill Gas
LIO	Legislative Information Office
LNG	Liquefied Natural Gas
MEA	Matanuska Electric Association
MESA	Municipal Enterprise Service Assessment
MGD	Million Gallons per Day
ML&P	Municipal Light and Power
MMPA	Marine Mammal Protection Act
MOA	Municipality of Anchorage
MRI	Merrill Field Airport
MUSA	Municipal Utility Service Assessment
MW	Megawatts
MWH	Megawatt Hours
NARUC	National Association of Regulatory Utility Commissioners
NEPA	National Environmental Policy Act

NESAP	Asbestos
NESC	National Electric Safety Code
NMFS	National Marine Fisheries Service
NOAA	National Oceanic and Atmospheric Administration
NOTAM	Notices to Airmen
NPDES	National Pollution Discharge Elimination System
NSPS	New Source Performance Standards
O&M	Operations & Maintenance
OSHA	Occupational Safety & Health Administration
PAC	Power Activated Carbon
PAMP	Port of Alaska Modernization Project
PCB	Polychlorinated Biphenyls
PCI	Pavement Condition Index
PCT	Petroleum Cement Terminal
PIEP	Port of Anchorage Intermodal Expansion Project
PME	Protection, Mitigation, or Enhancement
PPR	Prior Permission Required
RCA	Regulatory Commission of Alaska
RCRA	Resource Conservation and Recovery Act
RCU	Refuse Collection Utility
RIM	Runway Incursion Mitigation
SAIDI	System Average Interruption Duration Index
SAIFI	System Average Interruption Frequency Index
SCADA	Supervisory Control and Data Acquisition Systems
SDWA	Safe Drinking Water Act
SIM	MOA Aircraft Simulator
SIR	Standard industrial rate
SOII	Survey of Occupational Injuries and Illnesses
SPP	Southcentral Power Plant
SWDU	Solid Waste Disposal Utility
SWRAC	Solid Waste and Recycling Advisory Commission
SWRCU	SWS Refuse Collection Utility
SWS	Solid Waste Services
TRIR	Total Recordable Incident Rates
USBR	U.S. Bureau of Reclamation
USCG	U.S. Coast Guard
USFWS	United States Fish and Wildlife Service
UV	Ultraviolet
VPD	Vehicle-Pedestrian Deviation
WTF	Water Treatment Facility
WWTF	Wastewater Treatment Facility
YTD	Year-to-Date