



Municipality of Anchorage

**2024 Approved
Municipal Utilities / Enterprise
and
Anchorage Community Development
Authority
Operating and Capital Budgets**

**Dave Bronson, Mayor
Anchorage, Alaska**



Municipality of Anchorage
Mayor Dave Bronson

September 30, 2023

Dear Residents:

Enclosed are the 2024 Municipal Utilities and Enterprise Departments' operating budgets, as well as their respective 2024 capital budgets and programs.

This year, Solid Waste Services opened its new Central Transfer Station. It is designed to provide an easy way to reuse, repurpose, and recycle compost. This is a significant accomplishment that will extend the life of our landfill and we look forward to continuing our automation process to enhance customer service.

The Port of Alaska's modernization project continues to be a top priority. With the completion of the Petroleum and Cement Terminal (PCT), the PCT received its first ship in June 2023. This year, we also began work on the North Extension Stabilization Phase 1, a vital step towards security, and commenced construction on the new administration building. We will continue to work on securing federal grants. Over 90 percent of all goods that come to Alaska are received through the Port of Alaska. The modernization project is critical, and its completion will ensure food security and sustainability for all Alaskans.

Merrill Field Airport continues to be one of the busiest airports in Alaska. It needs safety enhancements, which I have made a priority for 2024. These necessary upgrades will benefit all who live around and use the airport.

Anchorage Water and Wastewater Utility (AWWU) received the 2022 National Association of Clean Water Agencies Peak Performance Awards. AWWU was recognized for excellent environmental treatment services in 2022 and awarded the National Association of Clean Water Agencies Peak Performance Awards for outstanding compliance with their National Pollutant Discharge Elimination System and Alaska Pollutant Discharge Elimination System permits.

Municipal-owned utilities provide businesses and residents with safe drinking water and a mechanism for waste collection and disposal that is efficient and effective. We must thank the hard-working Municipal employees of these utilities for their dedication to the residents of Anchorage.

Regards,

Dave Bronson
Mayor of Anchorage

Municipality of Anchorage

Dave Bronson, Mayor

Assembly

Christopher Constant (2026), Chair

Anna Brawley (2026)

Karen Bronga (2025)

Kevin Cross (2025)

Zac Johnson (2026)

George Martinez (2026)

Scott Meyers (2026)

Kameron Perez-Verdia (2025)

Felix Rivera (2026)

Randy Sulte (2025)

Daniel Volland (2025)

Meg Zaletel (2025)

Budget Advisory Commission

Nolan Klouda (2026), Chair

Brian Flynn (2024)

Mathew Harvey (2026)

Robert Helzer (2026)

Lindsay Hobson (2024)

Marc Luiken (2025)

Rachel Ries (2025)

Alfred Tamagni (2025)

Carmela Warfield (2024)

Office of Management & Budget

Sharon Lechner, Acting Director

Marilyn Banzhaf, Deputy Director

Erin Baker

Christine Chesnut

Municipality of Anchorage

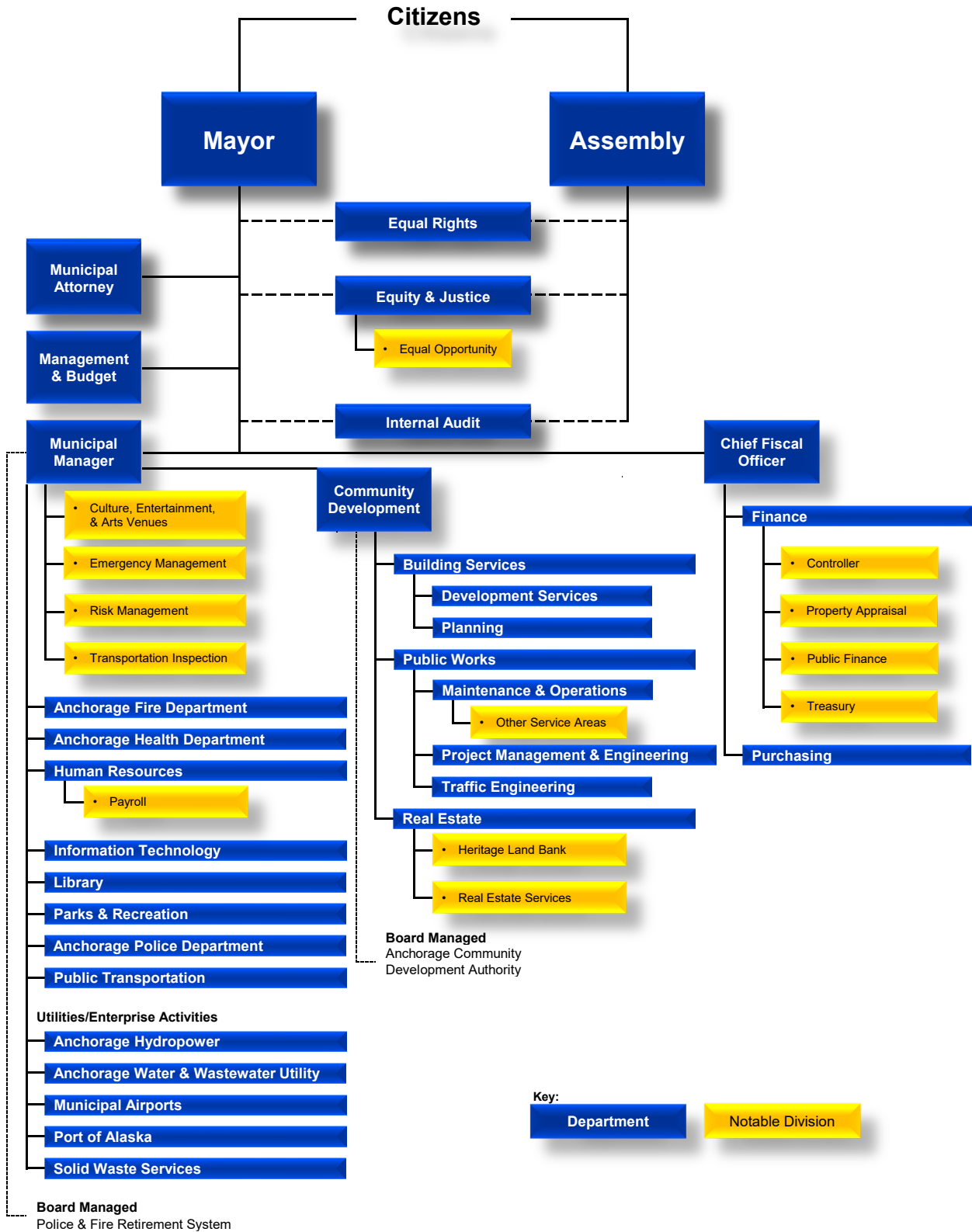


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Assembly Documents Overview

This section includes the final legislative documents that show the Assembly's approval of the 2024 budgets.

The legislative documents are presented according to format and timing defined in the Anchorage Municipal Charter and Anchorage Municipal Code. These final legislative documents show the recommendations and changes made to the budgets as the documents progressed through the legislative process.

Documents

Assembly Information Memorandums (AIM) – informational documents, including:

- Municipal Budget Advisory Commission recommendations for all budgets

Assembly Ordinances (AO) for Operating and Capital Improvement Budgets

- Must be submitted to the Assembly at least 90 days before the end of the fiscal year
- At least two public hearings must be held, including:
 - one hearing at least 21 days after the budgets are submitted to the Assembly
 - one hearing at least seven but not more than 14 days prior to the adoption of the budgets
- The Assembly may increase or decrease any item, and may add or delete items, in the proposed operating or capital budgets by amending the documents
- The Assembly must approve the budgets at least 21 days prior to the end of the fiscal year
- Each document (original and S version) is accompanied by an Assembly Memorandum (AM) that summarizes the ordinance, typically in narrative form

Assembly Resolution (AR) for Capital Improvement Program

- Must be submitted to the Assembly at least 90 days before the end of the fiscal year
- Accompanied by an AM

Document Changes

The following indicate that the original documents that were submitted by the Administration were changed:

- “(S)” after the document number indicates that the document is a “Substitution” and includes changes by the Administration

If the documents that were submitted by the Administration were changed, the new documents will show strikethroughs on the items that were changed, and, depending on the iteration, the changes will be shown with bolding or italicized bolding.



MUNICIPALITY OF ANCHORAGE

ASSEMBLY INFORMATION MEMORANDUM

No. AIM 223-2023

Municipal Clerk's Office

Accepted

Meeting Date: November 21, 2023

Date: **November 21, 2023**

FROM: MAYOR

SUBJECT: MUNICIPAL BUDGET ADVISORY COMMISSION 2024 PROPOSED BUDGET RESOLUTION, NOVEMBER 2023.

Attached is a resolution from the Municipal Budget Advisory Commission regarding the 2024 Proposed Budget. The Commission makes the following recommendations:

- 1) The BAC supports the dedicated use of the alcohol tax in alignment with the intended purposes endorsed by Anchorage voters through a ballot proposal. We urge the Administration and Assembly to exercise fiscal responsibility in decision-making. In prioritizing allocations between the alcohol tax and general government funds, preference should be given to directing the alcohol tax toward new prevention services in alignment with a long-term plan.
- 2) The BAC appreciates fiscal restraint exercised by the Administration and the Assembly. The BAC encourages due consideration for the target level of service of our municipal government and fiscal restraint with regard to spending below the tax cap and future implications that will result from spending below the tax cap. We encourage responsible downward pressure but with due consideration for both short and long-term effects on the level of service.
- 3) The BAC supports the Administration and Assembly funding actionable items directly included in the Housing Strategic Plan and other long-term plans and advocates against inclusions in the budget that are not directly included in the Housing Strategic Plan and other long-term planning.
- 4) The BAC advocates for transparency regarding assumed vacancy rates in the budget and actual vacancy rates in past years. Additionally, we underscore the importance of due consideration for the implications on tax capacity in future years. The BAC supports increased efforts to fill vacancies and a more precise approach to position reductions and savings or efficiencies realized through increased vacancy rates.

The resolution was discussed at the special meeting of the Commission on November 17, 2023, and approved on November 20, 2023.

Prepared by: Office of Management & Budget (OMB)
 Concur: Sharon Lechner, OMB Director
 Concur: Kent Kohlhase, P.E., Municipal Manager
 Respectfully submitted: Dave Bronson, Mayor

**Municipal Budget Advisory Commission 2024 Proposed Budget Resolution,
November 2023**

Whereas; The Municipal Budget Advisory Commission (BAC) is an independent, volunteer-led citizen advisory board responsible to provide the Assembly, the Mayor, the Anchorage School Board (ASD), and the Anchorage Superintendent of Schools well-informed advice as to budgets and budgeting process, as outlined in AMC 4.50.030; and

Whereas; Under AMC 4.50.030 the Municipality and the ASD shall provide sufficient staff assistance as needed by the BAC in its review of the municipal and school budgets, respectively; and

Whereas; Under AMC 4.50.030, The BAC shall provide broad, rather than specific issue-level interest in the budgets; and

Whereas; The BAC has reviewed the proposed 2024 budgets (General Government, Capital, Utility & Enterprise Funds) and heard presentations of the proposed budgets by the Office of Management and Budget at its regular meeting on November 14, 2023; and

Whereas; The BAC endorses the Administration's stated objectives to provide essential city services, ensure public safety, and create prosperity for all residents; 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 2024 budget; and

Whereas; The BAC supports the Administration's stated commitment to ensure the safety of our community and improve spending efficiencies in how we operate our city while maintaining fiscal conservatism; and

Whereas; The BAC recognizes the proposed 2024 General Government operating budget of \$597,927,286 represents a reduction of \$2.4 million from the 2023 revised budget and that the 2024 budget is \$12 million under the preliminary 2024 tax cap; and

Whereas; beginning in 2021, the Municipality dedicated alcohol tax revenue toward a new mental health first responders model, the Mobile Crisis Team, as a new program within General Government; and

Whereas; The Municipality's capital improvement program and capital budget, including projects approved by voters as capital bonds, is an important investment in our city's infrastructure and amenities, creating jobs, economic activity and long-lasting assets for our community.

Now Therefore Be It Resolved:

- 1) The BAC supports the dedicated use of the alcohol tax in alignment with the intended purposes endorsed by Anchorage voters through a ballot proposal. We urge the Administration and Assembly to exercise fiscal responsibility in decision-making. In prioritizing allocations between the alcohol tax and general government funds, preference should be given to directing the alcohol tax toward new prevention services in alignment with a long-term plan.
- 2) The BAC appreciates fiscal restraint exercised by the Administration and the Assembly. The BAC encourages due consideration for the target level of service of our municipal government and fiscal restraint with regard to spending below the tax cap and future implications that will result from spending below the tax cap. We encourage responsible downward pressure but with due consideration for both short and long-term effects on the level of service.
- 3) The BAC supports the Administration and Assembly funding actionable items directly included in the Housing Strategic Plan and other long-term plans and advocates against inclusions in the budget that are not directly included in the Housing Strategic Plan and other long-term planning.
- 4) The BAC advocates for transparency regarding assumed vacancy rates in the budget and actual vacancy rates in past years. Additionally, we underscore the importance of due consideration for the implications on tax capacity in future years. The BAC supports increased efforts to fill vacancies and a more precise approach to position reductions and savings or efficiencies realized through increased vacancy rates.

Passed and approved by the Budget Advisory Commission on this date: November 20, 2023

Nolan Klouda

Nolan Klouda

Budget Advisory Commission, Chair

Municipal Clerk's Office
Approved
Date: **November 21, 2023**

2024 Approved Utility/Enterprise Budgets
Submitted By: Chair of the Assembly at the
Request of the Mayor
Prepared By: Office of Management & Budget
For Reading: November 21, 2023

ANCHORAGE, ALASKA
AO No. 2023 - 97

1 **AN ORDINANCE ADOPTING AND APPROPRIATING FUNDS FOR THE 2024 MUNICIPAL**
2 **UTILITIES/ENTERPRISE ACTIVITIES OPERATING BUDGETS AND THE 2024 MUNICIPAL**
3 **UTILITIES/ENTERPRISE ACTIVITIES CAPITAL IMPROVEMENT BUDGETS.**

4
5
6 **WHEREAS**, the Mayor has presented recommended 2024 Municipal Utilities/Enterprise Activities
7 Operating Budgets and Capital Improvement Budgets (CIB) for the Municipality of Anchorage to
8 the Assembly in accordance with Article XIII, Section 13.03 of the Municipal Charter; and

9
10 **WHEREAS**, the Assembly reviewed the budgets as presented; and

11
12 **WHEREAS**, duly advertised public hearings were held in accordance with Article XIII, Section
13 13.04 of the Municipal Charter; and

14
15 **WHEREAS**, the 2024 Utilities/Enterprise Activities Operating Budgets and the 2024
16 Utilities/Enterprise Activities CIB are now ready for adoption and appropriation of funds in
17 accordance with Article XIII, Section 13.05 of the Municipal Charter; now therefore,

18
19 **THE ANCHORAGE ASSEMBLY ORDAINS:**

20
21 **Section 1.** The 2024 Municipal Utilities/Enterprise Activities Operating Budgets and the 2024
22 Municipal Utilities/Enterprise Activities Capital Improvement Budgets are hereby adopted.

23
24 **Section 2.** The amounts set forth for the 2024 Municipal Utilities/Enterprise Activities Operating
25 Budgets for the following Municipal Utilities/Enterprise Activities are hereby appropriated for the
26 2024 fiscal year:

Fund	Utility/Enterprise	Appropriated Budget
531000	Anchorage Hydropower Utility	3,299,430
540000	Anchorage Water Utility (AWU)	50,715,192
540300	AWU - Reimbursable	1,000,000
550000	Anchorage Wastewater Utility (ASU)	50,322,796
550300	ASU - Reimbursable	1,000,000
560000	Solid Waste Refuse Collections	12,154,748
562000	Solid Waste Disposal	28,649,935
570000	Port of Alaska	16,205,122
580000	Merrill Field Airport	983,549
Utility/Enterprise Operating Appropriated Budgets		\$ 164,330,772

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Section 3. The amounts set forth for the 2024 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 2024 Municipal Utilities/Enterprise Activities in amounts not to exceed, as follows:

Fund	Utility/Enterprise	Appropriated Budget
531200	Anchorage Hydropower Capital	325,000
540200	AWU Capital	32,522,000
550200	ASU Capital	16,175,000
560200	SWS Refuse Capital	670,000
562200	SWS Disposal Capital	10,135,000
570200	Port of Alaska Capital	3,600,000
580200	Merrill Field Airport Capital	747,000
Utility/Enterprise Capital Appropriated Budgets		\$ 64,174,000

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

PASSED AND APPROVED by the Anchorage Assembly this 21st day of November, 2023.



Chair

ATTEST:



Municipal Clerk



MUNICIPALITY OF ANCHORAGE

ASSEMBLY MEMORANDUM

AM No. 739-2023

Meeting Date: November 21, 2023

1 **From: MAYOR**

2
3 **Subject: AN ORDINANCE ADOPTING AND APPROPRIATING FUNDS**
4 **FOR THE 2024 MUNICIPAL UTILITIES/ENTERPRISE ACTIVITIES**
5 **OPERATING BUDGETS AND THE 2024 MUNICIPAL**
6 **UTILITIES/ENTERPRISE ACTIVITIES CAPITAL IMPROVEMENT**
7 **BUDGETS.**
8

9 The accompanying Assembly Ordinance:

- 10 • appropriates the Municipal Utilities/Enterprise Activities 2024 Operating
11 Budgets
- 12 • approves the 2024 Municipal Utilities/Enterprise Activities Capital
13 Improvement Budgets
- 14 • appropriates the 2024 Municipal Utilities/Enterprise Activities Capital
15 Improvement Budgets that have available funding sources.

16
17 The complete budget documents, including the public and private sector economic
18 effects, are available as follows (and pursuant to AMC 2.30.053 B.2., a Summary
19 of Economic Effect (SEE) is thus not included):

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

22
23 **THE ADMINISTRATION RECOMMENDS APPROVAL.**

24
25 Prepared by: Marilyn Banzhaf, Acting Director, Office of
26 Management & Budget
27 Concur: Alden Thern, Chief Fiscal Officer
28 Concur: Anne Helzer, Municipal Attorney
29 Concur: Kent Kohlhase, Municipal Manager
30 Respectfully submitted: Dave Bronson, Mayor

Municipal Clerk's Office
Approved
Date: **November 21, 2023**

2024 Approved Utility/Enterprise Budgets
Submitted by: Chair of the Assembly at the
Request of the Mayor
Prepared by: Office of Management &
Budget
For reading: October 10, 2023

ANCHORAGE, ALASKA
AR No. 2023 - 326

1 **A RESOLUTION APPROVING THE 2024-2029 MUNICIPAL UTILITIES/ENTERPRISE**
2 **ACTIVITIES CAPITAL IMPROVEMENT PROGRAMS.**

3
4 **WHEREAS**, the Mayor has presented a recommended 2024-2029 Municipal
5 Utilities/Enterprise Activities Capital Improvement Programs (CIP) for the Municipality of
6 Anchorage to the Assembly in accordance with Article XIII, Section 13.02 of the Municipal
7 Charter; and
8

9 **WHEREAS**, the Assembly reviewed the 2024-2029 Municipal Utilities/Enterprise
10 Activities CIPs as presented; and
11

12 **WHEREAS**, a duly advertised public hearing was held in accordance with Article XIII,
13 Section 13.02 of the Municipal Charter; now, therefore,
14

15 **THE ANCHORAGE ASSEMBLY RESOLVES:**

16
17 **Section 1.** The 2024-2029 Municipal Utilities/Enterprise Activities CIPs are hereby
18 approved as by AO 2023 - 97.
19

20 **Section 2.** This resolution shall be effective immediately upon passage and approval
21 by the Assembly.
22

23 PASSED AND APPROVED by the Anchorage Assembly this 21st day of November,
24 2023.
25
26

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28
29 ATTEST:



Chair

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33
34 Municipal Clerk



MUNICIPALITY OF ANCHORAGE

ASSEMBLY MEMORANDUM

AM No. 740-2023

Meeting Date: October 10, 2023

1 **From: MAYOR**

2

3 **Subject: A RESOLUTION APPROVING THE 2024-2029 MUNICIPAL**
4 **UTILITIES/ENTERPRISE ACTIVITIES CAPITAL IMPROVEMENT**
5 **PROGRAMS.**

6

7 The accompanying Assembly Resolution approves the Municipal
8 Utilities/Enterprise Activities 2024-2029 Capital Improvement Programs.

9

10 The complete budget documents are available as follows:

11

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

12

13

14 **THE ADMINISTRATION RECOMMENDS APPROVAL.**

15

16 Prepared by: Marilyn Banzhaf, Acting Director, Office of
17 Management & Budget

18 Concur: Alden Thern, Chief Fiscal Officer

19 Concur: Kent Kohlhase, Municipal Manager

20 Respectfully submitted: Dave Bronson, Mayor

Attachment to Resolution 2023 - 326 Approving the:

Municipality of Anchorage
Utilities/Enterprise Activities
2024-2029 Capital Improvement Programs
(in thousands)

Department	2024	2025	2026	2027	2028	2029	Total
Anchorage Hydropower Utility	325	325	325	325	325	325	1,950
AWWU - Water Utility	32,522	10,170	16,927	12,010	9,085	8,630	89,344
AWWU - Wastewater Utility	16,175	11,182	8,100	9,480	21,225	7,130	73,292
Merrill Field	11,882	1,203	8,640	-	-	-	21,725
Port of Alaska	3,880	2,780	2,780	2,780	2,780	-	15,000
SWS - Disposal Utility	10,135	7,035	6,395	2,724	2,625	-	28,914
SWS - Refuse Collections	670	780	1,090	710	740	360	4,350
Total	75,589	33,475	44,257	28,029	36,780	16,445	234,575

Submitted by: Chair of the Assembly at
the Request of the Mayor

Prepared by: Office of Management &
Budget

For reading: November 21, 2023

Municipal Clerk's Office

Approved

Date: **November 21, 2023**

**ANCHORAGE, ALASKA
AO No. 2023-98(S)**

**AN ORDINANCE ADOPTING AND APPROPRIATING FUNDS FOR THE 2024
OPERATING AND CAPITAL BUDGETS OF THE ANCHORAGE COMMUNITY
DEVELOPMENT AUTHORITY.**

WHEREAS, the Anchorage Assembly approved Assembly Ordinance 2004-181(S) 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 2024 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 2024 Operating and Capital Improvement Budgets of the Anchorage Community Development Authority are hereby adopted.

Section 2. The 2024 Operating Budget appropriation for ACDA is SIX MILLION FOUR HUNDRED THIRTY-SEVEN THOUSAND EIGHT HUNDRED NINETY-ONE DOLLARS (\$6,437,891).

Section 3. The 2024 Capital Improvement Budget appropriation for ACDA is TWO MILLION DOLLARS (\$2,000,000), with updated projects as described in the attached Assembly Memorandum.

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

PASSED AND APPROVED by the Anchorage Assembly this 21st day of November, 2023.



Chair

ATTEST:



Municipal Clerk



MUNICIPALITY OF ANCHORAGE

ASSEMBLY MEMORANDUM

AM No. 741 - 2023

Meeting Date: October 10, 2023

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From: MAYOR

Subject: AN ORDINANCE ADOPTING AND APPROPRIATING FUNDS FOR THE 2024 OPERATING AND CAPITAL BUDGETS OF THE ANCHORAGE COMMUNITY DEVELOPMENT AUTHORITY.

The Anchorage Assembly adopted Anchorage Ordinance 2004-181(S) 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 2024 operating and capital budgets for the ACDA were reviewed and approved by the Anchorage Community Development Authority Board.

The complete budget documents, including the public and private sector economic effects, are available as follows (and pursuant to AMC 2.30.053 B.2., a Summary of Economic Effect (SEE) is thus not included):

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

THE ADMINISTRATION RECOMMENDS APPROVAL.

Prepared by: Marilyn Banzhaf, Acting Director, Office of Management & Budget

Concur: Alden Thern, Acting Chief Fiscal Officer

Concur: Anne Helzer, Municipal Attorney

Concur: Kent Kohlhase, Municipal Manager

Respectfully submitted: Dave Bronson, Mayor



MUNICIPALITY OF ANCHORAGE

ASSEMBLY MEMORANDUM

No. AM 741–2023(A)

Meeting Date: November 21, 2023

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FROM: MAYOR

SUBJECT: AN ORDINANCE ADOPTING AND APPROPRIATING FUNDS FOR THE 2024 OPERATING AND CAPITAL BUDGETS OF THE ANCHORAGE COMMUNITY DEVELOPMENT AUTHORITY.

This substitute version changes the capital projects that were previously presented:

The Parking Meter Replacement project (\$900,000) is now removed from the 2024 Capital Improvement Budget appropriation. This project was approved on October 24, 2023, AO 2023-109, and the 2023 Capital Improvement Budget was amended.

The Facility Systems & Infrastructure Replacement project (\$900,000) is now included in the proposed 2024 Capital Improvement Budget.

The 2024 operating and capital budgets for the ACDA were reviewed and approved by the Anchorage Community Development Authority Board.

The complete budget documents, including the public and private sector economic effects, are available as follows (and pursuant to AMC 2.30.053 B.2., a Summary of Economic Effect (SEE) is thus not included):

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

THE ADMINISTRATION RECOMMENDS APPROVAL.

Prepared by: Marilyn Banzhaf, Deputy Director, Office of Management & Budget

Concur: Alden Thern, Chief Fiscal Officer

Concur: Anne Helzer, Municipal Attorney

Concur: Kent Kohlhase, P.E., Municipal Manager

Respectfully submitted: Dave Bronson, Mayor

Attachment to Ordinance 2023-98 (S) Appropriating the:
ANCHORAGE COMMUNITY DEVELOPMENT AUTHORITY
2024 Capital Improvement Budget

Project Title	Total
Interior Health & Safety Structural Repair	1,100,000
Facility Systems & Infrastructure Replacement	900,000
Parking Meter Replacements	900,000
Total	2,000,000

Utility/Enterprise Budget Overview

The authority for operation and management of the utility/enterprise departments is under the control of the Mayor. The Municipal Manager and Deputy Municipal Manager are responsible to manage, direct, and ensure policy and procedures are followed. The Director of each department is responsible to manage and report on each section within. The Office of Management & Budget (OMB) works closely with the utility/enterprise departments to present the budgetary needs and align with the Mayor's priorities and policies, all together setting the path for success.

The Mayor's 2024 Budgets for the utility/enterprise departments include the priorities; to keep rates low while prioritizing capital projects, and to continue providing efficient and imperative life safety services. The Directors worked to propose a budget that included only contractual increases, increase costs of chemicals, increased cost for a new Solid Waste Central Transfer Station, and ensuring debt requirements were met.

In 2023, every department is projecting to manage within their approved budget and end the year with a positive net income, just as they achieved in 2022, and prior years. Details of these accomplishments are included in the department sections of this book.

Utility/Enterprise Departments

Anchorage Hydropower, Anchorage Water & Wastewater (AWWU), and Solid Waste Services (SWS) are utility departments; Municipal Airports (Merrill Field) 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 municipally owned utilities and enterprise departments.

The goal of the utility/enterprise departments is to continue to provide quality service at reasonable rates. These departments continue to meet debt service requirements, 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

Assembly Enterprise and Utility Oversight Committee-of-the-Whole – This committee of Assembly members reviews and makes recommendations regarding the operations and budgets of the Municipality's five enterprise and utility departments. The Committee meets every third Thursday of each month from 11AM to 12 noon at City Hall in Assembly Conference Room #155 unless otherwise indicated. The public may attend the meeting in person or telephonically (audio only). The website for this committee: [Assembly Enterprise and Utility Oversight Committee \(muni.org\)](https://www.muni.org/assembly-enterprise-and-utility-oversight-committee).

AWWU Board of Directors (AMC 4.80.020) – established to provide guidance to the Mayor and Assembly regarding AWWU's strategic plan, long term fiscal plan, budget, tariff rates, and fees. Current board members and information can be found at: [Board of Directors | Anchorage Water and Wastewater Utility \(awwu.biz\)](https://www.awwu.biz/board-of-directors).

Eklutna Operating Committee (EOC) – of which the Municipality is a member, reviews the engineering and operating reports, maintenance schedules, and other information about the condition of the generation assets of the Eklutna Power Project (the Project). The EOC develops a five-year capital plan and approves a current year capital project budget based on need, available resources, and schedule. The Municipality's percentage of ownership is presented in the Anchorage Hydropower Utility.

Municipal Airports Aviation Advisory Commission (AMC 4.60.160) – Merrill Field Airport established this commission to provide recommendations to the Mayor and Assembly on all matters pertaining to the annual operating budget, rules, regulations, and administrative guidelines. This commission shall terminate on October 14, 2024, unless affirmatively continued by the assembly in accordance with AMC 4.05.150. Meeting information for this board can be found at: [Events \(muni.org\)](#).

Regulatory Commission of Alaska (RCA) – regulates Anchorage Hydropower Utility and AWWU by approving all rates and tariffs prior to implementation. They also regulate service areas and quality. The RCA website includes current filings for the municipality's regulated utilities at: [Regulatory Commission of Alaska](#).

Solid Waste and Recycling Advisory Commission (AMC 4.70.010, 4.70.040) – requires SWS establish a commission to provide guidance to the Mayor and Assembly regarding each entity's strategic plan, budget, policies, economic impacts, expansions, and improvements. Furthermore, they will conduct public input hearings when deemed appropriate on matters pertaining to recycling, composting, and waste reduction, including but not limited to services, rates, and regulations, assist with public outreach and education on the topics of recycling, composting, and waste reduction. [Solid Waste and Recycling Advisory Commission \(muni.org\)](#).

Utility/Enterprise Accounting

The full accrual basis of accounting is used for utility/enterprise departments, and they are categorized as Enterprise type 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.

Utility/Enterprise Expenses

Operating expenses are incurred from the operations of the department, it reflects the cost of doing business. Non-Operating expenses are incurred by activities outside of operations such as: interest expense, debt issuance costs, amortization and/or depreciation type activities.

Function cost by fund: this budget is the legal level of appropriation and includes interfund charges for general government services added to the manageable direct cost budget. Actual expenses may not exceed function cost budget appropriations at the enterprise and utility fund levels (AMC 6.10.036).

The manageable direct cost budget consists of several categories: labor (salaries and benefits); non-labor (supplies, travel, contracts, dividends, etc.); transfers to others; 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.

Non-cash accounts are not appropriated, these accounts are used to internally account for future items, where cash is not actually being paid out of the Municipality. For example,

depreciation and amortization. These accounts are budgeted, reported, and controlled separately.

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)

Revenue distribution from the Anchorage Hydropower Utility (AMC 26.10.068)

- A. The Anchorage Hydropower utility shall pledge and distribute to the MOA Trust Fund revenue received pursuant to that certain Eklutna Power Purchase Agreement Between Chugach Electric Association, Inc. ("Purchaser") and Municipality of Anchorage ("Seller"), dated December 28, 2018, by and between the Municipality and Chugach Electric Association, Inc., as amended.
- B. If the Anchorage Hydropower utility has or is anticipated to have net income accruing from its operations in any year in addition to revenue received from Chugach Electric Association, Inc. and pledged to the MOA Trust Fund under subsection A. of this section, 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 from Anchorage Hydropower." 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 or is substantially complete. The amount of utility revenue distribution for the subsequent year may equal or exceed the change in net operating position for the prior year; provided, however, that the utility retains sufficient reserves: 1. To meet anticipated capital and operating expenses; and 2. As required by the Regulatory Commission of Alaska.

Utility/Enterprise Revenues

Operating revenues are generated by providing a service. Non-Operating revenues are earned by investments, or other non-significant sources such as the gain/loss on the sale of an asset.

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).

All requested rate changes to utility tariffs shall be brought to the assembly by ordinance for review and approval for submission to the state public utilities commission. (AMC 26.10.035)

Budget Appropriations, Transfers, Reductions

The purpose of an appropriation is the request to expend. The Mayor must approve departmental requests for appropriations, prior to obtaining approval from the Assembly. Operating appropriations that are not expended, encumbered, or designated to be carried over, lapse at the end of the fiscal year. Revenue budgets are not appropriated and are calculated based upon approved rates, tariffs, etc.

No appropriation may be reduced by more than the amount of the then unencumbered balance.

If the Mayor determines that revenues will be less than appropriations for a fiscal year, the Mayor shall so report to the assembly. The Mayor may transfer all or part of any unencumbered balance between categories within an appropriation. (Charter 13.06)

The Assembly may transfer part or all of any unencumbered balance from one appropriation to another. (Charter 13.06) The assembly may reduce appropriations as it deems necessary.

The Assembly may, by resolution, reduce or increase appropriations during the fiscal year. A resolution reducing or increasing appropriations by an amount more than \$500,000 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. In operating funds, budget transfer requests must be approved by the Municipal Manager, CFO, and OMB Director if:

- exceed \$10K (expenditures, IGCs, or revenues)
- include labor (salaries and wages) accounts
- include travel accounts

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 2nd) (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, 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 discusses the Mayor’s proposal.

Public Engagement

The budget books are available on the Office of Management & 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 authority 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 directors 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, travel, transfers, and revenues compared to budget. An explanation is required for any variance of +/-5%. Budget to actuals report for travel and the grants to nonprofit organizations are provided to the Assembly, separately (AMC 6.10.034).

Municipality of Anchorage
Operating & Capital Budgets -- General Government / Utilities / Enterprises
DRAFT 2024 Budget Preparation Calendar at September 25, 2023

Action	Date	Ref	Category
Community Council Surveys Available Online	1-Apr		Capital
Rollover of Questica Budget (prior-year revised to budget-year proposed operating and capital)	20-Jun		All
Community Council Surveys due to OMB	15-Jun		Capital
Questica budget available to departments	3-Jul		All
OMB distributes Mayor's guidance and priorities to departments to include: operating, O&M schedules, Service Area budgets, PVRs, and CIB/CIP etc.	13-Jul		All
Trainings/Review - OMB and departments - Mayor's guidance, QB, SAP, budget process, personnel review, etc.	Jul 3 - 28		All
Controller to provide to OMB for all departments: interfund loan schedules	28-Jul		All
Public Finance to provide to OMB, for all departments: bond P&I projections, debt schedules, bond payouts for next year, cash pool impacts/investment earnings, etc.	28-Jul		All
AEDC to provide data for Six-Year Fiscal Program	2-Aug		Operating
All departments submit proposed changes to OMB to include: department narratives (descriptions/goals/business plans/etc), operating, O&M schedules, Service Area budgets, PVRs, and CIB/CIP etc.	4-Aug		All
OMB sends <u>preliminary</u> utility/enterprise 8 year summaries, revenue/expense statements, with focus on: debt, debt/equity ratios, etc. to	7-Aug		Util/Ent
OMB compiles summaries of department budget changes for Mayor review	7-Aug		All
OMB sends <u>preliminary</u> CIB - Bonds to Finance for bond counsel review	7-Aug		Capital
Mayor meets with departments and reviews budget proposals	Aug 7 - 18		All
Public Finance to provide to OMB: review of utility/enterprise 8 year summaries, revenue/expense statements, with focus on: debt, debt/equity ratios, etc.	14-Aug		Util/Ent
Treasury to provide to OMB: preliminary revenue projections and data for Six-Year Fiscal Program	14-Aug		Operating
Finance to provide to OMB: fund balance, bond rating, and financial strategies data for Six-Year Fiscal Program	14-Aug		Operating
Public Finance to provide to OMB: bond counsel review impacts	18-Aug		Capital
OMB discussions with Mayor and Execs	Aug 21 - 25		All
Mayor's decisions on Utility/Enterprise budgets to OMB	28-Aug		Util/Ent
Initial assessed value projection due to OMB from Prop. Appraisal	28-Aug		Operating
OMB sends <u>preliminary</u> 120 Day Memo to Mayor for review	28-Aug		Operating
Mayor's decisions on <u>preliminary</u> 120 Day Memo	30-Aug		Operating
Mayor's final decisions on operating budget before IGC calculations	1-Sep		Operating
Mayor's decisions on proposed CIB/CIP to OMB	1-Sep		Capital
("120 Day Memo") Mayor's <u>preliminary</u> budget information to Assembly and online (revenues, tax limit, service priorities, reorganizations, utility/enterprise business plans, update to utility/enterprise strategic business plans, and proposed CIPs)	1-Sep	(A)	All
OMB Completes Proposed CIB/CIP book for Exec Review	8-Sep		Capital
OMB run IGCs	8-Sep		Operating
Mayor's final decisions on operating budget after IGC calculations	13-Sep		Operating
OMB Completes Proposed Utility/Enterprise book for Exec Review	13-Sep		Util/Ent
Exec final decisions on Proposed CIB/CIP book	15-Sep		Capital
Exec final decisions on Proposed Utility/Enterprise book	20-Sep		Util/Ent
OMB finalizes Proposed CIB/CIP book and Assembly documents	20-Sep		Capital

**Municipality of Anchorage
Operating & Capital Budgets -- General Government / Utilities / Enterprises
DRAFT 2024 Budget Preparation Calendar at September 25, 2023**

Action	Date	Ref	Category
OMB completes GG operating budget books and Six-Year Fiscal Program for Exec Review	20-Sep		Operating
OMB finalizes Proposed Utility/Enterprise book and Assembly documents	25-Sep		Util/Ent
Exec final decisions on Proposed GG operating budget books and Six-Year Fiscal Program	25-Sep		Operating
OMB finalizes GG operating budget books and Six-Year Fiscal Program	26-Sep		Operating
OMB completes assembly documents for GG operating budgets and Six-Year Fiscal Program	27-Sep		Operating
OMB submits budgets and Six-Year Fiscal Program to Assembly and online (NLT October 2)	2-Oct	(B)	All
Formal introduction of Mayor's budgets to Assembly	10-Oct		All
Assembly Worksession 1 of 2 - General Government Operating & Capital	19-Oct		All
Planning & Zoning Commission recommendations on CIB/CIP; (first Monday after Assembly introduction of Mayor's CIB/CIP)	16-Oct		Capital
Assembly Worksession 2 of 2 - General Government Operating & Capital	26-Oct		All
Assembly Public Hearing # 1 on proposed budgets	24-Oct	(C)	All
Assembly Public Hearing # 2 on proposed budgets	7-Nov		All
Assembly Worksession - Assembly proposed amendments	17-Nov		All
Administration prepares S-Version	20-Nov		All
Assembly Budget Approval Meeting - Assembly amendments and adoption of budgets	21-Nov	(D)	All
OMB upload adopted budget into SAP for budget year use	22-Nov		Operating

Note: All dates are subject to change.

A

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

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

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

B

Section 13.02. Six-Year Fiscal Program. October

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

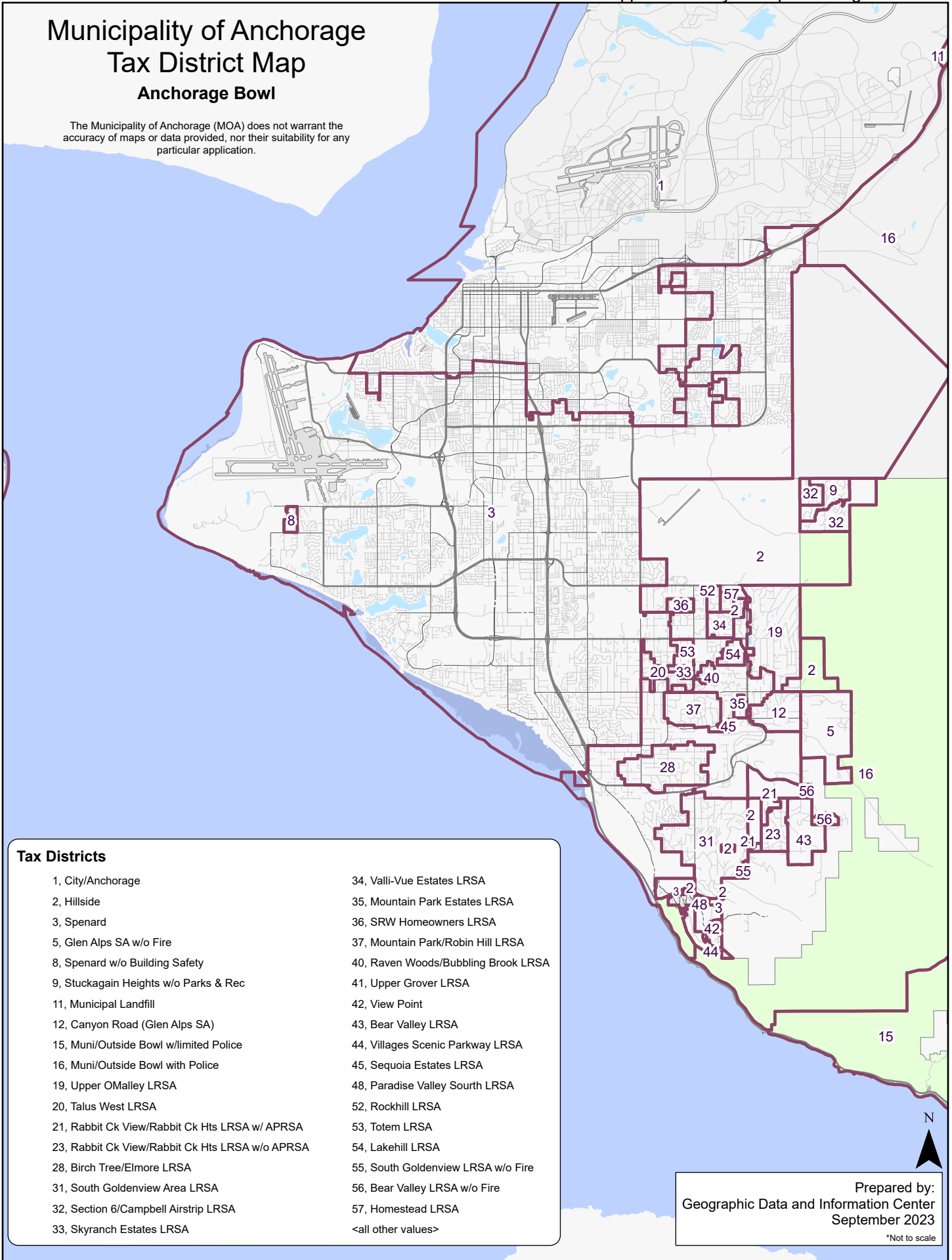
D

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 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

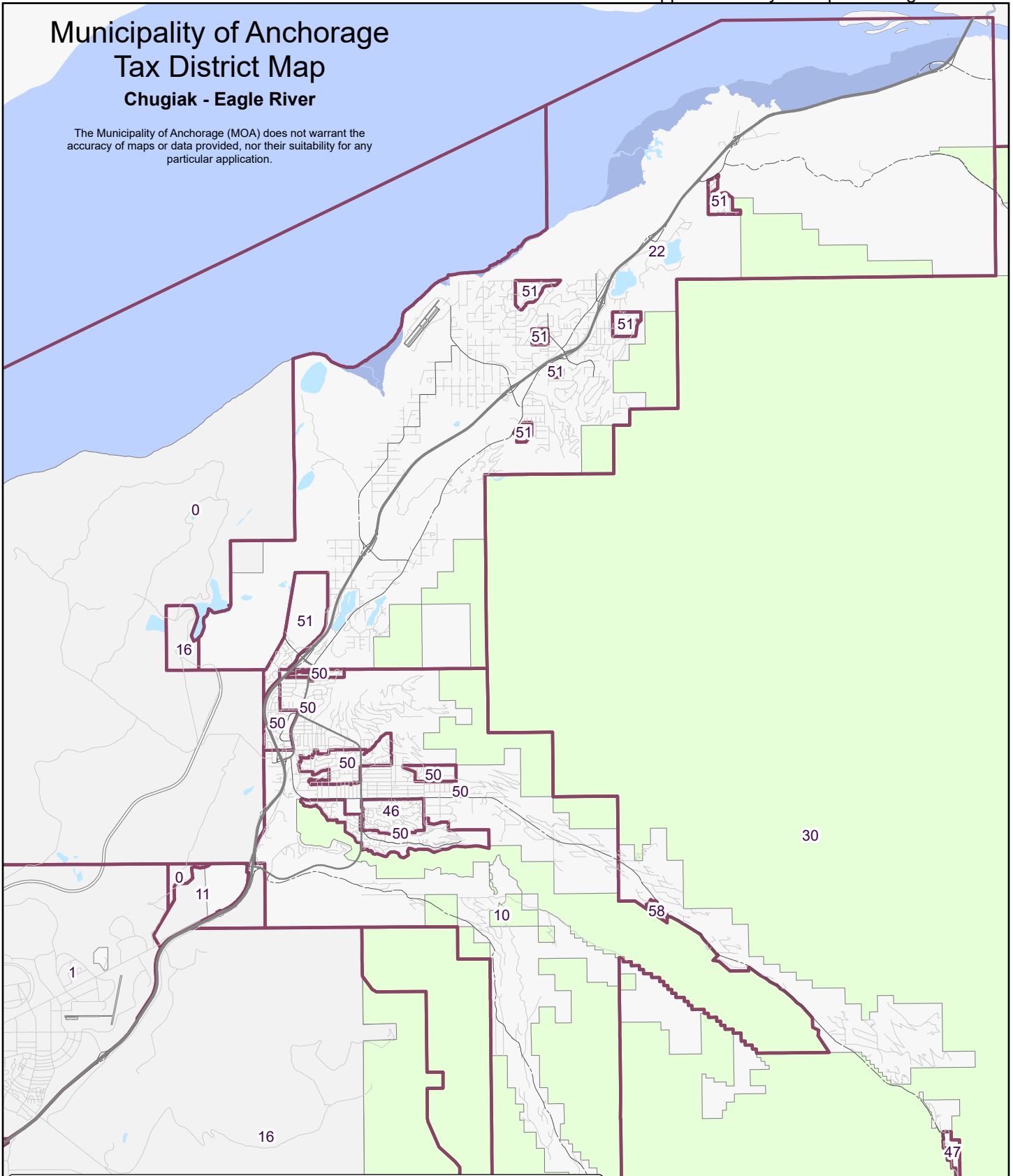
- | | |
|---|-------------------------------------|
| 1, City/Anchorage | 34, Valli-Vue Estates LRSA |
| 2, Hillside | 35, Mountain Park Estates LRSA |
| 3, Spenard | 36, SRW Homeowners LRSA |
| 5, Glen Alps SA w/o Fire | 37, Mountain Park/Robin Hill LRSA |
| 8, Spenard w/o Building Safety | 40, Raven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

Prepared by:
Geographic Data and Information Center
September 2023

*Not to scale

Municipality of Anchorage Tax District Map Chugiak - Eagle River

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Tax Districts

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

Prepared by:
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September 2023

*Not to scale

Municipality of Anchorage Tax District Map

Girdwood

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Chugach National Forest

15

4

4

Seward Highway

Chugach National Forest

N

Prepared by:
Geographic Data and Information Center
September 2023

*Not to scale

Anchorage Hydropower Utility



**Municipal
Manager**

**Anchorage
Hydropower
Utility**

Anchorage Hydropower Utility Organizational Overview

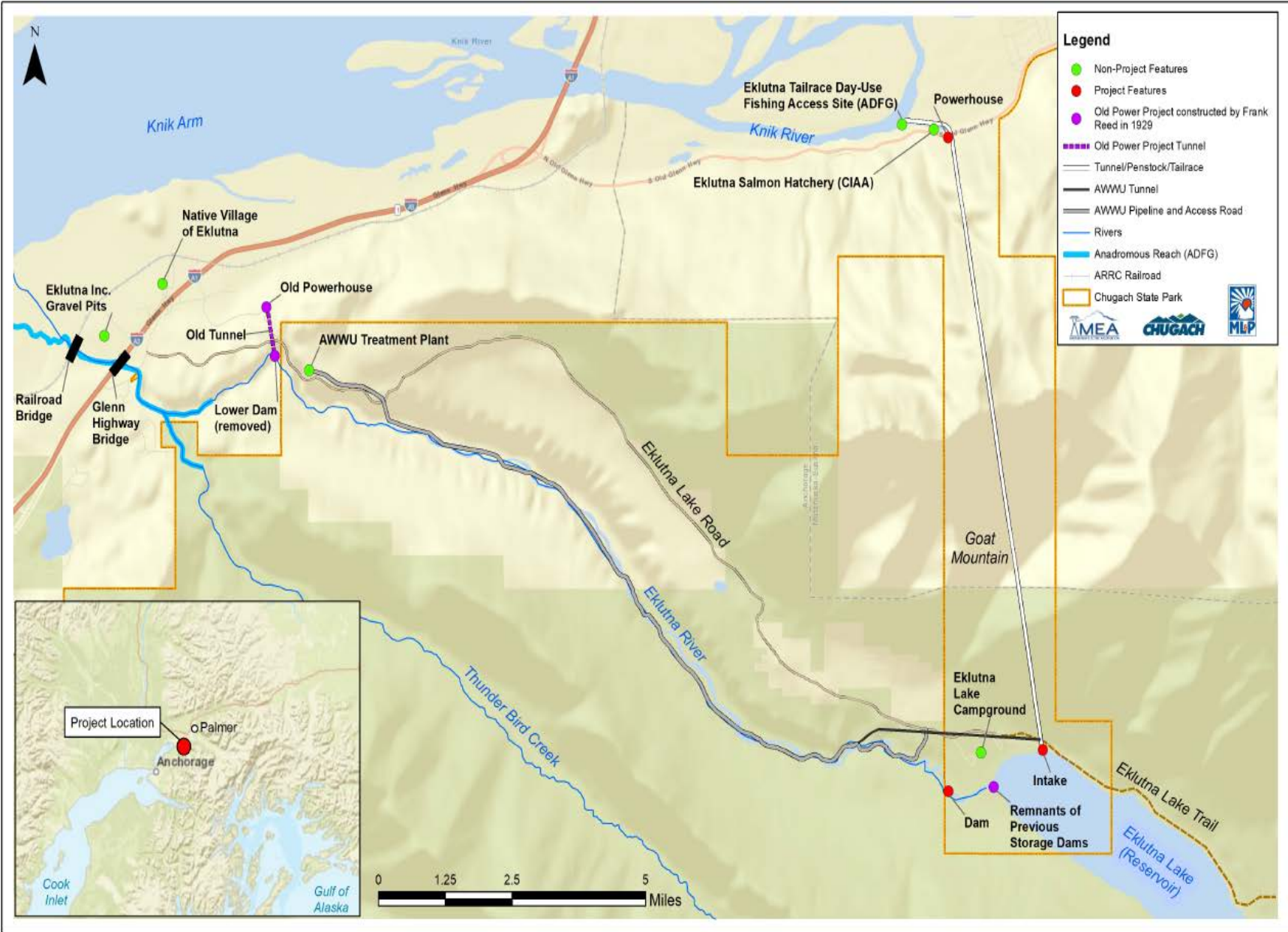
The Anchorage Hydropower Utility is an enterprise function of the Municipality of Anchorage (MOA).

In 2020, the MOA sold 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 converted 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") was not transferred to CEA and was 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/>



Anchorage Hydropower 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). MOA, CEA, and MEA each own an undivided interest in the Eklutna Project in the following percentages: MOA, 53.33 percent; Chugach, 30 percent; and MEA, 16.67 percent.

Services

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

In 2021, the project produced 142,979 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.

Physical Plant

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.

Visit the Eklutna Hydropower website at: <https://www.eklutnahydro.com/background/>

Anchorage Hydropower Utility Highlights and Future Events

The 1991 Fish and 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 and Wildlife Program, the Agreement requires the owners to develop study plans, conduct the necessary studies, prepare study reports, develop a draft Fish and 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

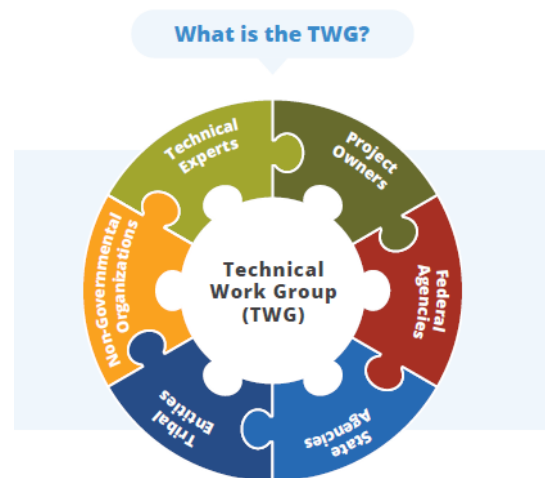


The planned schedule to provide the Governor with a Proposed Fish and Wildlife Program is shown below, with updates through Fall of 2021.

2019 – During the last week of August, the owners’ team conducted a site reconnaissance of the Eklutna River. The primary goal was to provide the project owners’ technical and regulatory staff with the chance to review and observe site conditions and project facilities. In addition, the site reconnaissance allowed technical staff to assess the potential scope of study efforts needed to provide the Governor and his/her staff with data to establish the Fish and Wildlife Program required by the 1991 Fish and Wildlife Agreement. For more information, please reference the trip report which can be found under Final Documents at: [Documents - Eklutna Hydro](#)

2020 – In June 2020, a Technical Work Group (TWG) was established for study planning purposes. The TWG consists of technical experts and representatives from the following entities:

- Native Village of Eklutna
- Alaska Department of Fish and Game
- U.S. Fish and Wildlife Service
- National Marine Fisheries Service
- Trout Unlimited
- Alaska Pacific University
- Alaska Institute for Climate and Energy
- Hydropower Project Owners



Earlier in the year, the project owners acquired aerial imagery, spherical videography, and LiDAR of the entire Eklutna River as well as the northeastern shoreline of Eklutna Lake along the lakeside trail. The spherical videography is now available online at: <https://biglook360.com/eklutna/> Segments 1-7 show the river and lake shoreline going upstream at a higher altitude, while segments 8-14 are going downstream at a lower altitude. The imagery, videography, and LiDAR will be utilized during the ongoing study planning process this year and during subsequent study implementation.

The following information can be found at the project website: <https://www.eklutnahydro.com/project-schedule/>

September 2020 – the project owners’ technical team held several meetings with the TWG to establish a study program framework. The project owners then developed Draft Study Plans and distributed them to the TWG on October 26, 2020, for review and comment. The comment deadline was November 25, 2020. A subsequent TWG meeting was held on November 30, 2020, to review the TWG’s comments on the Draft Study Plans.

March 2021 – After receiving comments from the Technical Work Group (TWG) and others on the Draft Study Plans, the project owners held multiple meetings with the TWG in November and December 2020 to discuss their comments. The project owners then revised the study plans based on all comments received and distributed the Revised Draft Study Plans to the TWG on January 18, 2021, for a second round of review and comment. Another meeting with the TWG was held on January 25, 2021, to review the major revisions to the study plans and to answer any clarifying questions from the TWG before the comment deadline on January 29, 2021. The project owners revised the study plans again to address the second round of comments from the TWG, and then distributed the Proposed Final Study Plans to the parties to the 1991 Fish and Wildlife Agreement on February 24, 2021, for review and concurrence. The project owners are currently working to obtain all necessary permits and authorizations for the planned summer field work season.

The project owners were happy to report that letters had been received from all of the parties in the 1991 agreement officially concurring with the scope of work in the Study Plans. Following the process outlined by the state agencies, the concurrence letters from the four state agencies and the Proposed Final Study Plans were then sent to the Alaska Energy Authority (AEA) as the governor’s representative for review. The AEA provided no additional comments, and the Study Plans were finalized in May 2021.

June - August 2021 – Two of the primary studies being conducted in 2021 were an instream flow study and a geomorphology/sediment transport study. Both of these studies require a team to establish transects (cross sections) in the river for data collection. The project team conducted a site visit with the Technical Work Group (TWG) to establish exact transect locations. In order to collect data for both the instream flow and geomorphology/sediment transport studies, the project owners planned to use the drainage outlet gate at the base of the spillway in the dam to release specific flows into the river in the fall of 2021. However, this gate is not used on a regular basis and a large pile of rocks and debris had accumulated in front of it over the years. The project owners hired a team of divers to remove the rocks from the front of the gate so the gate could be inspected and determine if it was operational to conduct the study flows. The rock and debris removal was initiated and was scheduled to be completed in August. Upon inspection, there was some concern that the gate was not in good enough condition to conduct the flow releases in the fall 2021, so the decision was made to replace the gate in August at the same time as the remaining rock and debris are removed.

September 2021 – During the study planning process, concerns were raised that the study flow releases would result in unusually high flow conditions in the Eklutna River resulting in potentially hazardous conditions. Although there is no official public access to the Eklutna River, the river is still open for fishing, and trespassing to access the river does occur. With that in mind, the project owners have developed a Public Safety Plan in coordination with the Native Village of Eklutna, Eklutna, Inc., Chugach State Park, and the Anchorage Water and Wastewater Utility. The plan includes placing warning signs at all known access points to the Eklutna River and near the pond upstream of the dam, as well as, a formal notification of the flow release schedule to all of the project stakeholders, downstream landowners, and Native Village of Eklutna.

The study flow releases are also likely to mobilize and transport a large portion of the accumulated sediment from behind the lower dam site. Both the Alaska Department of Transportation and Public Facilities and the Alaska Railroad Corporation have expressed concern that the sediment would deposit downstream near their respective bridges and potentially cause negative impacts. The project owners reviewed all relevant available data and did not anticipate any negative impacts to downstream infrastructure. However, out of an abundance of caution, the project owners will monitor the streambed near the highway and railroad bridges daily during the study flow releases for any unanticipated sediment deposition or scour that would be cause for concern.

After replacing the drainage outlet gate at the spillway, consulting with the downstream landowners, and obtaining all of the necessary permits and authorizations, the project owners initiated the study flow releases. Drone footage of the flow releases at the dam can be viewed [here](#).

- Monday, September 13 – Initiated flow releases at 150 cfs
- Friday, September 24 – Decrease flows to 75 cfs
- Wednesday, September 29 – Decrease flows to 25 cfs
- Wednesday, October 6 – Decrease flows to 0 cfs

On September 14, representatives from the Anchorage Water and Wastewater Utility and the Native Village of Eklutna joined board members and CEOs from Chugach Electric and Matanuska Electric at the Eklutna Canyon campground to observe the study flow releases and learn more about the necessary preparation and expected outcomes of this part of the study program.

October 2021 – The study flow releases ended on October 6. The project owners were happy to report that field crews successfully collected data at established transects throughout the Eklutna River during each of the study flow releases. Additional transects in the river were surveyed before and after the study flow releases to examine how sediment would move under various flows. As expected, a large portion of the accumulated sediment from behind the lower dam site was mobilized and transported downstream by the study flow releases. Time-lapse videos of the sediment wedge can be viewed [here](#). However, no significant sediment deposition or scour was observed at the downstream highway or railroad bridges, and no public safety incidents were reported. The project team started analyzing the data that was collected in 2021 and drafting study reports.

The first year of field work has been completed, the project owners have initiated the study planning process for 2022. The project owners planned on continuing some of the aquatics studies that were initiated in 2021, as well as conducting new studies that will focus on other resource areas including terrestrial, recreation, and cultural resources. With that in mind, the

project owners have established three new Technical Work Groups (TWGs) for each of the new focus areas. The following entities are currently participating in one or more of the TWGs.

- Native Village of Eklutna (aquatics, terrestrial, recreation, cultural)
- Alaska Department of Fish and Game (aquatics, terrestrial, recreation)
- Alaska Department of Natural Resources – Chugach State Park (recreation)
- Alaska Department of Natural Resources – Office of History and Archaeology (cultural)
- U.S. Fish and Wildlife Service (aquatics, terrestrial, cultural)
- National Marine Fisheries Service (aquatics)
- Trout Unlimited (aquatics, recreation)
- Alaska Pacific University (aquatics, terrestrial)
- Hydropower Project Owners (aquatics, terrestrial, recreation, cultural)

November 2021 – Preliminary results from the studies in 2021 were presented to the aquatics Technical Work Group (TWG). The team continued to work on drafting year 1 study reports, which were planned to be distributed to the aquatics TWG in February, 2022, for review and comment.

Also, a proposed study program framework for year 2 was presented to all four TWGs. After receiving feedback from the TWGs regarding the studies to be conducted next year, the team immediately started drafting the year 2 study plans, which were distributed in February for review and comment. The year 2 study plans were planned to be distributed to all four TWGs as well as the parties to the 1991 agreement.

February 2022 – The draft year 1 study reports and the draft year 2 study plans were distributed to the Technical Work Groups (TWGs) and the parties to the 1991 Agreement (parties) on February 11. The TWGs and the parties had one month to review and provide comments to the project owners. Shortly after the comment deadline, the project owners scheduled a series of TWG meetings to address any substantive comments that would warrant further discussion. The project team revised as appropriate and distributed the Proposed Final Year 2 Study Plans to the parties for concurrence. The goal of the project owners was to receive concurrence from all of the parties by mid-May so that a second field season by late May could be initiated. The year 1 study reports and year 2 study plans were posted to the documents page of the project website.

March 2022 – The comment deadline for the draft year 1 study reports and year 2 study plans was March 11. A series of TWG meetings were scheduled for the week of March 21 to review the substantive comments that warranted further discussion. The draft year 2 study plans, and all of the comment letters were posted to the documents page of the project website.

April 2022 – The project team conducted a series of TWG meetings the week of March 21 to review the substantive comments on the draft year 2 study plans that warranted further discussion. This included comments on the study area, methods, and schedule for several key studies being conducted this year, including the geomorphology and sediment transport study, instream flow study, water quality study, fisheries studies, terrestrial wildlife studies, recreation study, cultural resources study, and engineering studies. The project team then developed a comprehensive comment-response table, revised the year 2 study plans, and distributed the proposed final year 2 study plans to the parties to the 1991 Agreement on April 1 for review and concurrence. The proposed final year 2 study plans, which includes the comment-response table as an appendix, will be posted to the documents page of the project website.

The project team has started to develop fish habitat and sediment transport models using the instream flow and geomorphology data that was collected last year. Part of this process includes establishing Habitat Suitability Criteria (HSC) curves for the Eklutna River. The project team distributed a draft technical memorandum with recommended HSC curves to the Aquatics TWG on February 25 for review and comment and then met with the Aquatics TWG on April 18 to discuss further. The project team is now working to finalize the HSC curves for the Eklutna River and will post the final tech memo to the documents page of the website. Modeling results will be presented to the Aquatics TWG later this year.

May 2022 – The project owners have received concurrence letters from all of the parties to the 1991 Agreement. The three state agencies (Alaska Department of Fish and Game, Alaska Department of Natural Resources, and the Alaska Department of Environmental Conservation) concurred with the proposed scope of work for all of the proposed studies. The two federal agencies concurred with the proposed scope of work for 10 of the proposed studies but have reserved their concurrence on the proposed year 2 efforts for both the instream flow study and the geomorphology and sediment transport study until modeling results are available later this year. The project team will finalize the study plans and post them to the documents page of the website along with all of the concurrence letters.

June 2022 – After obtaining all of the necessary permits, the project team initiated the second study year by conducting some early season study efforts this spring, which included:

- Collecting new LiDAR data and aerial imagery of the Eklutna River to further assess how the flow releases last year moved sediment throughout the river
- Downloading winter flow data from the stream gages in the river and winter temperature data from the thermistor strings in the lake
- Deploying both time-lapse and motion-sensitive wildlife cameras at key locations along the river to determine what species are using the study area
- Sampling for moose browse to help assess if moose numbers now are below the habitat carrying capacity
- Surveying for migratory waterfowl, shorebirds, and raptors to assess their seasonal use of wetlands and other habitat

September 2022 – During field work this week, two hand-hewn logs from the Eklutna Alex cabin were found on the lake shoreline near the Eklutna Lake Campground, nearly seven miles from where they originated at the head of the lake. Since this is a well-used area of the park known for people making campfires, there was concern that the cabin logs may be vulnerable to burning or damage. McMillen Jacobs notified the Native Village of Eklutna, Chugach State Park, and State Historic Preservation Office within 24 hours so that a plan could be developed to move/protect them. The cabin logs have since been returned to Eklutna Village. The tribe intends to preserve the remnants and perhaps feature the cabin logs in a display with interpretive information.

October 2022 - Leadership from the Native Village of Eklutna (NVE) and the owners of the Eklutna Hydroelectric Project met on October 19 to discuss continued opportunities to work together and collaborate on the efforts around the 1991 Fish & Wildlife Agreement. Led by NVE Tribal Council President and Chair Aaron Leggett, several members of the Council joined Anchorage Municipal Manager Amy Demboski, Chugach Electric CEO Arthur Miller, Matanuska Electric (MEA) CEO Tony Izzo, along with board members and staff from the organizations. The Tribal Council members recounted some of the history of the Eklutna people, the Eklutna River, and surrounding land, as well as compelling stories of individual experiences and relationships

with the area. The meeting also focused on opportunities for the stakeholders to work together on possible funding sources as the study efforts are finalized and potential fish and wildlife mitigation and enhancement projects are studied.

November 2022 – Using the data that was collected before, during, and after the study flow releases last year, the project team has developed an instream flow model and a sediment transport model for the Eklutna River. Preliminary results from both of these models, as well as some preliminary fisheries and water quality results from the lake studies, were presented to the Aquatics Technical Work Group (TWG) during a series of three meetings this fall. At each of these meetings, the project team also presented ideas for potential engineering solutions that would provide flows into the Eklutna River and fish passage into Eklutna Lake. Next steps include phase 1 of the engineering feasibility and cost assessment, which includes developing conceptual designs and high-level cost estimates. Supplemental instream flow analysis and phase 1 engineering results (conceptual designs and high-level cost estimates) will be presented to the Aquatics TWG this winter.

February 2023 – On February 13, the project team presented the preliminary 2D fish habitat modeling results to the Aquatics Technical Work Group (TWG). This supplemental analysis was conducted for specific reaches of the Eklutna River that could not be evaluated as part of the 1D fish habitat modeling effort due to hydraulic complexity, channel instability, and access issues. The full year 2 study results were distributed to the TWGs in March for review and comment, including the conceptual designs and cost estimates developed during phase 1 of the engineering feasibility and cost assessment. These results will inform the comprehensive alternatives analysis to be initiated in the spring of this year.

March 2023 – The Alaska Section of the American Water Resources Association held their annual conference in Anchorage on March 6 – 8, 2023. The Eklutna Hydroelectric Project team was invited to present at the conference. Samantha Owen, the Project Manager, presented an overview of the hydro project, the requirements of the Fish and Wildlife Agreement, and the overall study program. Kathy Dubé, the Geomorphology and Sediment Transport Study Lead, presented her study results and discussed how these results will be used to inform the development of a future Fish and Wildlife Program. The draft Year 2 study reports were distributed to the Technical Work Groups (TWGs) on March 24. During the week of March 27th, the project owners held a series of TWG meetings to provide a broad overview of the study results, answer questions, and go over the next steps. The TWGs will have one month to review and provide comments to the project owners by April 21st. The project team will then revise the reports as appropriate and distribute the Final Year 2 Study Reports and comment responses in May.

April 2023 – The alternatives analysis process has begun. The first in a series of 5 alternatives analysis meetings was held April 6th with the project owners, members of the Technical Work Groups (TWGs), and parties to the 1991 Fish and Wildlife Agreement in attendance. The alternatives analysis process was presented including the Cost Effectiveness and Incremental Cost Analysis model. Attendees were invited to submit comprehensive alternatives for analysis using a form listing the various component options. These alternatives will be discussed at upcoming alternatives analysis meetings.

May 2023 – The second alternatives analysis meeting was held May 17th. The Phase 1 engineering for the replacement dam alternative was presented, followed by a review of over 30 comprehensive alternatives submitted by the hydro project owners and several stakeholders including the Native Village of Eklutna, Alaska Department of Fish and Game, Chugach State

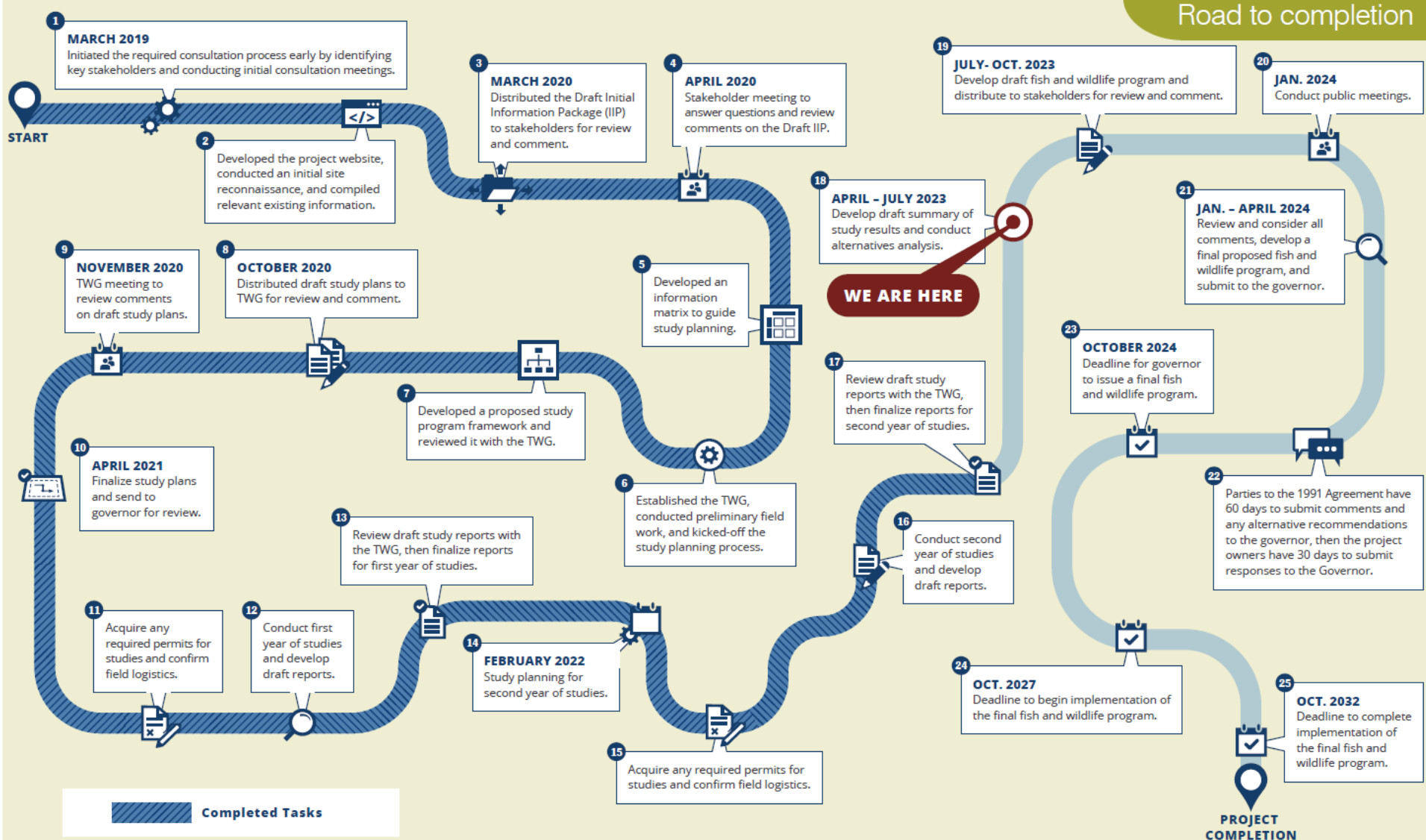
Park, National Marine Fisheries Service, U.S. Fish and Wildlife Service, Trout Unlimited, and The Conservation Fund. Each of the comprehensive alternatives was analyzed using a cost effectiveness model, and results were presented at the meeting. Attendees were invited to revise and resubmit their comprehensive alternatives, if desired, for further discussion at upcoming alternatives analysis meetings with an aim of narrowing down potential alternatives.

2023 - 2024 – Conduct public meetings, resolve any disagreements, and submit proposal to the Governor.

Check in on the progress at: <https://www.eklutnahydro.com/project-schedule/>

Source: Eklutna Hydro. Accessed September 11, 2023. <https://www.eklutnahydro.com/project-schedule/>,

Source: Eklutna Hydro. Accessed September 11, 2023. [Eklutna-Newsletter-Spring-2023.pdf \(eklutnahydro.com\)](#)



Anchorage Hydropower Utility External Impacts

A 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) came to an agreement that requires the owners 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
- develop and propose a Fish & Wildlife Program to the Governor.

The Governor will then 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 & Game (ADF&G), the Alaska Department of Environmental Conservation (ADEC), 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 11, 2023. <https://www.eklutnahydro.com/background/>

Anchorage Hydropower Utility Capital Overview

Capital Project Selection Process

The Eklutna Operating Committee (EOC), of which the Municipality is a member, reviews engineering and operating reports, maintenance schedules, and other information about the condition of the generation assets of the Eklutna Power Project (the Project). The EOC develops a five-year capital plan and develops and approves a current year capital project budget based on need, available resources, and schedule.

Significant Projects

Fish & Wildlife Project – In compliance with the 1991 Fish and Wildlife Agreement between the Eklutna project owners, the Federal government, and the State of Alaska, Anchorage Hydropower is responsible to pay for 19.04% of the costs associated with developing and implementing a Fish & Wildlife Study Plan, designed to mitigate any effects of the hydroelectric activity of the Project on fish and wildlife in the area.

Impacts on Future Operating Budgets

The entity must retain equity for the payment of capital projects in the future. The Municipality is responsible for 19.04% of the Eklutna generation capital expenditures and any future Fish & Wildlife project expenditures.

Anchorage Hydropower Utility
8 Year Summary
(\$ in thousands)

Financial Overview	2022	2023	2024	2025	2026	2027	2028	2029
	Actuals Unaudited		Proforma					
Revenues	4,992	4,952	4,797	4,845	4,890	4,935	4,980	5,025
Expenses and Transfers ⁽¹⁾	3,167	3,441	3,601	3,650	3,699	3,748	3,797	3,846
Net Income(Loss)	1,825	1,511	1,196	1,195	1,191	1,187	1,183	1,179
Charges by/to Other Departments	35	35	35	36	37	38	39	40
Dividend to General Government	300	300	300	300	300	300	300	300
Transfers to General Government ⁽²⁾	335	335	335	336	337	338	339	340
Operating Cash	804	300	515	533	551	572	592	592
Construction Cash Pool	-	1,654	1,075	872	724	786	780	1,300
Restricted Cash	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Total Cash	3,804	4,954	4,590	4,405	4,275	4,358	4,372	4,892
Net Position/Equity 12/31	5,200	10,900	12,096	13,291	14,482	15,669	16,852	18,031
Capital Assets Beginning Balance	-	8,175	8,883	9,483	10,083	10,683	12,445	14,608
Asset Additions Placed in Service	8,175	708	600	600	600	1,762	2,163	3,431
Net Capital Assets (12/31)	8,175	8,883	9,483	10,083	10,683	12,445	14,608	18,039
Equity Funding Available for Capital	-	-	600	600	600	1,762	2,163	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 Utility Statement of Revenues and Expenses

	2022 Actuals Unaudited	2023 Proforma	\$ Change	2023 Revised	\$ Change	2024 Approved	24 v 23 % Change
Operating Revenue							
Wholesale Power Sales	2,274,149	2,274,000	(560,284)	1,713,716	(97,725)	1,615,991	-5.70%
Water Diversion Income	238,926	90,168	159,832	250,000	-	250,000	0.00%
Total Operating Revenue	2,513,075	2,364,168	(400,452)	1,963,716	(97,725)	1,865,991	-4.98%
Non Operating Revenue							
Chugach Revenues	2,539,706	2,587,845	-	2,587,845	(25,886)	2,561,959	-1.00%
Investment Income	(61,138)	-	308,000	308,000	61,000	369,000	19.81%
Other Income	10	-	-	-	-	-	0.00%
Total Non Operating Revenue	2,478,577	2,587,845	308,000	2,895,845	35,114	2,930,959	1.21%
Total Revenue	4,991,652	4,952,013	(92,452)	4,859,561	(62,611)	4,796,950	-1.29%
Operating Expense							
Salaries and Benefits	-	-	181,507	181,507	7,010	188,517	3.86%
Total Labor	-	-	181,507	181,507	7,010	188,517	3.86%
Travel	-	-	-	-	-	-	0.00%
Contractual/Other Services	204,096	216,426	(2,426)	214,000	-	214,000	0.00%
Transfers to Other Funds	2,326,125	2,587,845	-	2,587,845	(25,886)	2,561,959	-1.00%
Dividend to General Government	300,000	300,000	-	300,000	-	300,000	0.00%
Manageable Direct Cost Total	2,830,221	3,104,271	(2,426)	3,101,845	(25,886)	3,075,959	-0.83%
Municipal Enterprise/Utility Service Assessment	-	-	-	-	-	-	0.00%
Depreciation/Amortization	301,806	301,362	-	301,362	-	301,362	0.00%
Non-Manageable Direct Cost Total	301,806	301,362	-	301,362	-	301,362	0.00%
Charges by/to Other Departments	34,954	34,954	-	34,954	-	34,954	0.00%
Total Operating Expense	3,166,981	3,440,587	179,081	3,619,668	(18,876)	3,600,792	-0.52%
Total Expense	3,166,981	3,440,587	179,081	3,619,668	(18,876)	3,600,792	-0.52%
Net Income (Loss)	1,824,671	1,511,426	(271,533)	1,239,893	(43,735)	1,196,158	-3.53%
Appropriation:							
Total Expense		3,440,587	179,081	3,619,668	(18,876)	3,600,792	-0.52%
Less: Non Cash Items							
Depreciation/Amortization		300,966	396	301,362	-	301,362	0.00%
Total Non-Cash		300,966	396	301,362	-	301,362	0.00%
Amount to be Appropriated (Function Cost/Cash Expense)		3,139,621	178,685	3,318,306	(18,876)	3,299,430	-0.57%

Anchorage Hydropower Utility Reconciliation from 2023 Revised Budget to 2024 Approved Budget

	Expenses	Positions		
		FT	PT	Temp/ Seas
2023 Revised Budget (Appropriation)	3,318,306	1	-	-
Changes in Existing Programs/Funding for 2024				
- Salaries and Benefits Adjustments	7,010	-	-	-
- Transfer to Municipal Trust to align to CEA payment amount	(25,886)	-	-	-
2024 Continuation Level	3,299,430	1	-	-
2024 Proposed Budget Changes				
- None	-	-	-	-
2024 Approved Budget	3,299,430	1	-	-
2024 Budget Adjustment for Accounting Transactions (Appropriation)				
- None	-	-	-	-
2024 Approved Budget (Appropriation)	3,299,430	1	-	-
2024 Approved FTE				
	1.0	1.0	-	-

Anchorage Hydropower Utility 2024 Capital Improvement Budget

(in thousands)

Projects	Debt	State	Federal	Equity	Total
Fish & Wildlife	-	-	-	325	325
Total	-	-	-	325	325

Anchorage Hydropower Utility 2024 - 2029 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Anchorage Hydropower Utility						
Fish & Wildlife	2024	-	-	-	325	325
	2025	-	-	-	325	325
	2026	-	-	-	325	325
	2027	-	-	-	325	325
	2028	-	-	-	325	325
	2029	-	-	-	325	325
		-	-	-	1,950	1,950
	Total	-	-	-	1,950	1,950

Fish & Wildlife

Project ID 2021003 **Department** Anchorage Hydropower Utility
Project Type New **Start Date** January 2021
District **End Date** December 2029

Community Council

Description

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

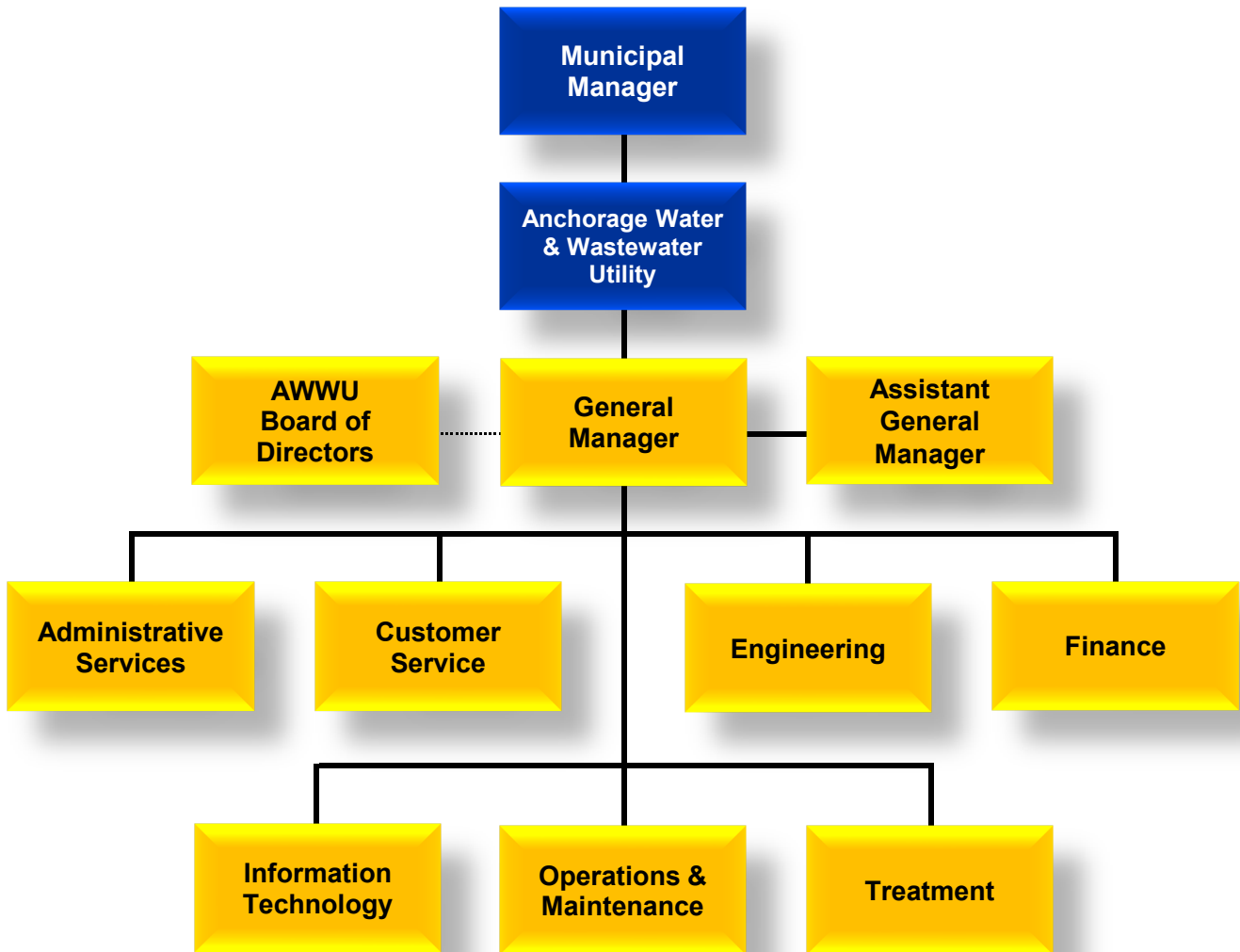
Comments

The Eklutna Operations Committee has approved projects that are required for components of generators. The Chugach Electric Association (CEA), Municipality of Anchorage (MOA), and Matanuska Electric Association (MEA) proportionately share the costs as approved in the sale agreement:
 CEA - 64.29%
 MOA - 19.04%
 MEA - 16.67%

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	531200 - Anchorage Hydropower CIP	325	325	325	325	325	325	1,950
Total (in thousands)		325	325	325	325	325	325	1,950

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 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 243,000 people via nearly 56,600 customer accounts. The certificated sewer service area is larger, encompassing nearly all of the Municipality. ASU currently provides sewer service to approximately 252,500 people via approximately 57,700 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 and the wells which supply Girdwood are operated year-round and serve as the primary supply sources 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 Water Treatment Facility now provides approximately 92% 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 (WWTF) to treat wastewater collected in three geographically separate but commonly managed sewer systems. The largest of these is the John M. Asplund WWTF located at Point Woronzof. The 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. AWWU is working with the EPA on permit renewal with ongoing efforts including additional data collection, mixing zone study, and other efforts to support the permit renewal.

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 Wastewater Treatment Facility Permit was renewed on March 1, 2020 by Alaska Department of Environmental Conservation (ADEC), which has assumed primacy from EPA over permits for wastewater discharge to fresh water and is valid for five years.



Asplund Facility



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 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 2010 to present, plant in service has increased by 32.0% from \$709.3 million to \$936.3 million for AWU and by 38.3% from \$554.6 million to \$767.0 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).

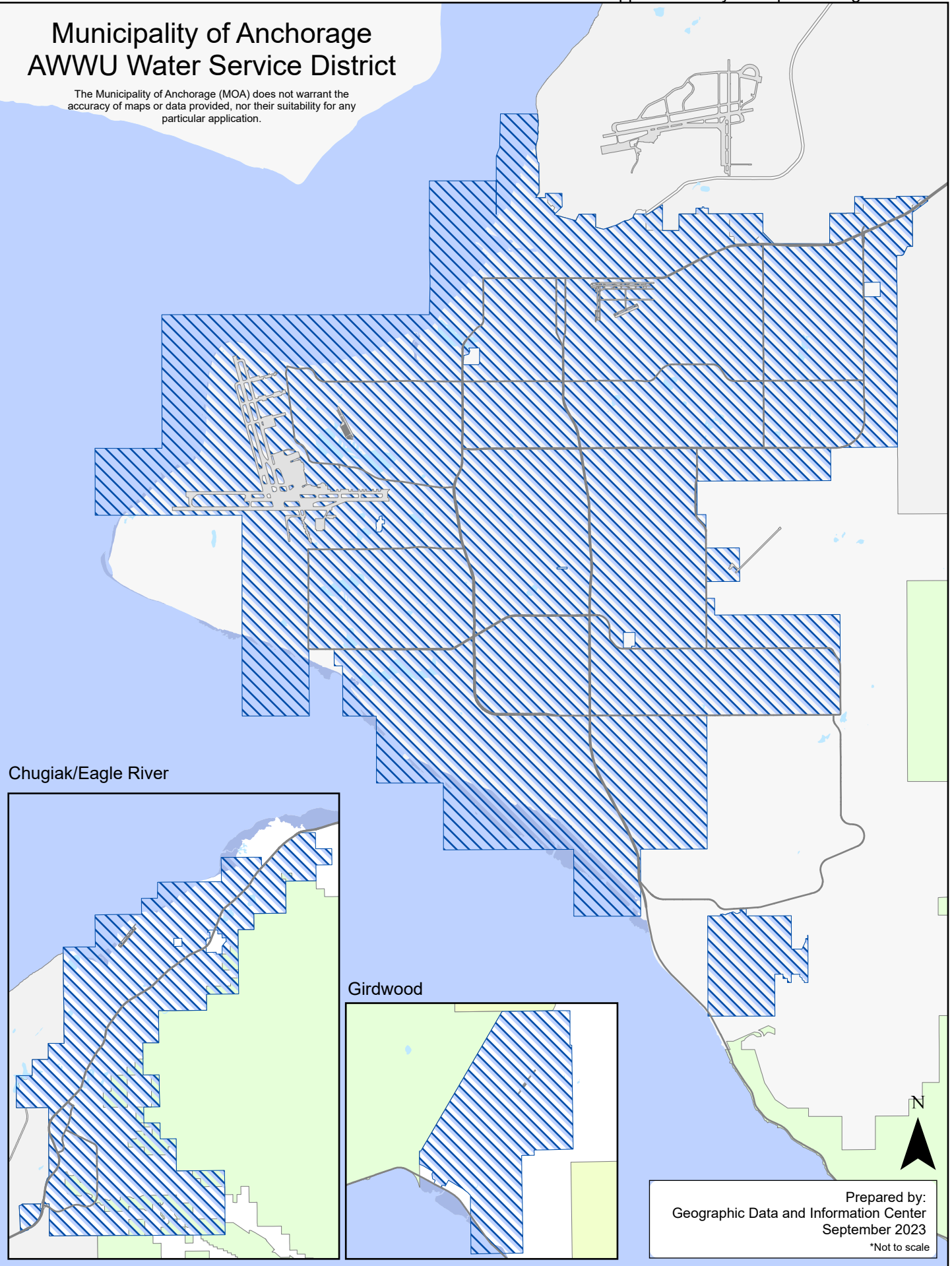
Organization

The General Manager's office is responsible for overall operation of AWWU that includes the following 7 divisions:

- Administrative Services Division provides for training, safety, and internal and external communications.
- Customer Service Division is responsible for responding to customer inquiries, billing and collections for both utilities, issuing of permits, and field service functions.
- Engineering Division is responsible for development and execution of AWWU's capital program and for system planning.
- Finance Division is responsible for all general ledger and plant accounting, preparation of utility budgets and financial statements, and regulatory filings.
- Information Technology Division provides support for all AWWU computers, network, and software systems.
- 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.
- 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 environmental regulations.

Municipality of Anchorage AWWU Water Service District

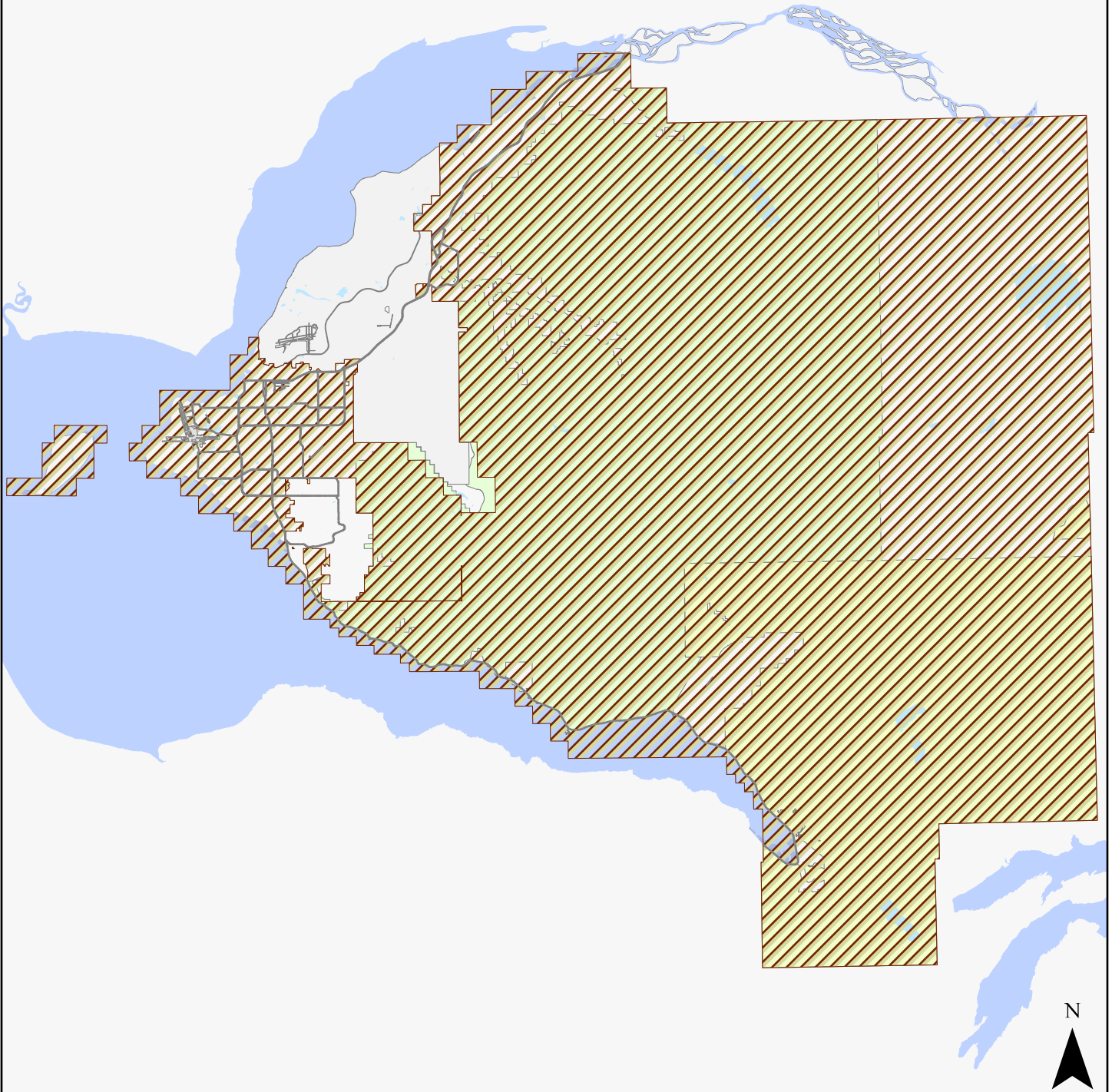
The Municipality of Anchorage (MOA) does not warrant the accuracy of maps or data provided, nor their suitability for any particular application.



Prepared by:
Geographic Data and Information Center
September 2023
*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 2023
*Not to scale

Anchorage Water & Wastewater Utility Business Plan

Mission

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

Services

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

Business Goals

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

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

Strategies to Achieve Goals

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

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

Performance Measures to Track Progress in Achieving Goals

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

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

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
 - 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

Measure 1: Compliance with all State and Federal drinking water, wastewater, and clean air standards	Goal	2023				Past Years						
		Q4	Q3	Q2	Q1	2022	2021	2020	2019	2018	2017	
Safe Drinking Water Act Compliance (%)				100	100	100	100	100	100	100	99.8	97.6
Clean Water Act (NPDES permit) Compliance (%)				99.92	100	99.81	100	100	100	100	100	100
-Asplund				100	100	99.94	99.95	99.6	97.8	99.7	100	100
-Eagle River				100	100	99.88	99.93	98.95	99.7	99.3	100	100
-Girdwood				99.76	100	99.63	99.48	99.43	99.4	100	100	100
Clean Air Act Compliance (%) (Asplund Incinerator)				99.98	99.99	100	100	99.99	100	100	100	100

Measure #2: Number of planned and unplanned water outages
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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 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)	2023 (monthly average)	4 th Q 2023 (monthly average)	3 rd Q 2023 (monthly average)	2 nd Q 2023 (monthly average)	1 st Q 2023 (monthly average)	Historical monthly average				
							2022	2021	2020	2019	2018
Planned Outages											
<4 hours	<20				10	0	3	1	30	11	10
4-12 hours	<20				0	0	6	10	23	37	16
>12 hours	0				0	0	0	3	0	0	3
Unplanned Outages											
<4 hours	<20				33	62	23	34	63	17	38
4-12 hours	<50				25	66	15	28	32	36	42
>12 hours	0				10	0	1	3	3	3	11

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	2023				Historical monthly average					
		Q4	Q3	Q2	Q1	2022	2021	2020	2019	2018	2017
Measure 3: Sanitary Sewer Overflows (monthly)	<1.5			1.00	1.67	0.67	1.75	1.1	1.33	1.23	0.91

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	2022	2021	2020	2019	2018	2017	2016
Measure 4: Number of reportable injuries and accidents (annual)	<4.60	4.34	3.44	.858	4.08	7.1	4.45	6.30

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

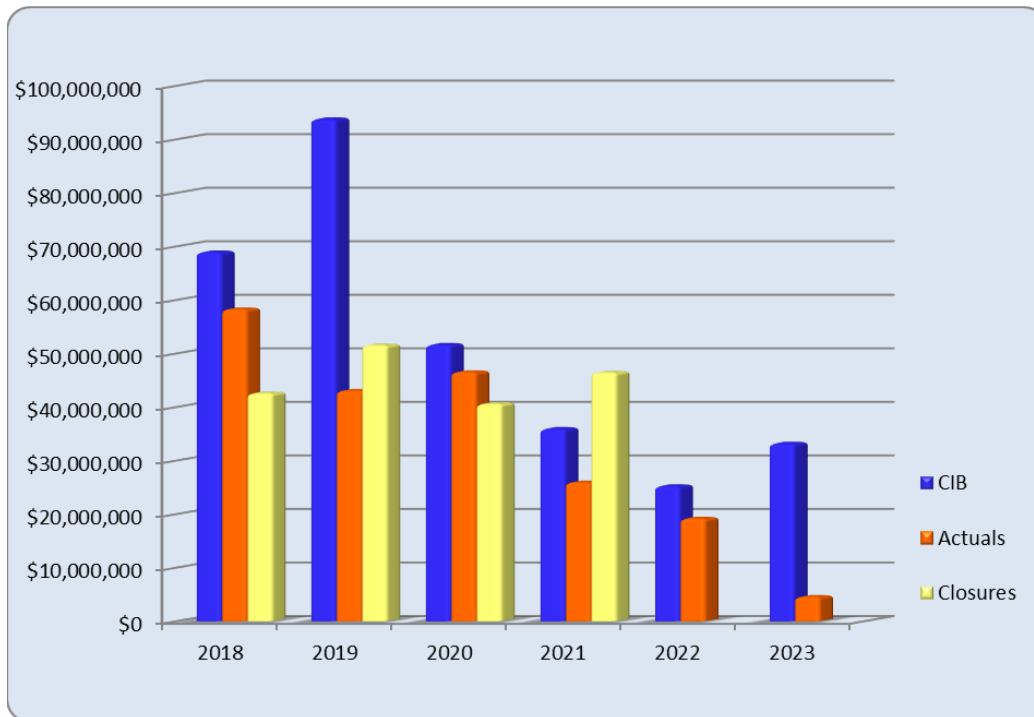
The information will be displayed numerically and graphically in monthly reports.

Used By

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

Results

	Goal	2023	Historical Information				
			2022	2021	2020	2019	2018
Measure 5: Execution of Capital Improvement Budget (annual)	75%	14%	81%	72%	90%	46%	85%



Budget, Expenditures, and Closures through June 2023

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

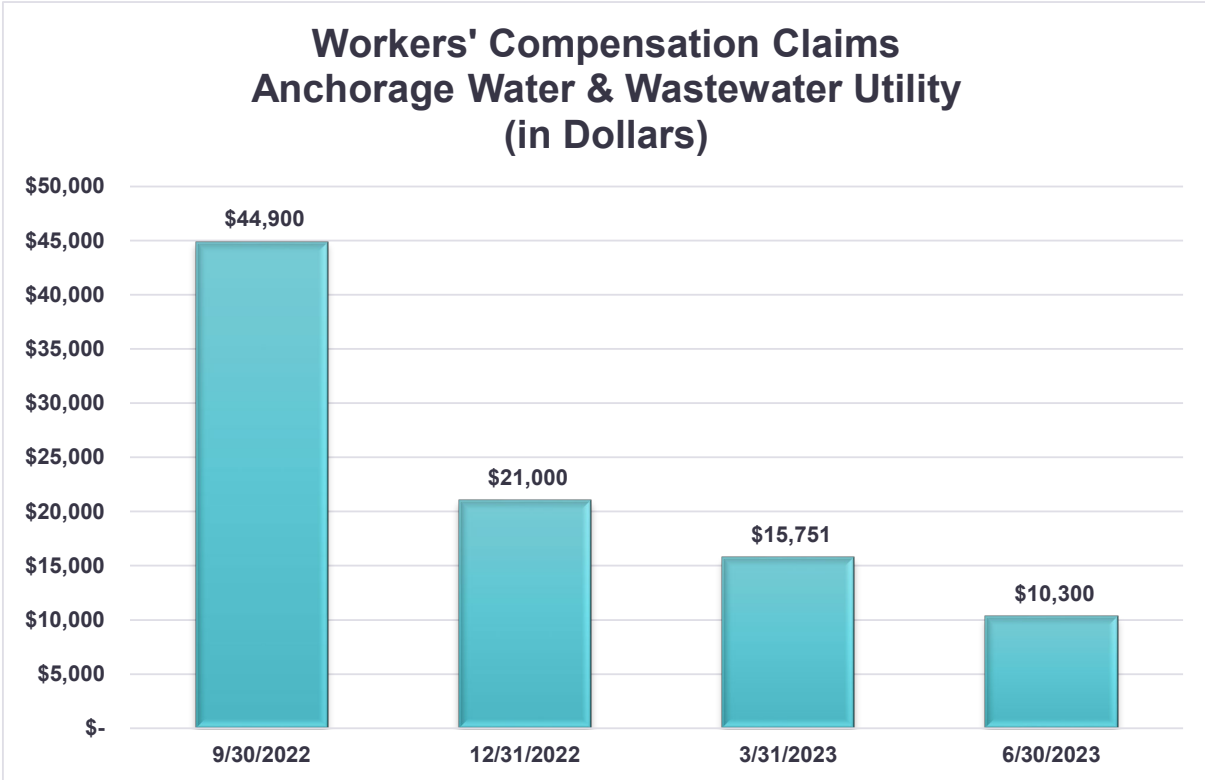
Measure 6: Debt to Equity Ratio (annual)	Goal	*2022	2021	2020	2019	2018	2017	2016
Water Utility	67/33	51/49	54/46	56/44	58/42	60/40	61/39	62/38
Wastewater Utility	67/33	57/43	60/40	63/37	64/36	65/35	64/36	67/33

* Fiscal year 2022 ratios are based on draft unaudited numbers.

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 \$936.3 million that delivers an average of 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, the Anchorage Water & 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. 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. The 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 J.M. Asplund Wastewater Treatment Facility (WWTF) for Anchorage, the Girdwood Wastewater Treatment Facility and the Eagle River Wastewater Treatment Facility. The wastewater utility is now owned and governed by the Municipality of Anchorage after 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 \$767 million, treating an average of 32 million gallons of effluent each day.

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 the approval of the Anchorage Assembly. 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, finance/accounting, engineering, and public health, in addition to 2 at-large citizen members, and 1 represented AWWU employee. 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, 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 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. 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.

AWWU's audited financial statements are available at [Financial Statements | Anchorage Water and Wastewater Utility \(awwu.biz\)](https://www.awwu.biz)

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 John M. Asplund WWTF is one of the few facilities in the nation operating as a primary treatment facility under Section 301(h) of the Clean Water Act. The primary treatment provided by this facility removes up to 46% of the biological oxygen demand 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 WWTF and Girdwood WWTF 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 2022, the Asplund WWTF treated an average of 30.23 million gallons per day (mgd). The Eagle River WWTF treated an average 1.42 mgd and the Girdwood WWTF treated an average 0.43 mgd. The three facilities have a combined design capacity of 61.1 mgd. The wastewater collection system has approximately 762 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, 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. 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 Water Treatment Facility 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 Water Treatment Facility 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, 92 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 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

Infrastructure Resiliency

With the uncertainty of national economic conditions, the utility is seeing a positive return on several key efforts that increase our service resiliency such as efficient treatment process upgrades at Asplund Wastewater Treatment Facility and Utility Asset Management Software. In 2021 Asplund Wastewater Treatment plant increased the storage capabilities from 13,500 gallons to 53,300 gallons for the chemical sodium hypochlorite produced at the facility. The increased storage of the chemical largely eliminated the need for purchase of the chemical, meaning the utility is less susceptible to supply chain concerns.

In addition, AWWU has increased the integration and capacity of asset management analyses and planning with our operational and capital efforts. The increased investment in programmatic condition assessment of the water and sewer systems provides up-to-date status of equipment and components allowing for analyses in the Utility's Asset Management Information System (AMIS). This AMIS software checks the condition of assets against the asset management policies of the utility to replace or rehabilitate assets on a risk and needs basis, as opposed to age. This enhanced data capture and analyses extends the life of capital assets, in consideration of operational offsets.

Inflation

Inflation has affected the utility in many areas, but particularly chemicals, fuel, and utilities.

Staffing

As is happening at a national level, finding qualified applicants has been a challenge to the utility. This has caused delays in needed activities such as preventative maintenance potentially costing the utility more money in the future. AWWU is continuing to work with the Municipal Administration to recruit and retain qualified employees.

Supply Chain

Some pumps, motors, electrical and instrumentation equipment, and other items have been a challenge to receive due to global supply chain issues.

Federal Infrastructure Loans and Grants

Congress has authorized infrastructure grants/loans throughout the nation. Much has been targeted toward Water and Wastewater Utilities. Most of these funds will run through the State's Revolving Loan program administered by the Alaska Department of Environmental Compliance. By the current definition of "Disadvantaged Community," AWWU does not qualify for grants or loan forgiveness. AWWU is in ongoing discussions with the State of Alaska to qualify for grant and loan forgiveness.

Cybersecurity

The utility industry and AWWU have been declared critical infrastructure and will likely continue to endure cybersecurity threats for the foreseeable future. AWWU has been proactive in planning and implementing measures to prevent, protect, and mitigate any current potential threat. In 2022 and beyond this will require AWWU to continue to acquire and implement the necessary goods and services required to maintain the utility's cybersecurity. The utility will look for and identify one-time opportunities aligned with the utility's implementation of

cybersecurity as well as monitor and identify any reoccurring cybersecurity expense that may qualify for special funding.

Rate Increases Requested and Approved

	Calculated Rate Increases		Requested Permanent Rate Increases		Approved Rate Increases		Comments
	AWU	ASU	AWU	ASU	AWU	ASU	
2004	14.20%	8.10%	14.20%	8.10%	13.60%	8.10%	
2005	7.20%	6.80%	7.20%	6.80%	7.80%	3.00%	
2006	12.40%	15.00%	8.90%	10.60%	6.50%	10.60%	
2007	15.00%	17.80%	14.50%	13.00%	7.00%	9.50%	
2008	-	-	-	-	-	-	
2009	8.70%	8.00%	7.00%	6.50%	5.60%	6.50%	
2010	7.00%	9.50%	2.50%	2.50%	2.50%	2.50%	
2011	18.50%	26.20%	8.00%	15.00%	8.00%	15.00%	
2012	13.00%	16.60%	6.00%	11.00%	6.00%	11.00%	
2013	9.10%	6.80%	6.00%	4.50%	6.00%	4.50%	
2014	5.60%	6.70%	4.00%	5.50%	2.30%	4.30%	
2015	-	-	-	-	-	-	
2016	-	-	-	-	-	-	
2017	-	11.90%	-	9.50%	-	9.50%	
2018	4.50%	4.20%	3.00%	2.50%	3.00%	1.00%	
2019	8.30%	10.50%	7.00%	9.50%	6.50%	6.90%	
2020	-	-	-	-	-	-	
2021	4.86%	11.67%	2.00%	8.00%	2.00%	8.00%	
2022	-	-	1.75%	3.75%	1.75%	3.75%	
2023	-	-	-	-	-	-	AWWU filed Plant Replacement Improvement Surcharge Mechanism (PRISM) rates of 1.85% for AWU and 0.81% for ASU. PRISM was approved by Regulatory Commission as filed.
2024	9.05%	4.88%	3.00%	3.00%	TBD	TBD	Rate case not yet filed, calculated rate increases reported are subject to change as the revenue requirement study work is still in process.

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.

*The Plant Replacement and Improvement Surcharge Mechanism (PRISM) is an alternative rate recovery mechanism permitted under Alaska state regulations pursuant to 3 AAC 52.800 through 3 AAC 52.890. Water and wastewater utilities are permitted to implement a surcharge to recover eligible capital costs completed and placed in service between general rate cases (Revenue Requirement Studies). PRISM rates are reset to 0% when a Revenue Requirement Study impacting service rates is filed with the Regulatory Commission of Alaska.

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. AWWU is working with the EPA on permit renewal with ongoing efforts including additional data collection, mixing zone study, and other efforts to support the permit renewal.

Infrastructure

The infrastructure required to provide reliable water and sewer service requires continual annual capital investments to maintain expected service levels and prudently mitigate long term risk. Anchorage Water and Wastewater Utility (AWWU) continuously evaluates Anchorage Water Utility and Anchorage Sewer Utility assets using industry standard best management practices through our asset management program which identifies the need for specific capital projects. In this program, AWWU performs extensive condition assessment monitoring and evaluation using both AWWU staff and specialized contractors. This work culminates in business case analyses that best determine solutions offering the lowest overall life cycle costs.

The November 2018 earthquake was an empirical data point that exhibited the benefit of successful strategic investments made by AWWU over the last decade. While the earthquake did cause significant damage to AWWU systems, operations staff were able to maintain uninterrupted and reliable water and wastewater services through that catastrophic event. As such, AWWU has begun to modestly scale back capital investment.

Per- and Poly-Fluoroalkyl Substances (PFAS)

PFAS are known as forever chemicals and have been identified as a public health and environmental issue facing communities across the United States. PFAS have been manufactured and used in a variety of industries in the United States and around the globe since the 1940s, and they are still being used today. Because of the duration and breadth of use, PFAS can be found in surface water, groundwater, soil, and air—from remote rural areas to densely-populated urban centers. A growing body of scientific evidence shows that exposure at certain levels to specific PFAS can adversely impact human health and other living things. Standards have not been fully developed but may be an issue for AWWU into the future. Tests to date show a low amount in the wastewater. Tests to date of AWWU's surface water treatment facilities do not detect these compounds. Tests to date of all AWWU high production groundwater wells detected measurable quantities of these compounds in three wells in the

Anchorage Bowl. Test results from two of the three wells are below the proposed drinking water standard and one exceeds the proposed drinking water standards. AWWU has implemented management controls on these three wells; completely removing from service the well with PFAS quantities above the proposed drinking water standard.

Anchorage Water & Wastewater Utility Capital Overview

Capital Project Selection Process

Anchorage Water and Wastewater Utility (AWWU) continuously evaluates Anchorage Water Utility (AWU) and Anchorage Sewer Utility (ASU) assets using industry standard best management practices which identify the need for capital projects. As assets age and deteriorate over time they become problematic and either disproportionately lower customer levels of service, have disproportionately high operations and maintenance cost, or increase risk liability. Capital project expenditures address one or more of these issues. The typical origin of capital projects is from facility plans, asset management plans, master plans, or day to day operations. AWWU has the following types of capital projects:

- Water Treatment Facility Plant
- Water Transmission or Distribution
- Sewer Trunk or Collection System
- Wastewater Treatment Facility Plant
- Other Facilities and Plant not directly involved:
 - The treatment of raw water or delivery of finished water
 - The collection or treatment of sanitary sewer
- Miscellaneous Equipment (non-dedicated to a specific facility or location)
- Facility Plans and Master Plans
- Information Technology Hardware and Software
- Vehicles

For an issue of concern, not previously identified, to become a capital project listed above, AWWU develops a Business Case Evaluation (BCE) which summarizes the concern, identifies alternative solutions, and calculates the risk matrix score. AWWU uses a standardized risk matrix to score different aspects of potential projects like safety, security, criticality, customer needs, maintenance requirements, and financial benefit. The matrix score produces a risk number so projects in different categories can be compared (i.e., Water Treatment Facility Plant project vs. Information Technology Hardware and Software project). AWWU takes these justification documents (BCE and matrix score) and in conjunction with the long-range financial plan, selects which capital projects to move forward and schedules them within the 6-year Capital Improvement Program.

Significant Projects

Water Treatment Facility Plant Projects include improvements and equipment for the Eklutna Water Treatment Facility, Ship Creek Water Treatment Facility, and any source water improvements including wells or well sites.

Wastewater Treatment Facility Plant Projects include improvements and equipment for the Eagle River Wastewater Treatment Facility, Asplund Wastewater Treatment Facility, Girdwood Wastewater Treatment Facility, and Septage Receiving Stations.

Water Transmission and Distribution System Projects are any improvements to the pipe network of the distribution system from Eklutna Lake to Potter Valley in Anchorage and the distribution system in Girdwood.

Sewer Collection System Projects are any improvements to the pipe network of the sanitary sewer collection systems in Eagle River, Anchorage, and Girdwood.

Sewer Pumping Plant Projects are any improvements to the sanitary sewer pumping facilities in Eagle River, Anchorage, and Girdwood.

For both AWU and ASU, general and intangible plant improvements are broken into the following projects:

- Facility and Master Plans
- Information Technology Hardware and Software
- Other Plant and Facilities include improvements to those facilities not directly associated with:
 - The treatment of raw water or delivery of finished water
 - The collection or treatment of sanitary sewer
- Miscellaneous Equipment (non-dedicated to a specific facility or location)
- Vehicles

A portion of annual capital funding is reserved for unplanned projects in any of the aforementioned categories and unanticipated coordination due to unplanned projects of agencies such as the Alaska Department of Transportation and Public Facilities or MOA Project Management and Engineering.

Impacts on Future Operating Budgets

One of the overarching goals of AWWU is to balance the ratepayer's expected level of service while maintaining reasonable rates. Rates are a function of both capital spend and annual operating expenses. One of the intents, among many, of the Capital Program is to decrease long term operating expenses. Other objectives of the Capital Program, such as risk mitigation, level of service adjustment, and parity replacement of existing infrastructure do not materially impact future operating budgets. The balance between current capital spend and future operating budgets is a function of AWWU's long-range financial plan that identifies the available capital funding in consideration of anticipated operational costs. AWWU's project selection process prioritizes the greatest operational cost savings for the ratepayers given prudent utility industry practices.

Anchorage Water Utility
8 Year Summary
(\$ in thousands)

Financial Overview	2022	2023	2024	2025	2026	2027	2028	2029
	Actuals Unaudited	Proforma	Approved	Forecast				
Revenues	67,313	70,986	73,851	75,252	78,922	82,802	85,802	88,812
Expenses and Transfers ⁽¹⁾	54,969	59,039	61,260	66,430	69,480	72,190	74,910	76,990
Net Income (Loss)	12,344	11,947	12,591	8,822	9,442	10,612	10,892	11,822
Charges by/to Other Departments	2,279	2,415	2,429	2,575	2,729	2,893	3,067	3,251
Municipal Enterprise/Utility Service Assessment	9,201	9,232	9,196	11,630	12,490	13,370	14,210	14,980
Dividend to General Government	300	1,500	1,500	1,000	1,000	1,000	1,000	1,000
Transfers to General Government ⁽²⁾	11,780	13,147	13,125	15,205	16,219	17,263	18,277	19,231
Operating Cash	34,008	25,763	20,307	13,438	13,106	14,288	16,105	17,503
Construction Cash Pool	17,436	34,936	35,036	35,236	35,176	35,376	35,276	35,376
Restricted Cash	9,290	11,000	11,500	13,000	13,000	13,000	13,000	13,000
Total Cash	60,734	71,699	66,843	61,674	61,282	62,664	64,381	65,879
Net Position/Equity 12/31	216,005	227,166	239,757	248,579	258,021	268,633	279,525	291,347
Capital Assets Beginning Balance	572,448	567,953	564,220	581,108	576,334	588,101	590,599	588,295
Asset Additions Placed in Service	13,430	15,014	35,975	15,135	32,137	23,338	18,926	8,625
Assets Retired	(2,052)	(3,800)	(3,800)	(3,800)	(3,800)	(3,800)	(3,800)	(3,800)
Change Depreciation (Increase)/Decrease	(15,873)	(14,947)	(15,287)	(16,109)	(16,570)	(17,040)	(17,430)	(17,650)
Net Capital Assets (12/31)	567,953	564,220	581,108	576,334	588,101	590,599	588,295	575,470
Equity Funding Available for Capital	10,000	14,000	12,000	10,000	5,000	4,000	4,000	5,000
Debt								
New Debt - Bonds ⁽³⁾	20,269	-	-	-	-	-	-	-
New Debt - Loans or Other	(20,269)	16,000	15,000	17,000	17,000	15,500	10,500	5,000
Total Outstanding LT Debt	221,236	219,106	215,281	212,566	209,066	203,004	191,987	174,979
Total Annual Debt Service Payment	19,429	23,758	24,365	25,143	25,960	26,811	26,428	26,481
Debt Service Requirement	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Debt Service Coverage (Bond)	3.05	2.73	2.93	2.71	2.78	2.93	3.08	3.15
Debt Service Coverage (Total)	1.58	1.32	1.31	1.17	1.18	1.19	1.23	1.24
Debt/Equity Ratio	51 / 49	49 / 51	47 / 53	46 / 54	45 / 55	43 / 57	41 / 59	38 / 62
Rate Change Percent	1.75%	1.85%	3.00%	5.00%	5.00%	5.00%	3.50%	3.50%
Single Family Rate (\$)	58.74	59.45	61.23	64.30	67.51	70.89	7.37	75.93
Statistical/Performance Trends								
Number of Accounts	56,700	56,796	56,893	56,990	57,087	57,184	57,281	57,378
Average Treatment (MGD)	22.0	22.0	22.1	22.1	22.1	22.2	22.2	22.3
Miles of Water Lines	851	852	854	855	857	858	860	861
Number of Public Hydrants	6,116	6,126	6,137	6,147	6,158	6,168	6,179	6,189

⁽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⁾ 2022 Bond Issue will pay off existing short-term borrowing program debt, no new proceeds are anticipated

Millions Gallons/Day (MGD)

Anchorage Water Utility Statement of Revenues and Expenses

	2022 Actuals Unaudited	2023 Proforma	\$ Change	2023 Revised	\$ Change	2024 Approved	24 v 23 % Change
Operating Revenue							
Residential Sales	46,971,085	46,699,000	201,000	46,900,000	1,400,000	48,300,000	2.99%
Commercial Sales	15,094,794	15,317,000	(117,000)	15,200,000	800,000	16,000,000	5.26%
Public Authority Sales	4,634,204	4,250,000	(50,000)	4,200,000	200,000	4,400,000	4.76%
Miscellaneous	1,450,391	2,515,000	85,000	2,600,000	(100,000)	2,500,000	-3.85%
Total Operating Revenue	68,150,474	68,781,000	119,000	68,900,000	2,300,000	71,200,000	3.34%
Non Operating Revenue							
Investment Income	(849,826)	2,181,833	(10,783)	2,171,050	475,000	2,646,050	21.88%
Other Income	12,416	23,146	(18,146)	5,000	-	5,000	0.00%
Total Non Operating Revenue	(837,410)	2,204,979	(28,929)	2,176,050	475,000	2,651,050	21.83%
Total Revenue	67,313,064	70,985,979	90,071	71,076,050	2,775,000	73,851,050	3.90%
Operating Expense							
Salaries and Benefits	17,388,470	17,777,585	1,320,174	19,097,759	872,123	19,969,882	4.57%
Overtime	855,487	967,898	(514,898)	453,000	-	453,000	0.00%
Total Labor	18,243,958	18,745,483	805,276	19,550,759	872,123	20,422,882	4.46%
Supplies	2,130,118	2,323,471	159,242	2,482,713	(3,970)	2,478,743	-0.16%
Travel	25,094	79,948	16,752	96,700	-	96,700	0.00%
Contractual/Other Services	6,460,942	7,712,859	229,630	7,942,489	4,879	7,947,368	0.06%
Dividend to General Government	300,000	1,500,000	-	1,500,000	-	1,500,000	0.00%
Manageable Direct Cost Total	8,916,155	11,616,278	405,624	12,021,902	909	12,022,811	0.01%
Municipal Enterprise/Utility Service Assessment	9,200,923	9,232,018	(72,685)	9,159,333	36,345	9,195,678	0.40%
Depreciation/Amortization	12,555,604	13,240,741	-	13,240,741	(1,081,026)	12,159,715	-8.16%
Non-Manageable Direct Cost Total	21,756,527	22,472,759	(72,685)	22,400,074	(1,044,681)	21,355,393	-4.66%
Charges by/to Other Departments	2,278,735	2,414,674	27,717	2,442,391	(13,408)	2,428,983	-0.55%
Intradepartmental Overheads	(1,049,818)	(745,041)	390,788	(354,253)	(909)	(355,162)	0.26%
Total Operating Expense	50,145,556	54,504,153	1,556,720	56,060,873	(185,966)	55,874,907	-0.33%
Non Operating Expense							
Amortization of Debt Expense	(894,908)	(915,096)	-	(915,096)	-	(915,096)	0.00%
Debt Issuance Costs	-	50,000	147,100	197,100	-	197,100	0.00%
Interest on Bonded Debt	4,752,887	5,100,000	(100,000)	5,000,000	(100,000)	4,900,000	-2.00%
Interest on Loans	1,627,828	1,700,000	100,000	1,800,000	100,000	1,900,000	5.56%
Interest During Construction (AFUDC)	(665,241)	(700,000)	-	(700,000)	-	(700,000)	0.00%
Lease Principle/Interest Expense	2,896	2,900	-	2,900	-	2,900	0.00%
Total Non Operating Expense	4,823,462	4,534,904	850,000	5,384,904	-	5,384,904	0.00%
Total Expense	54,969,019	59,039,057	2,406,720	61,445,777	(185,966)	61,259,811	-0.30%
Net Income (Loss)	12,344,046	11,946,922	(2,316,649)	9,630,273	2,960,966	12,591,239	30.75%
Appropriation:							
Total Expense		59,039,057	61,445,777	61,445,777	2,220,754	61,259,811	-0.30%
Less: Non Cash Items							
Depreciation/Amortization		13,240,741	-	13,240,741	(1,081,026)	12,159,715	-8.16%
Amortization of Debt Expense		(915,096)	-	(915,096)	-	(915,096)	0.00%
Interest During Construction (AFUDC)		(700,000)	-	(700,000)	-	(700,000)	0.00%
Total Non-Cash		11,625,645	-	11,625,645	(1,081,026)	10,544,619	-9.30%
Amount to be Appropriated (Function Cost/Cash Expense)		47,413,412	2,406,720	49,820,132	895,060	50,715,192	1.80%

Anchorage Water Utility Reconciliation from 2023 Revised Budget to 2024 Approved Budget

	Expenses	Positions		
		FT	PT	Temp/ Seas
2023 Revised Budget (Appropriation)	49,820,132	240	1	3
Transfers by/to Other Departments				
- Charges by Other Departments	(13,408)	-	-	-
- Municipal Utility Service Assessment (MUSA)	36,345	-	-	-
Changes in Existing Programs/Funding for 2024				
- Salaries and Benefits Adjustments	872,123	-	-	-
- Depreciation	(1,081,026)	-	-	-
2024 Continuation Level	49,634,166	240	1	3
2024 Proposed Budget Changes				
- None	-	-	-	-
2024 Approved Budget	49,634,166	240	1	3
2024 Budget Adjustment for Accounting Transactions (Appropriation)				
- Depreciation and Amortization	1,081,026	-	-	-
2024 Approved Budget (Appropriation)	50,715,192	240	1	3
		2024 Approved FTE		
Position count is for both Water and Wastewater utilities, FTE shows allocation of the positions to this utility.		143.79	0.25	1.07

Anchorage Water Utility 2024 Capital Improvement Budget

(in thousands)

Projects	Debt	State	Federal	Equity	Total
Alaska Department of Transportation-MOA Emergency	-	-	-	1,000	1,000
Alyeska Subdivision Water Access	75	-	-	-	75
Chlorine Analyzer Upgrade	-	-	-	1,050	1,050
Customer Information System Replacement	-	-	-	500	500
Eagle River Fire Protection Water Storage Tank	2,500	-	-	-	2,500
Eagle River Regional High Production Well	1,625	-	-	-	1,625
East 42nd Lake Otis to Piper Water Rehabilitation	3,100	-	-	-	3,100
Eklutna Water Transmission Main Valve Vault Rehabilitation	-	-	-	2,250	2,250
Eklutna Water Treatment Facility Motor Control Center Upgrade	5,085	-	-	-	5,085
Eklutna Water Treatment Facility Supervisory Control and Data Acquisition Backbone/Fire Improvements	1,775	-	-	300	2,075
Eldon Subdivision Water Access	438	-	-	-	438
Emergency Water Fill Station	438	-	-	-	438
Excavation Crew 1 Wheeled Excavator	-	-	-	600	600
Facility Equipment	-	-	-	1,000	1,000
Facility Plant	-	-	-	1,000	1,000
Geographic Information System Application Development	-	-	-	45	45
Girdwood Donner Intertie	1,073	-	-	-	1,073
Heavy Rolling Stock	-	-	-	750	750
Huffman Road Fire Protection Pipeline	300	-	-	-	300
Hydraulic Model Upgrades	-	-	-	50	50
Information Technology Administrative Systems WTR Pool	-	-	-	65	65
Information Technology Infrastructure	-	-	-	300	300
Miscellaneous Information Technology Systems	-	-	-	15	15
Plant Oversize & Betterments	-	-	-	10	10
Port Tank Farm Water Main Replacement	-	-	-	450	450
Reservoir 1 and 2 Ice Shedding	-	-	-	550	550
Romig Park Water Utility Acquisition	1,625	-	-	-	1,625
Safety Improvements WTR	-	-	-	100	100
Sand Lake Subdivision Water Access	1,750	-	-	-	1,750
Strategic Pressure Initiative Miscellaneous Pressure Regulating Valves Replacement	-	-	-	300	300
Supervisory Control and Data Acquisition Network Improvements	-	-	-	300	300
Terraces Subdivision Fire Protection Pipeline	738	-	-	-	738
Vehicles	-	-	-	500	500
Water Meter Upgrades	-	-	-	400	400
Well 4 Upgrade	-	-	-	165	165
West Klatt Road Water Improvements	-	-	-	300	300
Total	20,522	-	-	12,000	32,522

Anchorage Water Utility 2024 - 2029 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
ADOT-MOA Emergency						
Alaska Department of Transportation- MOA Emergency	2024	-	-	-	1,000	1,000
	2025	-	-	-	1,000	1,000
	2026	-	-	-	1,000	1,000
	2027	-	-	-	1,000	1,000
	2028	-	-	-	1,000	1,000
	2029	-	-	-	1,000	1,000
		-	-	-	6,000	6,000
Equipment						
Excavation Crew 1 Wheeled Excavator	2024	-	-	-	600	600
Facility Equipment	2024	-	-	-	1,000	1,000
	2025	-	-	-	1,000	1,000
	2026	-	-	-	1,000	1,000
	2027	-	-	-	1,000	1,000
	2028	-	-	-	1,000	1,000
	2029	-	-	-	1,000	1,000
		-	-	-	6,000	6,000
Facility Plant	2024	-	-	-	1,000	1,000
	2025	-	-	-	1,000	1,000
	2026	-	-	-	1,000	1,000
	2027	-	-	-	1,000	1,000
	2028	-	-	-	1,000	1,000
	2029	-	-	-	1,000	1,000
		-	-	-	6,000	6,000
Global Positioning System Unit Upgrades	2027	-	-	-	25	25
Information Technology Infrastructure	2024	-	-	-	300	300
	2025	-	-	-	300	300
	2026	-	-	-	300	300
	2027	-	-	-	300	300
	2028	-	-	-	300	300
	2029	-	-	-	300	300
		-	-	-	1,800	1,800
Supervisory Control and Data Acquisition Network Improvements	2024	-	-	-	300	300
	2025	-	-	-	300	300
	2026	-	-	-	300	300
	2027	-	-	-	300	300

Anchorage Water Utility 2024 - 2029 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Supervisory Control and Data Acquisition Network Improvements	2028	-	-	-	300	300
	2029	-	-	-	300	300
		-	-	-	1,800	1,800
Water Meter Upgrades	2024	-	-	-	400	400
	2025	-	-	-	400	400
		-	-	-	800	800
Facilities						
Eklutna Water Treatment Facility Architectural Structural Improvements	2027	-	-	-	850	850
Eklutna Water Treatment Facility Building Improvements	2027	-	-	-	1,030	1,030
Eklutna Water Treatment Facility Fluoride Improvements	2027	-	-	-	1,500	1,500
Eklutna Water Treatment Facility Motor Control Center Upgrade	2024	5,085	-	-	-	5,085
Eklutna Water Treatment Facility Process Improvements	2026	355	-	-	1,445	1,800
Eklutna Water Treatment Facility Supervisory Control and Data Acquisition Backbone/Fire Improvements	2024	1,775	-	-	300	2,075
Headquarters Lighting Upgrades	2025	-	-	-	120	120
Management Information Systems						
Customer Information System Replacement	2024	-	-	-	500	500
	2025	-	-	-	2,000	2,000
		-	-	-	2,500	2,500
Depreciation Study	2029	-	-	-	50	50
Geographic Information System Application Development	2024	-	-	-	45	45
	2026	-	-	-	45	45
	2028	-	-	-	45	45
		-	-	-	135	135
Hydraulic Model Upgrades	2024	-	-	-	50	50
	2025	-	-	-	50	50
	2026	-	-	-	50	50
	2027	-	-	-	50	50
	2028	-	-	-	50	50

Anchorage Water Utility 2024 - 2029 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Hydraulic Model Upgrades	2029	-	-	-	50	50
		-	-	-	300	300
Information Technology Administrative Systems WTR Pool	2024	-	-	-	65	65
	2025	-	-	-	65	65
	2026	-	-	-	65	65
	2027	-	-	-	65	65
	2028	-	-	-	65	65
	2029	-	-	-	65	65
		-	-	-	390	390
Miscellaneous Information Technology Systems	2024	-	-	-	15	15
	2025	-	-	-	15	15
	2026	-	-	-	15	15
	2027	-	-	-	15	15
	2028	-	-	-	15	15
	2029	-	-	-	15	15
		-	-	-	90	90
Plant						
520 440 Zone Conversion	2027	-	-	-	750	750
	2028	-	-	-	1,500	1,500
		-	-	-	2,250	2,250
570 600 Zone Conversion	2027	-	-	-	350	350
Alyeska Subdivision Water Access	2024	75	-	-	-	75
Anchorage Townsite 5th 8th Avenue Water Upgrade	2029	-	-	-	2,000	2,000
Booster 20 Access Improvements	2026	-	-	-	100	100
Bragaw 16th Debarr Water Upgrade	2028	-	-	-	1,950	1,950
Chlorine Analyzer Upgrade	2024	-	-	-	1,050	1,050
Controlnet to Ethernet Migration	2025	-	-	-	320	320
	2026	-	-	-	320	320
		-	-	-	640	640
Eagle River Fire Protection Water Storage Tank	2024	2,500	-	-	-	2,500
Eagle River Regional High Production Well	2024	1,625	-	-	-	1,625
East 42nd Lake Otis to Piper Water Rehabilitation	2024	3,100	-	-	-	3,100

Anchorage Water Utility 2024 - 2029 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
East 7th Lane Pine Water Rehabilitation	2026	1,712	-	-	-	1,712
Eklutna Water Transmission Main Valve Vault Rehabilitation	2024	-	-	-	2,250	2,250
Eklutna Water Transmission Main Valve Vault Rehabilitation Phase II	2025	-	-	-	1,000	1,000
	2026	-	-	-	4,250	4,250
		-	-	-	5,250	5,250
Eldon Subdivision Water Access	2024	438	-	-	-	438
Emergency Water Fill Station	2024	438	-	-	-	438
Girdwood Donner Intertie	2024	1,073	-	-	-	1,073
Girdwood Reservoir Improvements	2028	-	-	-	500	500
	2029	-	-	-	1,500	1,500
		-	-	-	2,000	2,000
Gold Kings Water Main Replacement	2026	-	-	-	200	200
High Pressure Hydrants Underground Pressure Regulating Valves	2025	-	-	-	250	250
Huffman Road Fire Protection Pipeline	2024	300	-	-	-	300
Kirby Place Water Service	2025	-	-	-	250	250
Plant Oversize & Betterments	2024	-	-	-	10	10
	2026	-	-	-	10	10
	2028	-	-	-	10	10
		-	-	-	30	30
Port Tank Farm Water Main Replacement	2024	-	-	-	450	450
Pressure Regulatory Valve Rock Catchers	2025	-	-	-	200	200
Red Currant Water Upgrade	2026	760	-	-	-	760
Reservoir 1 and 2 Ice Shedding	2024	-	-	-	550	550
Romig Park Water Utility Acquisition	2024	1,625	-	-	-	1,625
Safety Improvements WTR	2024	-	-	-	100	100
	2025	-	-	-	100	100
	2026	-	-	-	100	100
	2027	-	-	-	100	100
	2028	-	-	-	100	100
	2029	-	-	-	100	100
		-	-	-	600	600

Anchorage Water Utility 2024 - 2029 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Sand Lake Subdivision Water Access	2024	1,750	-	-	-	1,750
Strategic Pressure Initiative Miscellaneous Pressure Regulating Valves Replacement	2024	-	-	-	300	300
	2025	-	-	-	300	300
	2026	-	-	-	300	300
	2027	-	-	-	300	300
			-	-	-	1,200
Supervisory Control and Data Acquisition Network Segmentation	2025	-	-	-	250	250
	2026	-	-	-	250	250
	2027	-	-	-	125	125
			-	-	-	625
Terraces Subdivision Fire Protection Pipeline	2024	738	-	-	-	738
The Ponds Water Main Upgrade	2026	1,500	-	-	-	1,500
Well 4 Upgrade	2024	-	-	-	165	165
West Klatt Road Water Improvements	2024	-	-	-	300	300
Wright East 46th Avenue Water Intertie	2026	600	-	-	-	600
	2027	-	-	-	2,000	2,000
			600	-	-	2,000
Vehicles/Fleet						
Heavy Rolling Stock	2024	-	-	-	750	750
	2025	-	-	-	750	750
	2026	-	-	-	750	750
	2027	-	-	-	750	750
	2028	-	-	-	750	750
	2029	-	-	-	750	750
			-	-	-	4,500
Vehicles	2024	-	-	-	500	500
	2025	-	-	-	500	500
	2026	-	-	-	500	500
	2027	-	-	-	500	500
	2028	-	-	-	500	500
	2029	-	-	-	500	500
			-	-	-	3,000
Total		25,449	-	-	63,895	89,344

520 440 Zone Conversion

Project ID AWU2017010 **Department** Anchorage Water Utility
Project Type Improvement **Start Date** January 2027
District Assembly: Section 2, Chugiak/Eagle River, Seats A & C **End Date** December 2029

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 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	-	-	-	750	1,500	-	2,250
Total (in thousands)		-	-	-	750	1,500	-	2,250

570 600 Zone Conversion

Project ID	AWU2017012	Department	Anchorage Water Utility
Project Type	Improvement	Start Date	January 2027
District		End Date	December 2028

Community Council

Description

Combine the 570 and 600 pressure zones 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 current requirements.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	-	-	-	350	-	-	350
Total (in thousands)		-	-	-	350	-	-	350

Alaska Department of Transportation-MOA Emergency

Project ID	AWU2021013	Department	Anchorage Water Utility
Project Type	Replacement	Start Date	January 2021
District		End Date	December 2029

Community Council

Description

Provides funding for Anchorage Water Utility 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 (MOA) Project Management & Engineering, as well as other local/state agencies.

Comments

Annual Funding Pool

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	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

Alyeska Subdivision Water Access

Project ID	AWU2022005	Department	Anchorage Water Utility
Project Type	Improvement	Start Date	July 2024
District		End Date	December 2029

Community Council

Description

Grant matching funds to construct a water pipeline to replace a failing private water service with safe and reliable public water service in the Alyeska Subdivision in Girdwood.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	540200 - Water Utility CIP	75	-	-	-	-	-	75
Total (in thousands)		75	-	-	-	-	-	75

Anchorage Townsite 5th 8th Avenue Water Upgrade

Project ID	AWU2018020	Department	Anchorage Water Utility
Project Type	Upgrade	Start Date	January 2019
District		End Date	December 2030

Community Council

Description

Rehabilitate approximately 4,200 feet of ferrous water mains in the original Anchorage Townsite neighborhood with limited maintenance access.

Comments

Project is in design phase

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	-	-	-	-	-	2,000	2,000
Total (in thousands)		-	-	-	-	-	2,000	2,000

Booster 20 Access Improvements

Project ID AWU2022012 **Department** Anchorage Water Utility
Project Type Improvement **Start Date** January 2026
District **End Date** December 2026

Community Council

Description

Provide truck access at Booster 20 to accommodate Anchorage Water & Wastewater Utility vehicles and improve surface drainage.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	-	-	100	-	-	-	100
Total (in thousands)		-	-	100	-	-	-	100

Bragaw 16th Debarr Water Upgrade

Project ID	AWU2017005	Department	Anchorage Water Utility
Project Type	Upgrade	Start Date	February 2018
District		End Date	August 2029

Community Council

Description

Rehabilitate approximately 1,300 linear feet of 6-inch and 8-inch cast iron water pipe at the end of its useful life in Bragaw Street between East 16th Avenue and Debarr Road.

Comments

Project is in design phase

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	-	-	-	-	1,950	-	1,950
Total (in thousands)		-	-	-	-	1,950	-	1,950

Chlorine Analyzer Upgrade

Project ID	AWU2016012	Department	Anchorage Water Utility
Project Type	Upgrade	Start Date	February 2018
District		End Date	June 2026

Community Council

Description

Replace chlorine analyzers, pumps, and associated appurtenances at nine well sites throughout Anchorage.

Comments

Project is in construction phase

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	1,050	-	-	-	-	-	1,050
Total (in thousands)		1,050	-	-	-	-	-	1,050

Controlnet to Ethernet Migration

Project ID	AWU2023012	Department	Anchorage Water Utility
Project Type	Upgrade	Start Date	January 2025
District		End Date	December 2026

Community Council

Description

Upgrade Controlnet to Ethernet prior to Rockwell ceasing to support Controlnet in 2027 at all facilities utilizing Controlnet.

Comments

New project - has a related Sewer Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	-	320	320	-	-	-	640
Total (in thousands)		-	320	320	-	-	-	640

Customer Information System Replacement

Project ID	AWU2021023	Department	Anchorage Water Utility
Project Type	Replacement	Start Date	January 2024
District		End Date	December 2026

Community Council

Description

Replace the Customer Information System Banner software. The replacement will happen through a competitive procurement process and implementation effort. The new system will be selected and implemented with utility-wide cross-functional participation in order to meet the utility's needs and requirements, to include interfacing with other systems.

Comments

New project - has a related Sewer Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	500	2,000	-	-	-	-	2,500
Total (in thousands)		500	2,000	-	-	-	-	2,500

Depreciation Study

Project ID	AWU2016002	Department	Anchorage Water Utility
Project Type	New	Start Date	January 2028
District		End Date	December 2030

Community Council

Description

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

Comments

New project - has a related Sewer Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	-	-	-	-	-	50	50
Total (in thousands)		-	-	-	-	-	50	50

Eagle River Fire Protection Water Storage Tank

Project ID	AWU2023008	Department	Anchorage Water Utility
Project Type	Extension	Start Date	July 2024
District		End Date	December 2029

Community Council

Description

Grant matching funds to construct a reservoir in Upper Eagle River Valley to provide emergency and firefighting water supply to all existing customers.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	540200 - Water Utility CIP	2,500	-	-	-	-	-	2,500
Total (in thousands)		2,500	-	-	-	-	-	2,500

Eagle River Regional High Production Well

Project ID	AWU2023009	Department	Anchorage Water Utility
Project Type	Extension	Start Date	July 2024
District		End Date	December 2029

Community Council

Description

Grant matching funds to locate and develop a high production well in Eagle River.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	540200 - Water Utility CIP	1,625	-	-	-	-	-	1,625
Total (in thousands)		1,625	-	-	-	-	-	1,625

East 42nd Lake Otis to Piper Water Rehabilitation

Project ID AWU2016010 **Department** Anchorage Water Utility
Project Type Rehabilitation **Start Date** February 2018
District **End Date** February 2027

Community Council

Description

Rehabilitate approximately 2,700 linear feet of 8-inch cast iron and ductile iron water pipe at the end of its useful life on East 42nd Avenue between Lake Otis to Piper Street.

Comments

Project is in design phase

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	540200 - Water Utility CIP	3,100	-	-	-	-	-	3,100
Total (in thousands)		3,100	-	-	-	-	-	3,100

East 7th Lane Pine Water Rehabilitation

Project ID	AWU2016003	Department	Anchorage Water Utility
Project Type	Rehabilitation	Start Date	February 2018
District		End Date	October 2029

Community Council

Description

Replace approximately 2,500 linear feet of water pipe on East 6th and 7th Avenues between Hoyt Street and Pine Street.

Comments

Project is in design phase

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	540200 - Water Utility CIP	-	-	1,712	-	-	-	1,712
Total (in thousands)		-	-	1,712	-	-	-	1,712

Eklutna Water Transmission Main Valve Vault Rehabilitation

Project ID	AWU2021016	Department	Anchorage Water Utility
Project Type	Rehabilitation	Start Date	March 2022
District		End Date	December 2025

Community Council

Description

Rehabilitate or replace near-failure components of each of the valve vaults serving the Eklutna water transmission main. This project will be completed in phases.

Comments

Project is in design phase

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	2,250	-	-	-	-	-	2,250
Total (in thousands)		2,250	-	-	-	-	-	2,250

Eklutna Water Treatment Facility Architectural Structural Improvements

Project ID AWU2018014 **Department** Anchorage Water Utility
Project Type Improvement **Start Date** January 2027
District **End Date** December 2028

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 Eklutna Water Treatment Facility Plan.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	-	-	-	850	-	-	850
Total (in thousands)		-	-	-	850	-	-	850

Eklutna Water Treatment Facility Building Improvements

Project ID	AWU2018021	Department	Anchorage Water Utility
Project Type	Improvement	Start Date	January 2027
District		End Date	December 2029

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 2024 Approved

			2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund								
Net Position	540200 - Water Utility CIP		-	-	-	1,030	-	-	1,030
Total (in thousands)			-	-	-	1,030	-	-	1,030

Eklutna Water Treatment Facility Fluoride Improvements

Project ID AWU2018001 **Department** Anchorage Water Utility
Project Type Improvement **Start Date** January 2027
District **End Date** December 2028

Community Council

Description

Replace the existing dry fluoride system at the Eklutna Water Treatment Facility to provide increased operator safety and higher accuracy of measurement of dry fluoride in the feed system.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	-	-	-	1,500	-	-	1,500
Total (in thousands)		-	-	-	1,500	-	-	1,500

Eklutna Water Treatment Facility Process Improvements

Project ID	AWU2018019	Department	Anchorage Water Utility
Project Type	Improvement	Start Date	January 2022
District		End Date	December 2026

Community Council

Description

Upgrade and rehabilitate components of process systems at the Eklutna Water Treatment Facility to increase reliability and prolong the life of the assets as provided in the 2018 Eklutna Water Treatment Facility Plan.

Comments

Project is in design phase

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	-	-	1,445	-	-	-	1,445
Bond Sale Proceeds	540200 - Water Utility CIP	-	-	355	-	-	-	355
Total (in thousands)		-	-	1,800	-	-	-	1,800

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	April 2028

Community Council

Description

Upgrade Eklutna Water Treatment Facility communications system. Replace communication wiring in multiple Eklutna Water Treatment Facility buildings, between devices and process logic controller, and complete new programming to achieve system integration.

Comments

Project is in design phase

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	300	-	-	-	-	-	300
Bond Sale Proceeds	540200 - Water Utility CIP	1,775	-	-	-	-	-	1,775
Total (in thousands)		2,075	-	-	-	-	-	2,075

Eldon Subdivision Water Access

Project ID	AWU2023006	Department	Anchorage Water Utility
Project Type	Extension	Start Date	July 2024
District		End Date	December 2029

Community Council

Description

Grant matching funds to construct approximately 1,750 feet of water pipeline to provide reliable public water service to existing residents with failing private wells in the Eldon Subdivision in the area of East 120th Avenue and Old Seward Highway.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	540200 - Water Utility CIP	438	-	-	-	-	-	438
Total (in thousands)		438	-	-	-	-	-	438

Emergency Water Fill Station

Project ID	AWU2023003	Department	Anchorage Water Utility
Project Type	Extension	Start Date	July 2024
District		End Date	December 2029

Community Council

Description

Grant matching funds for three Emergency Water Fill Stations, one each in Girdwood, Anchorage, and Eagle River.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	540200 - Water Utility CIP	438	-	-	-	-	-	438
Total (in thousands)		438	-	-	-	-	-	438

Facility Plant

Project ID	AWU2021012	Department	Anchorage Water Utility
Project Type	Replacement	Start Date	January 2023
District		End Date	December 2029

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 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	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

Geographic Information System Application Development

Project ID	AWU2021002	Department	Anchorage Water Utility
Project Type	IT	Start Date	January 2024
District		End Date	December 2028

Community Council

Description

Geographic Information Systems (GIS) work to perform work associated with development of applications for essential business functions on an annual basis. The Utility 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 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	45	-	45	-	45	-	135
Total (in thousands)		45	-	45	-	45	-	135

Girdwood Donner Intertie

Project ID	AWU2023014	Department	Anchorage Water Utility
Project Type	Improvement	Start Date	January 2024
District		End Date	December 2025

Community Council

Description

Construct an intertie from the Alpine View Estates water main line extension (WS21-005) at Donner near the south side of the Alyeska Highway to the water main on the north side of the Alyeska Highway to provide system redundancy.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	540200 - Water Utility CIP	1,073	-	-	-	-	-	1,073
Total (in thousands)		1,073	-	-	-	-	-	1,073

Girdwood Reservoir Improvements

Project ID	AWU2022004	Department	Anchorage Water Utility
Project Type	Improvement	Start Date	January 2028
District		End Date	December 2030

Community Council

Comments

Perform necessary structural and safety upgrades to the Girdwood Reservoir.

Legislative Scope

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	-	-	-	-	500	1,500	2,000
Total (in thousands)		-	-	-	-	500	1,500	2,000

Global Positioning System Unit Upgrades

Project ID AWU2022007 **Department** Anchorage Water Utility
Project Type IT **Start Date** January 2027
District **End Date** December 2027

Community Council

Description

Purchase a minimum of two (2) high resolution global positioning system (GPS) units for use in downtown Anchorage and Girdwood.

Comments

New project - has a related Sewer Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	-	-	-	25	-	-	25
Total (in thousands)		-	-	-	25	-	-	25

Headquarters Lighting Upgrades

Project ID	AWU2019011	Department	Anchorage Water Utility
Project Type	Upgrade	Start Date	December 2017
District		End Date	February 2027

Community Council

Description

Upgrade lighting at the Anchorage Water & Wastewater Utility's headquarters building located at 3000 Arctic Boulevard, in accordance with the Lighting Assessment and Recommendations report prepared by PDC Engineers in March 2019. Work includes replacement of existing interior fluorescent and metal halide lighting as well as interior exit and emergency lighting.

Comments

Project is in design phase

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	-	120	-	-	-	-	120
Total (in thousands)		-	120	-	-	-	-	120

High Pressure Hydrants Underground Pressure Regulating Valves

Project ID	AWU2022003	Department	Anchorage Water Utility
Project Type	Improvement	Start Date	January 2025
District		End Date	December 2025

Community Council

Description

Remove four (4) underground high pressure regulating valves to reduce pressure surges that have caused frequently flooded vaults.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	-	250	-	-	-	-	250
Total (in thousands)		-	250	-	-	-	-	250

Huffman Road Fire Protection Pipeline

Project ID	AWU2023004	Department	Anchorage Water Utility
Project Type	Improvement	Start Date	July 2024
District		End Date	December 2029

Community Council

Description

Grant matching funds to construct a regional water pipeline to improve emergency and fire protection water transmission and supply at or near Huffman road in Anchorage.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	540200 - Water Utility CIP	300	-	-	-	-	-	300
Total (in thousands)		300	-	-	-	-	-	300

Hydraulic Model Upgrades

Project ID	AWU2021005	Department	Anchorage Water Utility
Project Type	IT	Start Date	January 2022
District		End Date	December 2029

Community Council

Description

Development of upgrades to the water hydraulic model for essential business functions.

Comments

Annual Funding Pool - has a related Sewer Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	50	50	50	50	50	50	300
Total (in thousands)		50	50	50	50	50	50	300

Information Technology Administrative Systems WTR Pool

Project ID	AWU2021001	Department	Anchorage Water Utility
Project Type	IT	Start Date	January 2022
District		End Date	December 2029

Community Council

Description

Upgrade or replace Information Technology (IT) and Customer Service software systems to address aging technology platforms and security vulnerabilities as needed. Systems include, but are not limited to: Business Intelligence, Enterprise Resource Planning, Geographic Information System (GIS), Mobile, Parcel, Project Management, Supervisory Control and Data Acquisition, Banner, Customer Information System, Neptune Meter Reading, Cash Register, Bill Payment and Presentment, Information Permitting Backflow, Teldig, Outage Notification, and Treatment IT Master Plan System Categories.

Comments

Annual Funding Pool - has a related Sewer Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	65	65	65	65	65	65	390
Total (in thousands)		65	65	65	65	65	65	390

Information Technology Infrastructure

Project ID	AWU2021003	Department	Anchorage Water Utility
Project Type	IT	Start Date	January 2022
District		End Date	December 2029

Community Council

Description

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

Comments

Annual Funding Pool - has a related Sewer Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	300	300	300	300	300	300	1,800
Total (in thousands)		300	300	300	300	300	300	1,800

Kirby Place Water Service

Project ID	AWU2023017	Department	Anchorage Water Utility
Project Type	Improvement	Start Date	January 2025
District		End Date	December 2025

Community Council

Description

Construct a water service to a residence with a non-conforming service connection crossing lot-lines in the Woodland Park Subdivision in the area of West 36th Avenue.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	-	250	-	-	-	-	250
Total (in thousands)		-	250	-	-	-	-	250

Plant Oversize & Betterments

Project ID	AWU2021015	Department	Anchorage Water Utility
Project Type	Improvement	Start Date	January 2024
District		End Date	December 2029

Community Council

Description

This funding is required to compensate private developers for Anchorage Water Utility (AWU) requested betterments to AWU's existing infrastructure or for AWU requested oversizing of water mains installed by the developers.

Comments

Annual Funding Pool

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	10	-	10	-	10	-	30
Total (in thousands)		10	-	10	-	10	-	30

Pressure Regulatory Valve Rock Catchers

Project ID AWU2022001 **Department** Anchorage Water Utility
Project Type Improvement **Start Date** January 2025
District **End Date** December 2026

Community Council

Description

Install debris filters at six (6) pressure regulating valves to stop the accumulation of debris in the valves and prolong the asset life.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	-	200	-	-	-	-	200
Total (in thousands)		-	200	-	-	-	-	200

Red Currant Water Upgrade

Project ID	AWU2022009	Department	Anchorage Water Utility
Project Type	Upgrade	Start Date	January 2026
District		End Date	December 2027

Community Council

Description

Rehabilitate or replace corroded water assets with a high rate of failure on Red Currant Circle in the area of East Dowling Road.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	540200 - Water Utility CIP	-	-	760	-	-	-	760
Total (in thousands)		-	-	760	-	-	-	760

Safety Improvements WTR

Project ID	AWU2023019	Department	Anchorage Water Utility
Project Type	Improvement	Start Date	January 2024
District		End Date	December 2029

Community Council

Description

Provides annual funding to actively improve safety on water assets as needed.

Comments

Annual Funding Pool

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	100	100	100	100	100	100	600
Total (in thousands)		100	100	100	100	100	100	600

Sand Lake Subdivision Water Access

Project ID	AWU2023005	Department	Anchorage Water Utility
Project Type	Extension	Start Date	July 2024
District		End Date	December 2029

Community Council

Description

Grant matching funds to construct approximately 1.25 miles of water pipelines in a Sand Lake neighborhood in Anchorage to replace failing private wells with reliable public water service and encourage economic development.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	540200 - Water Utility CIP	1,750	-	-	-	-	-	1,750
Total (in thousands)		1,750	-	-	-	-	-	1,750

Supervisory Control and Data Acquisition Network Improvements

Project ID AWU2021008 **Department** Anchorage Water Utility
Project Type Upgrade **Start Date** January 2022
District **End Date** December 2029

Community Council**Description**

Equipment upgrades and/or additions as services are added and technology ages on supervisory control and data acquisition (SCADA) network. These may include, but are not limited to upgrades to logic controllers, software replacement, and intelligence upgrades.

Comments

Annual Funding Pool - has a related Sewer Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	300	300	300	300	300	300	1,800
Total (in thousands)		300	300	300	300	300	300	1,800

Supervisory Control and Data Acquisition Network Segmentation

Project ID AWU2023011 **Department** Anchorage Water Utility
Project Type Improvement **Start Date** January 2025
District **End Date** December 2027

Community Council

Description

Create three networks from the existing single supervisory control and data acquisition (SCADA) network at each plant separated by vlans and firewall rules to add resiliency to the SCADA network and comply with federal government cybersecurity recommendations.

Comments

New project - has a related Sewer Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	-	250	250	125	-	-	625
Total (in thousands)		-	250	250	125	-	-	625

Terraces Subdivision Fire Protection Pipeline

Project ID AWU2023007 **Department** Anchorage Water Utility
Project Type Improvement **Start Date** July 2024
District **End Date** December 2029

Community Council

Description

Grant matching funds to construct a water pipeline to improve the water pressure of existing utility customers in The Terraces Subdivision in the area of Lake Otis Parkway and O'Malley Road.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	540200 - Water Utility CIP	738	-	-	-	-	-	738
Total (in thousands)		738	-	-	-	-	-	738

Vehicles

Project ID AWU2021011 **Department** Anchorage Water Utility
Project Type Replacement **Start Date** January 2020
District **End Date** December 2029

Community Council

Description

Provides funding for major rehabilitation or replacement of Anchorage Water Utility (AWU) fleet vehicles at the end of their useful life.

Comments

Annual Funding Pool - has a related Sewer Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	500	500	500	500	500	500	3,000
Total (in thousands)		500	500	500	500	500	500	3,000

Water Meter Upgrades

Project ID	AWU2021017	Department	Anchorage Water Utility
Project Type	Upgrade	Start Date	September 2022
District		End Date	December 2026

Community Council

Description

This project will replace approximately 8,000 water meter interface units near failure to provide accurate customer billing.

Comments

This project is in implementation phase.

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	400	400	-	-	-	-	800
Total (in thousands)		400	400	-	-	-	-	800

Well 4 Upgrade

Project ID	AWU2019012	Department	Anchorage Water Utility
Project Type	Upgrade	Start Date	May 2018
District		End Date	December 2026

Community Council

Description

Replace chlorine analyzer and pump, install new outfall line for drainage from well discharge during startup at Well 4 in Anchorage.

Comments

Project is in design phase

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	540200 - Water Utility CIP	165	-	-	-	-	-	165
Total (in thousands)		165	-	-	-	-	-	165

**Anchorage Wastewater Utility
8 Year Summary**
(\$ in thousands)

Financial Overview	2022	2023	2024	2025	2026	2027	2028	2029
	Actuals Unaudited	Proforma	Approved	Forecast				
Revenues	66,833	69,138	71,502	74,266	77,646	83,336	88,336	92,566
Expenses and Transfers ⁽¹⁾	56,484	59,677	60,325	65,840	69,130	72,020	74,160	76,300
Net Income (Loss)	10,349	9,461	11,177	8,426	8,516	11,316	14,176	16,266
Charges by/to Other Departments	2,226	2,340	2,357	2,498	2,648	2,807	2,976	3,154
Municipal Enterprise/Utility Service Assessment	7,035	6,959	6,827	8,790	9,530	10,200	10,830	11,530
Dividend to General Government	-	-	-	-	-	-	-	-
Transfers to General Government ⁽²⁾	9,261	9,299	9,184	11,288	12,178	13,007	13,806	14,684
Operating Cash	24,806	24,594	20,715	16,813	15,596	16,979	18,462	19,489
Construction Cash Pool	12,869	21,141	21,341	21,441	21,541	21,241	21,441	28,241
Restricted Cash	10,164	9,000	9,000	10,000	10,000	10,000	10,000	10,000
Total Cash	47,839	54,735	51,056	48,254	47,137	48,220	49,903	57,730
Net Position/Equity 12/31	144,440	149,580	160,756	169,182	177,698	189,014	203,190	219,456
Capital Assets Beginning Balance	447,423	440,480	436,078	444,675	449,930	452,047	456,641	475,879
Asset Additions Placed in Service	11,041	13,922	27,277	24,525	22,007	24,994	40,128	27,279
Assets Retired	(1,636)	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)
Change Depreciation (Increase)/Decrease	(16,348)	(14,724)	(15,080)	(15,670)	(16,290)	(16,800)	(17,290)	(17,620)
Net Capital Assets (12/31)	440,480	436,078	444,675	449,930	452,047	456,641	475,879	481,938
Equity Funding Available for Capital	10,000	10,000	11,000	9,000	7,000	7,000	11,000	14,000
Debt								
New Debt - Bonds ⁽³⁾	19,505	-	-	-	-	-	-	-
New Debt - Loans or Other	(19,505)	12,000	11,500	13,500	16,000	13,000	7,000	2,000
Total Outstanding LT Debt	186,428	183,047	178,140	174,570	172,669	167,116	156,380	140,850
Total Annual Debt Service Payment	15,644	19,988	20,874	21,426	22,274	22,727	21,595	21,003
Debt Service Requirement	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Debt Service Coverage (Bond)	3.55	2.83	2.85	2.79	2.84	3.17	4.10	4.32
Debt Service Coverage (Total)	1.76	1.33	1.29	1.23	1.22	1.34	1.52	1.64
Debt/Equity Ratio	57 / 43	55 / 45	53 / 47	51 / 49	49 / 51	47 / 53	44 / 56	39 / 61
Rate Change Percent	3.75%	0.81%	3.00%	6.20%	4.60%	7.50%	5.90%	4.60%
Single Family Rate (\$)	54.63	54.71	56.35	59.85	62.60	67.29	71.26	71.54
Statistical/Performance Trends								
Number of Accounts	57,600	57,698	57,796	57,894	57,993	58,091	58,190	58,289
Average Treatment (MGD)	32.1	32.2	32.2	32.3	32.3	32.4	32.4	32.5
Miles of Wastewater Lines	765	766	768	769	770	772	773	774

⁽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⁾ 2022 Bond Issue paid off existing short-term borrowing program debt, no new proceeds

Millions Gallons/Day (MGD)

Anchorage Wastewater Utility Statement of Revenues and Expenses

	2022 Actuals Unaudited	2023 Proforma	\$ Change	2023 Revised	\$ Change	2024 Approved	24 v 23 % Change
Operating Revenue							
Residential Sales	48,946,302	48,948,000	152,000	49,100,000	1,500,000	50,600,000	3.05%
Commercial Sales	14,356,822	14,173,000	27,000	14,200,000	400,000	14,600,000	2.82%
Public Authority Sales	2,992,723	2,934,000	(34,000)	2,900,000	-	2,900,000	0.00%
Miscellaneous	980,210	1,461,000	(45,000)	1,416,000	3,000	1,419,000	0.21%
Total Operating Revenue	67,276,057	67,516,000	100,000	67,616,000	1,903,000	69,519,000	2.81%
Non Operating Revenue							
Investment Income	(446,807)	1,603,938	12,112	1,616,050	362,000	1,978,050	22.40%
Other Income	4,225	18,102	(13,102)	5,000	-	5,000	0.00%
Total Non Operating Revenue	(442,582)	1,622,040	(990)	1,621,050	362,000	1,983,050	22.33%
Total Revenue	66,833,475	69,138,040	99,010	69,237,050	2,265,000	71,502,050	3.27%
Operating Expense							
Salaries and Benefits	16,893,043	17,362,440	1,051,529	18,413,969	809,713	19,223,682	4.40%
Overtime	461,374	467,867	(48,367)	419,500	-	419,500	0.00%
Total Labor	17,354,416	17,830,307	1,003,162	18,833,469	809,713	19,643,182	4.30%
Supplies	3,235,205	3,558,422	(65,721)	3,492,701	144,987	3,637,688	4.15%
Travel	36,549	87,697	14,403	102,100	-	102,100	0.00%
Contractual/Other Services	10,972,760	12,195,822	(167,138)	12,028,684	300,000	12,328,684	2.49%
Dividend to General Government	-	-	-	-	-	-	0.00%
Manageable Direct Cost Total	14,244,515	15,841,941	(218,456)	15,623,485	444,987	16,068,472	2.85%
Municipal Enterprise/Utility Service Assessment	7,034,578	6,958,865	(66,803)	6,892,062	(65,555)	6,826,507	-0.95%
Depreciation/Amortization	12,794,663	12,986,041	-	12,986,041	(1,415,207)	11,570,834	-10.90%
Non-Manageable Direct Cost Total	19,829,241	19,944,906	(66,803)	19,878,103	(1,480,762)	18,397,341	-7.45%
Charges by/to Other Departments	2,225,580	2,339,626	32,703	2,372,329	(15,095)	2,357,234	-0.64%
Intradepartmental Overheads	(746,470)	(362,459)	(10,140)	(372,599)	-	(372,599)	0.00%
Total Operating Expense	52,907,282	55,594,321	740,466	56,334,787	(241,157)	56,093,630	-0.43%
Non Operating Expense							
Amortization of Debt Expense	(697,542)	(668,626)	-	(668,626)	-	(668,626)	0.00%
Debt Issuance Costs	-	50,000	148,400	198,400	-	198,400	0.00%
Interest on Bonded Debt	3,579,950	4,100,000	(100,000)	4,000,000	(100,000)	3,900,000	-2.50%
Interest on Loans	1,475,675	1,500,000	100,000	1,600,000	100,000	1,700,000	6.25%
Interest During Construction (AFUDC)	(782,567)	(900,000)	-	(900,000)	-	(900,000)	0.00%
Lease Principle/Interest Expense	1,629	1,600	-	1,600	-	1,600	0.00%
Total Non Operating Expense	3,577,145	4,082,974	148,400	4,231,374	-	4,231,374	0.00%
Total Expense	56,484,427	59,677,295	888,866	60,566,161	(241,157)	60,325,004	-0.40%
Net Income (Loss)	10,349,048	9,460,745	(789,856)	8,670,889	2,506,157	11,177,046	28.90%
Appropriation:							
Total Expense		59,677,295	888,866	60,566,161	(241,157)	60,325,004	-0.40%
Less: Non Cash Items							
Depreciation/Amortization		12,986,041	-	12,986,041	(1,415,207)	11,570,834	-10.90%
Amortization of Debt Expense		(668,626)	-	(668,626)	-	(668,626)	0.00%
Interest During Construction (AFUDC)		(900,000)	-	(900,000)	-	(900,000)	0.00%
Total Non-Cash		11,417,415	-	11,417,415	(1,415,207)	10,002,208	-12.40%
Amount to be Appropriated (Function Cost/Cash Expense)		48,259,880	888,866	49,148,746	1,174,050	50,322,796	2.39%

Anchorage Wastewater Utility 2024 Capital Improvement Budget

(in thousands)

Projects	Debt	State	Federal	Equity	Total
Alaska Department of Transportation-MOA Emergency	-	-	-	1,000	1,000
Closed Circuit Television Equipment Replacement	-	-	-	65	65
Controlnet to Ethernet Migration	-	-	-	320	320
Credit Union Drive Pipe Rehabilitation & Replacement	-	-	-	1,500	1,500
Customer Information System Replacement	-	-	-	500	500
Eagle River Wastewater Treatment Facility Ultraviolet and Washwater Upgrades	-	-	-	600	600
East 42nd Lake Otis Piper Mainline Cleanout Replacement	-	-	-	80	80
Excavation Crew 2 Wheeled Excavator	-	-	-	600	600
Facility Equipment	-	-	-	1,000	1,000
Facility Plant	-	-	-	1,000	1,000
Geographic Information System Application Development	-	-	-	45	45
Girdwood Sewer Rehabilitation & Replacement	-	-	-	1,000	1,000
Heavy Rolling Stock	-	-	-	750	750
Hydraulic Model Upgrades	-	-	-	50	50
Information Technology Administrative Systems SWR Pool	-	-	-	65	65
Information Technology Infrastructure	-	-	-	300	300
Miscellaneous Information Technology Systems	-	-	-	15	15
Plant Oversize & Betterments	-	-	-	10	10
Powder Reserve Sewer Access Project	-	-	-	1,125	1,125
Pump Station 12 Force Main Interceptor C Gravity Junction Rehabilitation	2,500	-	-	-	2,500
Pump Station 2 Rehabilitation	2,500	-	-	-	2,500
Safety Improvements SWR	-	-	-	100	100
Supervisory Control and Data Acquisition Network Improvements	-	-	-	300	300
Supervisory Control and Data Acquisition Network Segmentation	-	-	-	250	250
Vehicles	-	-	-	500	500
Total	5,000	-	-	11,175	16,175

Anchorage Wastewater Utility 2024 - 2029 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
ADOT-MOA Emergency						
Alaska Department of Transportation- MOA Emergency	2024	-	-	-	1,000	1,000
	2025	-	-	-	1,000	1,000
	2026	-	-	-	1,000	1,000
	2027	-	-	-	1,000	1,000
	2028	-	-	-	1,000	1,000
	2029	-	-	-	1,000	1,000
		-	-	-	6,000	6,000
Equipment						
Facility Equipment	2024	-	-	-	1,000	1,000
	2025	-	-	-	1,000	1,000
	2026	-	-	-	1,000	1,000
	2027	-	-	-	1,000	1,000
	2028	-	-	-	1,000	1,000
	2029	-	-	-	1,000	1,000
		-	-	-	6,000	6,000
Facility Plant	2024	-	-	-	1,000	1,000
	2025	-	-	-	1,000	1,000
	2026	-	-	-	1,000	1,000
	2027	-	-	-	1,000	1,000
	2028	-	-	-	1,000	1,000
	2029	-	-	-	1,000	1,000
		-	-	-	6,000	6,000
Global Positioning System Unit Upgrades	2027	-	-	-	25	25
Information Technology Infrastructure	2024	-	-	-	300	300
	2025	-	-	-	300	300
	2026	-	-	-	300	300
	2027	-	-	-	300	300
	2028	-	-	-	300	300
	2029	-	-	-	300	300
		-	-	-	1,800	1,800
Management Information Systems						
Customer Information System Replacement	2024	-	-	-	500	500
	2025	-	-	-	2,000	2,000
		-	-	-	2,500	2,500

Anchorage Wastewater Utility 2024 - 2029 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Depreciation Study	2029	-	-	-	50	50
Geographic Information System Application Development	2024	-	-	-	45	45
	2026	-	-	-	45	45
	2028	-	-	-	45	45
		-	-	-	135	135
Hydraulic Model Upgrades	2024	-	-	-	50	50
	2025	-	-	-	50	50
	2026	-	-	-	50	50
	2027	-	-	-	50	50
	2028	-	-	-	50	50
	2029	-	-	-	50	50
		-	-	-	300	300
Information Technology Administrative Systems SWR Pool	2024	-	-	-	65	65
	2025	-	-	-	65	65
	2026	-	-	-	65	65
	2027	-	-	-	65	65
	2028	-	-	-	65	65
	2029	-	-	-	65	65
		-	-	-	390	390
Miscellaneous Information Technology Systems	2024	-	-	-	15	15
	2025	-	-	-	15	15
	2026	-	-	-	15	15
	2027	-	-	-	15	15
	2028	-	-	-	15	15
	2029	-	-	-	15	15
		-	-	-	90	90
Plant						
3rd and Reeve Boulevard Sewer Main	2026	-	-	-	500	500
	2027	-	-	-	1,500	1,500
		-	-	-	2,000	2,000
Asplund Wastewater Treatment Facility Supervisory Control and Data Acquisition Gas Panel Replacement	2027	-	-	-	250	250
Closed Circuit Television Equipment Replacement	2024	-	-	-	65	65
Controlnet to Ethernet Migration	2024	-	-	-	320	320
	2025	-	-	-	320	320

Anchorage Wastewater Utility 2024 - 2029 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Controlnet to Ethernet Migration	2026	-	-	-	320	320
		-	-	-	960	960
Credit Union Drive Pipe Rehabilitation & Replacement	2024	-	-	-	1,500	1,500
Eagle River Wastewater Treatment Heating, Ventilation, and Air Conditioning and Safety Improvement	2028	2,400	-	-	-	2,400
Eagle River Wastewater Treatment Facility Biological Process Improvements	2028	1,360	-	-	-	1,360
Eagle River Wastewater Treatment Facility Building, Site and Headworks Improvements	2028	760	-	-	-	760
Eagle River Wastewater Treatment Facility Control Panel Improvements	2028	1,130	-	-	-	1,130
Eagle River Wastewater Treatment Facility Motor Control Center, Electrical Panel, and Lighting Impro	2028	350	-	-	1,165	1,515
Eagle River Wastewater Treatment Facility Tertiary Filter Improvements	2028	2,725	-	-	-	2,725
Eagle River Wastewater Treatment Facility Ultraviolet and Washwater Upgrades	2024	-	-	-	600	600
East 42nd Lake Otis Piper Mainline Cleanout Replacement	2024	-	-	-	80	80
Eldon Subdivision Sewer Access	2025	-	-	-	250	250
Girdwood Sewer Rehabilitation & Replacement	2024	-	-	-	1,000	1,000
	2025	-	-	-	1,000	1,000
	2026	-	-	-	1,000	1,000
	2027	-	-	-	1,000	1,000
	2028	-	-	-	1,000	1,000
	2029	-	-	-	1,000	1,000
		-	-	-	6,000	6,000
Girdwood Wastewater Treatment Facility Strategic Major Maintenance	2027	-	-	-	1,000	1,000
	2028	-	-	-	1,000	1,000
	2029	-	-	-	1,000	1,000
		-	-	-	3,000	3,000
King Street Grit Facility Upgrades	2028	-	-	-	500	500
Large Diameter Sewer Manholes	2028	-	-	-	2,200	2,200

Anchorage Wastewater Utility 2024 - 2029 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Plant Oversize & Betterments	2024	-	-	-	10	10
	2026	-	-	-	10	10
	2028	-	-	-	10	10
			-	-	-	30
Powder Reserve Sewer Access Project	2024	-	-	-	1,125	1,125
Pump Station 12 Force Main Interceptor C Gravity Junction Rehabilitation	2024	2,500	-	-	-	2,500
Pump Station 2 Rehabilitation	2024	2,500	-	-	-	2,500
Pump Station 55 Abandonment	2027	-	-	-	500	500
	2028	1,500	-	-	-	1,500
		1,500	-	-	500	2,000
River's Edge Regional Sewer Access	2025	-	-	-	782	782
Safety Improvements SWR	2024	-	-	-	100	100
	2025	-	-	-	100	100
	2026	-	-	-	100	100
	2027	-	-	-	100	100
	2028	-	-	-	100	100
	2029	-	-	-	100	100
		-	-	-	600	600
Sand Lake Subdivision Sewer Access	2025	-	-	-	1,500	1,500
Supervisory Control and Data Acquisition Network Improvements	2024	-	-	-	300	300
	2025	-	-	-	300	300
	2026	-	-	-	300	300
	2027	-	-	-	300	300
	2028	-	-	-	300	300
	2029	-	-	-	300	300
		-	-	-	1,800	1,800
Supervisory Control and Data Acquisition Network Segmentation	2024	-	-	-	250	250
	2025	-	-	-	250	250
	2026	-	-	-	250	250
	2027	-	-	-	125	125
			-	-	-	875
Worst Subdivision Sewer Lining	2026	-	-	-	895	895
Vehicles/Fleet						
Excavation Crew 2 Wheeled Excavator	2024	-	-	-	600	600

Anchorage Wastewater Utility 2024 - 2029 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Heavy Rolling Stock	2024	-	-	-	750	750
	2025	-	-	-	750	750
	2026	-	-	-	750	750
	2027	-	-	-	750	750
	2028	-	-	-	750	750
	2029	-	-	-	750	750
			-	-	-	4,500
Vehicles	2024	-	-	-	500	500
	2025	-	-	-	500	500
	2026	-	-	-	500	500
	2027	-	-	-	500	500
	2028	-	-	-	500	500
	2029	-	-	-	500	500
			-	-	-	3,000
Total		15,225	-	-	58,067	73,292

3rd and Reeve Boulevard Sewer Main

Project ID ASU2023012 **Department** Anchorage Wastewater Utility
Project Type Replacement **Start Date** January 2026
District Assembly: Section 1, Downtown, Seat B & L **End Date** December 2028

Community Council

Description

Rehabilitate or replace approximately 540 feet of damaged 8-inch sewer main on accelerated line cleaning.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	-	-	500	1,500	-	-	2,000
Total (in thousands)		-	-	500	1,500	-	-	2,000

Alaska Department of Transportation-MOA Emergency

Project ID ASU2021012 **Department** Anchorage Wastewater Utility
Project Type Replacement **Start Date** January 2020
District **End Date** December 2029

Community Council

Description

Provides funding for Anchorage Wastewater Utility 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 (MOA) Project Management & Engineering, as well as other local/state agencies.

Comments

Annual Funding Pool

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer 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

Asplund Wastewater Treatment Facility Supervisory Control and Data Acquisition Gas Panel Replacement

Project ID ASU2022001 **Department** Anchorage Wastewater Utility
Project Type Replacement **Start Date** January 2027
District **End Date** December 2028

Community Council

Description

Purchase a new engineered, Underwriters' Laboratories (UL) listed gas control panel installed and integrated into the Supervisory Control and Data Acquisition system at Asplund Wastewater Treatment Facility.

Comments

New Project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	-	-	-	250	-	-	250
Total (in thousands)		-	-	-	250	-	-	250

Closed Circuit Television Equipment Replacement

Project ID ASU2023013 **Department** Anchorage Wastewater Utility
Project Type Replacement **Start Date** January 2024
District **End Date** December 2024

Community Council

Description

Replace unreliable service line closed circuit television equipment and purchases new equipment with the capabilities to inspect 6-inch sewer mains.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	65	-	-	-	-	-	65
Total (in thousands)		65	-	-	-	-	-	65

Controlnet to Ethernet Migration

Project ID ASU2023010 **Department** Anchorage Wastewater Utility
Project Type Replacement **Start Date** January 2024
District **End Date** December 2026

Community Council

Description

Upgrade Controlnet to Ethernet prior to Rockwell ceasing to support Controlnet in 2027 at all facilities utilizing Controlnet.

Comments

New project - has a related Water Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	320	320	320	-	-	-	960
Total (in thousands)		320	320	320	-	-	-	960

Credit Union Drive Pipe Rehabilitation & Replacement

Project ID ASU2023008 **Department** Anchorage Wastewater Utility
Project Type Replacement **Start Date** January 2024
District **End Date** December 2025

Community Council

Description

Rehabilitate or replace approximately 565 feet of corroded 8-inch sewer main in Credit Union Drive in the area of West Tudor Road and C Street.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	1,500	-	-	-	-	-	1,500
Total (in thousands)		1,500	-	-	-	-	-	1,500

Customer Information System Replacement

Project ID	ASU2021018	Department	Anchorage Wastewater Utility
Project Type	Replacement	Start Date	January 2024
District		End Date	December 2026

Community Council

Description

Replace the Customer Information System Banner software. The replacement will happen through a competitive procurement process and implementation effort. The new system will be selected and implemented with utility-wide cross-functional participation in order to meet the utility's needs and requirements, to include interfacing with other systems.

Comments

New project - has a related Water Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	500	2,000	-	-	-	-	2,500
Total (in thousands)		500	2,000	-	-	-	-	2,500

Depreciation Study

Project ID ASU2016004 **Department** Anchorage Wastewater Utility
Project Type New **Start Date** January 2029
District **End Date** December 2030

Community Council

Description

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

Comments

New project - has a related Water Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	-	-	-	-	-	50	50
Total (in thousands)		-	-	-	-	-	50	50

Eagle River Wastewater Treatment Heating, Ventilation, and Air Conditioning and Safety Improvement

Project ID	ASU2022005	Department	Anchorage Wastewater Utility
Project Type	Improvement	Start Date	January 2028
District		End Date	December 2030

Community Council

Description

Install fiberglass infill panels to reduce openings between rails to less than 4-inch on-center wherever public access is expected in the Eagle River Wastewater Treatment Facility. Install additional emergency lights and illuminated exit signs in Building 2, additional lighting and new illuminated exit signs. Upgrade Personal Address (PA) system components to restore full functionality of the PA system. Replace the heating, ventilation, and air-conditioning (HVAC) systems in Building 1 including in the admin area, garage/shop areas and process areas. Replace unit heaters in the process area and relocate for better access for maintenance. Replace the HVAC systems in Building 2 including the unit heaters, makeup air units, fans and dampers. Reconfigure the boiler vent piping to prevent frosting of the air intakes in Building 4.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	550200 - Sewer Utility CIP	-	-	-	-	2,400	-	2,400
Total (in thousands)		-	-	-	-	2,400	-	2,400

Eagle River Wastewater Treatment Facility Biological Process Improvements

Project ID ASU2022015 **Department** Anchorage Wastewater Utility
Project Type Improvement **Start Date** January 2028
District **End Date** December 2030

Community Council

Description

Install wye cleanouts, and/or manholes on the existing 48-inch primary effluent pipeline at Eagle River Wastewater Treatment Facility that will enable access to the pipeline interior by the sewer crews and their jetting equipment. Periodic cleaning would help assess whether the 48-inch primary effluent line is a contributing factor for excessive filamentous growth. Rehabilitate the gravity thickener, procure spare primary thickened sludge pump components, and replace the panel equipment serving the existing gravity belt thickeners.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	550200 - Sewer Utility CIP	-	-	-	-	1,360	-	1,360
Total (in thousands)		-	-	-	-	1,360	-	1,360

Eagle River Wastewater Treatment Facility Building, Site and Headworks Improvements

Project ID ASU2022006 **Department** Anchorage Wastewater Utility
Project Type Improvement **Start Date** January 2028
District **End Date** December 2030

Community Council

Description

Install channel inserts or use pressurized water to aid in grit removal from the influent channel in Building 4 of the Eagle River Wastewater Treatment Facility. Reduce the noise produced by the standby generator by installing acoustic panels or similar materials on the walls of the generator room and improve the seals on the existing doors. Install customized and prefabricated fiberglass enclosures around odor control fans in Building 1 and Building 4 to retain maintenance access to the fan equipment while significantly reducing the noise. Replace doors, frames, and hardware in Building 2 and add area heater to seasonally direct heated air at interior of double doors to prevent frost formation and maintain door operability. New door equipment and hardware should be selected for corrosion resistance. Replace the vertical ladder access to the mezzanine in the mechanical room with a ships stair to provide safer access to air handler units. Remove the curb and gutter in front of Building 2 and replace with small drainage ditch/channel to improve drainage away from building, repair existing storm water culverts, and address the drainage on the west side of Building 1.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	550200 - Sewer Utility CIP	-	-	-	-	760	-	760
Total (in thousands)		-	-	-	-	760	-	760

Eagle River Wastewater Treatment Facility Control Panel Improvements

Project ID ASU20220013 **Department** Anchorage Wastewater Utility
Project Type Improvement **Start Date** January 2028
District **End Date** December 2030

Community Council

Description

Replace the existing panel equipment with new panels in the gravity belt thickener area and the polymer area below, Building 1 electrical room, and Building 2 electrical room at Eagle River Wastewater Treatment Facility. Replace all of the existing control panels for the primary clarifier equipment with panels which are properly suited for the humid and corrosive environment.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	550200 - Sewer Utility CIP	-	-	-	-	1,130	-	1,130
Total (in thousands)		-	-	-	-	1,130	-	1,130

Eagle River Wastewater Treatment Facility Motor Control Center, Electrical Panel, and Lighting Impro

Project ID	ASU2022004	Department	Anchorage Wastewater Utility
Project Type	Improvement	Start Date	January 2028
District		End Date	December 2028

Community Council

Description

Replace Square D Motor Control Centers (MCC) with Allen-Bradley Motor Control Centers at Eagle River Wastewater Treatment Facility. Replace all branch panels and relocate transformers feeding the three panels in the garage/shop to allow code-compliant clear working space in front of the panels. Replace MCC-1 and MCC-1X in Building 1, and MCC-2X in Building 2. Replace the branch panel equipment in Buildings 1 and 2 and add a third branch panel to Building 2 to allow for future expansion. Install additional emergency lights and illuminated exit signs in Building 2, to meet the minimum lighting level requirements along paths of egress. Replace all existing fluorescent and metal halide fixtures with new LED fixtures which will improve lighting levels and the overall quality of light, as well as provide substantial energy savings.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	550200 - Sewer Utility CIP	-	-	-	-	350	-	350
Net Position	550200 - Sewer Utility CIP	-	-	-	-	1,165	-	1,165
Total (in thousands)		-	-	-	-	1,515	-	1,515

Eagle River Wastewater Treatment Facility Tertiary Filter Improvements

Project ID ASU2022007 **Department** Anchorage Wastewater Utility
Project Type Improvement **Start Date** January 2028
District **End Date** December 2030

Community Council

Description

Replace sand filter at Eagle River Wastewater Treatment Facility with compressible media filters, disk filters or pile cloth filters. These options fit in a smaller footprint which allows for greater hydraulic capacity, process redundancy, and will reduce or eliminate the need to bypass the tertiary filter for caustic cleaning. Cloth pile filter media could be replaced by Anchorage Water & Wastewater Utility personnel when needed.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	550200 - Sewer Utility CIP	-	-	-	-	2,725	-	2,725
Total (in thousands)		-	-	-	-	2,725	-	2,725

Eagle River Wastewater Treatment Facility Ultraviolet and Washwater Upgrades

Project ID ASU2023001 **Department** Anchorage Wastewater Utility
Project Type Rehabilitation **Start Date** January 2022
District **End Date** December 2026

Community Council

Description

Rehabilitate and upgrade the Ultraviolet disinfection process to extend useful life and meet Alaska Pollutant Discharge Elimination System permit requirements. Expand the existing wash water supply system to meet current and future demands.

Comments

Project is in design phase

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	600	-	-	-	-	-	600
Total (in thousands)		600	-	-	-	-	-	600

East 42nd Lake Otis Piper Mainline Cleanout Replacement

Project ID ASU2023014 **Department** Anchorage Wastewater Utility
Project Type Replacement **Start Date** January 2024
District **End Date** December 2025

Community Council

Description

Replace sewer mainline cleanouts as needed in conjunction with the East 42nd Avenue Lake Otis to Piper Water project.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	80	-	-	-	-	-	80
Total (in thousands)		80	-	-	-	-	-	80

Eldon Subdivision Sewer Access

Project ID ASU2023005 **Department** Anchorage Wastewater Utility
Project Type Extension **Start Date** January 2025
District **End Date** December 2027

Community Council

Description

Grant matching funds to construct approximately 1,000 feet of sanitary sewer pipeline to provide public sewer access to undersized residential lots with failing septic systems in the Eldon Subdivision in the area of East 120th Avenue and Old Seward Highway.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	-	250	-	-	-	-	250
Total (in thousands)		-	250	-	-	-	-	250

Excavation Crew 2 Wheeled Excavator

Project ID ASU2023011 **Department** Anchorage Wastewater Utility
Project Type Replacement **Start Date** January 2024
District **End Date** December 2025

Community Council

Description

Replace the existing wheeled excavator F96314 that has become unreliable and requires continual unplanned corrective maintenance.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	600	-	-	-	-	-	600
Total (in thousands)		600	-	-	-	-	-	600

Facility Equipment

Project ID ASU2021007 **Department** Anchorage Wastewater Utility
Project Type Replacement **Start Date** January 2022
District **End Date** December 2029

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 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer 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

Facility Plant

Project ID ASU2021011 **Department** Anchorage Wastewater Utility
Project Type Replacement **Start Date** January 2022
District **End Date** December 2029

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 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer 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

Geographic Information System Application Development

Project ID ASU2021002 **Department** Anchorage Wastewater Utility
Project Type IT **Start Date** January 2024
District **End Date** December 2028

Community Council

Description

Geographic Information Systems (GIS) work to perform work associated with development of applications for essential business functions on an annual basis. The Utility 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 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	45	-	45	-	45	-	135
Total (in thousands)		45	-	45	-	45	-	135

Girdwood Sewer Rehabilitation & Replacement

Project ID	ASU2020003	Department	Anchorage Wastewater Utility
Project Type	Rehabilitation	Start Date	January 2023
District		End Date	December 2029

Community Council

Description

This project programs annual funding for collection system improvements based on the priorities set forth by the prececedant Girdwood groundwater inflow and infiltration study. Groundwater inflow and infiltration into the Girdwood collection system burdens the treatment processes at the Girdwood Wastewater Treatment Facility.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer 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

Girdwood Wastewater Treatment Facility Strategic Major Maintenance

Project ID ASU2023009 **Department** Anchorage Wastewater Utility
Project Type Rehabilitation **Start Date** January 2027
District **End Date** December 2037

Community Council

Description

Rehabilitate or replace worn components of the existing Girdwood Water Wastewater Treatment Facility which significantly impact the operation or performance of the facility to meet discharge permit requirements.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	-	-	-	1,000	1,000	1,000	3,000
Total (in thousands)		-	-	-	1,000	1,000	1,000	3,000

Global Positioning System Unit Upgrades

Project ID ASU2022016 **Department** Anchorage Wastewater Utility
Project Type Upgrade **Start Date** January 2027
District **End Date** December 2027

Community Council

Description

Purchase a minimum of two (2) high resolution global positioning system (GPS) units for use in downtown Anchorage and Girdwood.

Comments

New project - has a related Water Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	-	-	-	25	-	-	25
Total (in thousands)		-	-	-	25	-	-	25

Heavy Rolling Stock

Project ID ASU2021009 **Department** Anchorage Wastewater Utility
Project Type Replacement **Start Date** January 2023
District **End Date** December 2029

Community Council

Description

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

Comments

Annual Funding Pool

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	750	750	750	750	750	750	4,500
Total (in thousands)		750	750	750	750	750	750	4,500

Hydraulic Model Upgrades

Project ID ASU2021005 **Department** Anchorage Wastewater Utility
Project Type IT **Start Date** January 2022
District **End Date** December 2029

Community Council

Description

Development of upgrades to the sewer hydraulic model for essential business functions.

Comments

Annual Funding Pool - has a related Water Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	50	50	50	50	50	50	300
Total (in thousands)		50	50	50	50	50	50	300

Information Technology Administrative Systems SWR Pool

Project ID	ASU2021001	Department	Anchorage Wastewater Utility
Project Type	IT	Start Date	January 2022
District		End Date	December 2029

Community Council

Description

Upgrade or replace Information Technology (IT) and Customer Service software systems to address aging technology platforms and security vulnerabilities as needed. Systems include, but are not limited to: Business Intelligence, Enterprise Resource Planning, Geographic Information System (GIS), Mobile, Parcel, Project Management, Supervisory Control and Data Acquisition, Banner, Customer Information System, Neptune Meter Reading, Cash Register, Bill Payment and Presentment, Information Permitting Backflow, Teldig, Outage Notification, and Treatment IT Master Plan System Categories.

Comments

Annual Funding Pool - has a related Water Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	65	65	65	65	65	65	390
Total (in thousands)		65	65	65	65	65	65	390

Information Technology Infrastructure

Project ID ASU2021003 **Department** Anchorage Wastewater Utility
Project Type IT **Start Date** January 2022
District **End Date** December 2029

Community Council

Description

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

Comments

Annual Funding Pool - has a related Water Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	300	300	300	300	300	300	1,800
Total (in thousands)		300	300	300	300	300	300	1,800

King Street Grit Facility Upgrades

Project ID ASU2022002 **Department** Anchorage Wastewater Utility
Project Type Upgrade **Start Date** January 2028
District **End Date** December 2029

Community Council

Description

Upgrades to the existing grit facility at King Street to be capable to accept the actual material that is disposed of at the Grit Facility.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	-	-	-	-	500	-	500
Total (in thousands)		-	-	-	-	500	-	500

Large Diameter Sewer Manholes

Project ID ASU2017001 **Department** Anchorage Wastewater Utility
Project Type Improvement **Start Date** February 2018
District **End Date** December 2028

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 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	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 2022
District **End Date** December 2029

Community Council

Description

Upgrade or replace Information Technology (IT) systems Operational Systems to address aging technology platforms and security vulnerabilities as needed. Systems include but are not limited to: Work Management and IT Management Program Systems.

Comments

Annual Funding Pool - has a related Water Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	15	15	15	15	15	15	90
Total (in thousands)		15	15	15	15	15	15	90

Plant Oversize & Betterments

Project ID ASU2021013 **Department** Anchorage Wastewater Utility
Project Type Improvement **Start Date** January 2022
District **End Date** December 2029

Community Council

Description

This funding is required to compensate private developers for Anchorage Wastewater Utility (ASU) requested betterments to ASU's existing infrastructure or for ASU requested oversizing of sewer mains installed by the developers.

Comments

Annual Funding Pool

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	10	-	10	-	10	-	30
Total (in thousands)		10	-	10	-	10	-	30

Powder Reserve Sewer Access Project

Project ID ASU2023003 **Department** Anchorage Wastewater Utility
Project Type Upgrade **Start Date** January 2024
District **End Date** December 2026

Community Council

Description

Grant matching funds to construct sanitary sewer pipelines and upgrade a regional pump station to serve an ongoing Eklutna Inc. property development in Eagle River.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	1,125	-	-	-	-	-	1,125
Total (in thousands)		1,125	-	-	-	-	-	1,125

Pump Station 12 Force Main Interceptor C Gravity Junction Rehabilitation

Project ID ASU2016010 **Department** Anchorage Wastewater Utility
Project Type Rehabilitation **Start Date** June 2016
District **End Date** December 2026

Community Council

Description

Rehabilitate the sewer force main-gravity junction of Interceptor C at the Pump Station 12 force main discharge. Perform condition assessment of both force mains, evaluate both pumps, evaluate valves, and evaluate electrical system.

Comments

Project is in design phase

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	550200 - Sewer Utility CIP	2,500	-	-	-	-	-	2,500
Total (in thousands)		2,500	-	-	-	-	-	2,500

Pump Station 2 Rehabilitation

Project ID ASU2018009 **Department** Anchorage Wastewater Utility
Project Type Rehabilitation **Start Date** January 2019
District **End Date** November 2028

Community Council

Description

Perform rehabilitation to components of Pump Station 2 at the end of their service life, including pumps, mechanical piping, valves, electrical equipment, generator, and associated appurtenances such as supervisory control and data acquisition (SCADA) and security upgrades.

Comments

Project is in design phase

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Bond Sale Proceeds	550200 - Sewer Utility CIP	2,500	-	-	-	-	-	2,500
Total (in thousands)		2,500	-	-	-	-	-	2,500

Pump Station 55 Abandonment

Project ID ASU2019006 **Department** Anchorage Wastewater Utility
Project Type Improvement **Start Date** January 2027
District **End Date** December 2029

Community Council

Description

The project will evaluate alternatives as to the disposition of Pump Station 55 and institute the chosen alternative. Currently, the wet well components and pumps are near failure and will require replacement upon failure.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	-	-	-	500	-	-	500
Bond Sale Proceeds	550200 - Sewer Utility CIP	-	-	-	-	1,500	-	1,500
Total (in thousands)		-	-	-	500	1,500	-	2,000

River's Edge Regional Sewer Access

Project ID ASU2023006 **Department** Anchorage Wastewater Utility
Project Type Extension **Start Date** January 2025
District **End Date** December 2027

Community Council

Description

Grant matching funds to construct a public regional pump station and collection system to replace a failed community septic system in Eagle River.

Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	-	782	-	-	-	-	782
Total (in thousands)		-	782	-	-	-	-	782

Safety Improvements SWR

Project ID ASU2023015 **Department** Anchorage Wastewater Utility
Project Type Improvement **Start Date** January 2024
District **End Date** December 2029

Community Council

Description

Provides annual funding to actively improve safety on sewer assets as needed.

Comments

Annual Funding Pool

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	100	100	100	100	100	100	600
Total (in thousands)		100	100	100	100	100	100	600

Sand Lake Subdivision Sewer Access

Project ID ASU2023004 **Department** Anchorage Wastewater Utility
Project Type Extension **Start Date** January 2025
District **End Date** December 2027

Community Council

Description

Grant matching funds to construct sanitary sewer pipelines and facilities within a Sand Lake neighborhood in Anchorage to replace failed septic systems near private wells.

Comments

New

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	-	1,500	-	-	-	-	1,500
Total (in thousands)		-	1,500	-	-	-	-	1,500

Supervisory Control and Data Acquisition Network Improvements

Project ID ASU2023002 **Department** Anchorage Wastewater Utility
Project Type Upgrade **Start Date** January 2024
District **End Date** December 2029

Community Council

Description

Equipment upgrades and/or additions as services are added and technology ages on supervisory control and data acquisition (SCADA) network. 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 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	300	300	300	300	300	300	1,800
Total (in thousands)		300	300	300	300	300	300	1,800

Supervisory Control and Data Acquisition Network Segmentation

Project ID ASU2023007 **Department** Anchorage Wastewater Utility
Project Type Improvement **Start Date** January 2024
District **End Date** December 2027

Community Council

Description

Create three networks from the existing single supervisory control and data acquisition (SCADA) network at each plant separated by vlans and firewall rules to add resiliency to the SCADA network and comply with federal government cybersecurity recommendations.

Comments

New project - has a related Water Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	250	250	250	125	-	-	875
Total (in thousands)		250	250	250	125	-	-	875

Vehicles

Project ID ASU2021010 **Department** Anchorage Wastewater Utility
Project Type Replacement **Start Date** January 2021
District **End Date** December 2029

Community Council

Description

Provides funding for major rehabilitation or replacement of Anchorage Wastewater Utility fleet vehicles at the end of their useful life.

Comments

Annual Funding Pool - has a related Water Utility project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	500	500	500	500	500	500	3,000
Total (in thousands)		500	500	500	500	500	500	3,000

Worst Subdivision Sewer Lining

Project ID ASU2023016 **Department** Anchorage Wastewater Utility
Project Type Rehabilitation **Start Date** January 2026
District **End Date** December 2027

Community Council

Description

Cured-in-place pipe lining a 16-inch sewer trunk in the Worst Subdivision to reduce the risk of future failure in an environmentally sensitive area and in conjunction with a Solid Waste Services project.

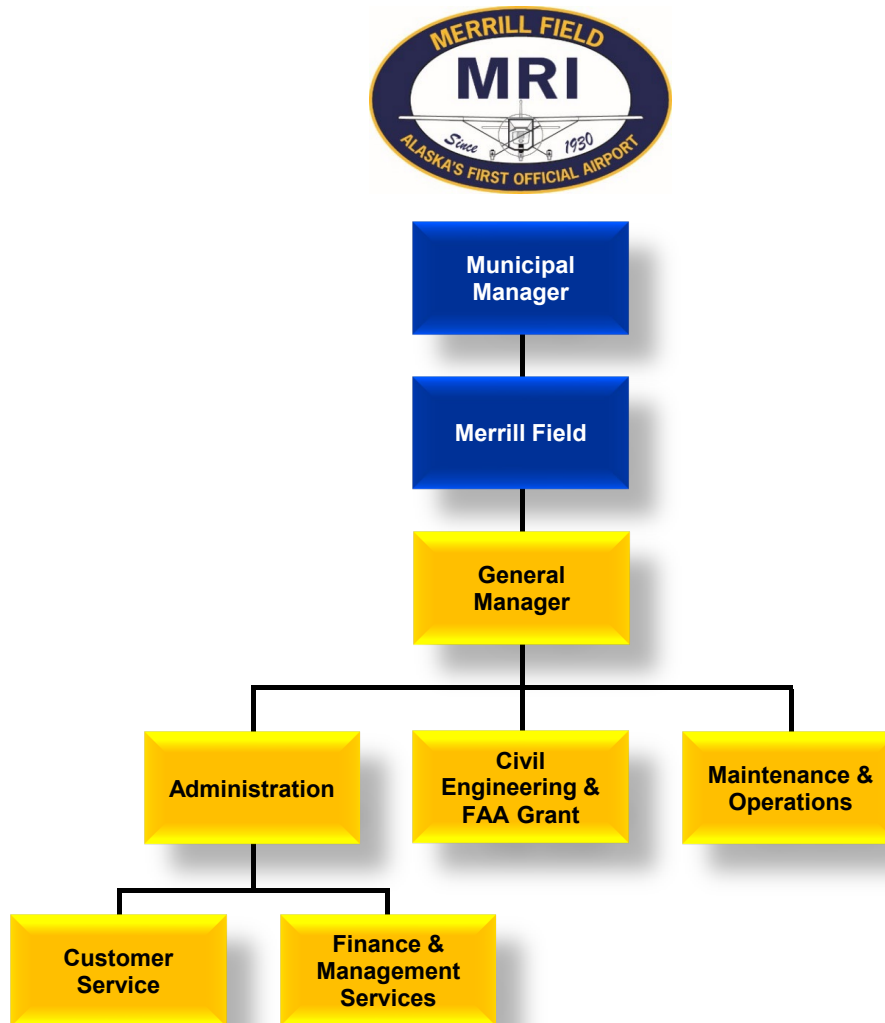
Comments

New project

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	550200 - Sewer Utility CIP	-	-	895	-	-	-	895
Total (in thousands)		-	-	895	-	-	-	895

Municipal Airports



Merrill Field Airport Organizational Overview

The Airport Manager is responsible for overall management, airport operations, risk mitigation, and operational tone, policies, and direction of the Airport. The Airport Manager is appointed by the Mayor, confirmed by the Assembly, and is also the primary point of contact with the Federal Aviation Administration (FAA) regarding capital and airport planning, operations, and capital development. The airport manager is assisted in these tasks by an engineering function contracted out to a local airport engineering firm. Finally, the airport manager is the Merrill Field spokesman in all representations to the media.



Merrill Field Airport Runway by Shelly Plum of AK Love Photography

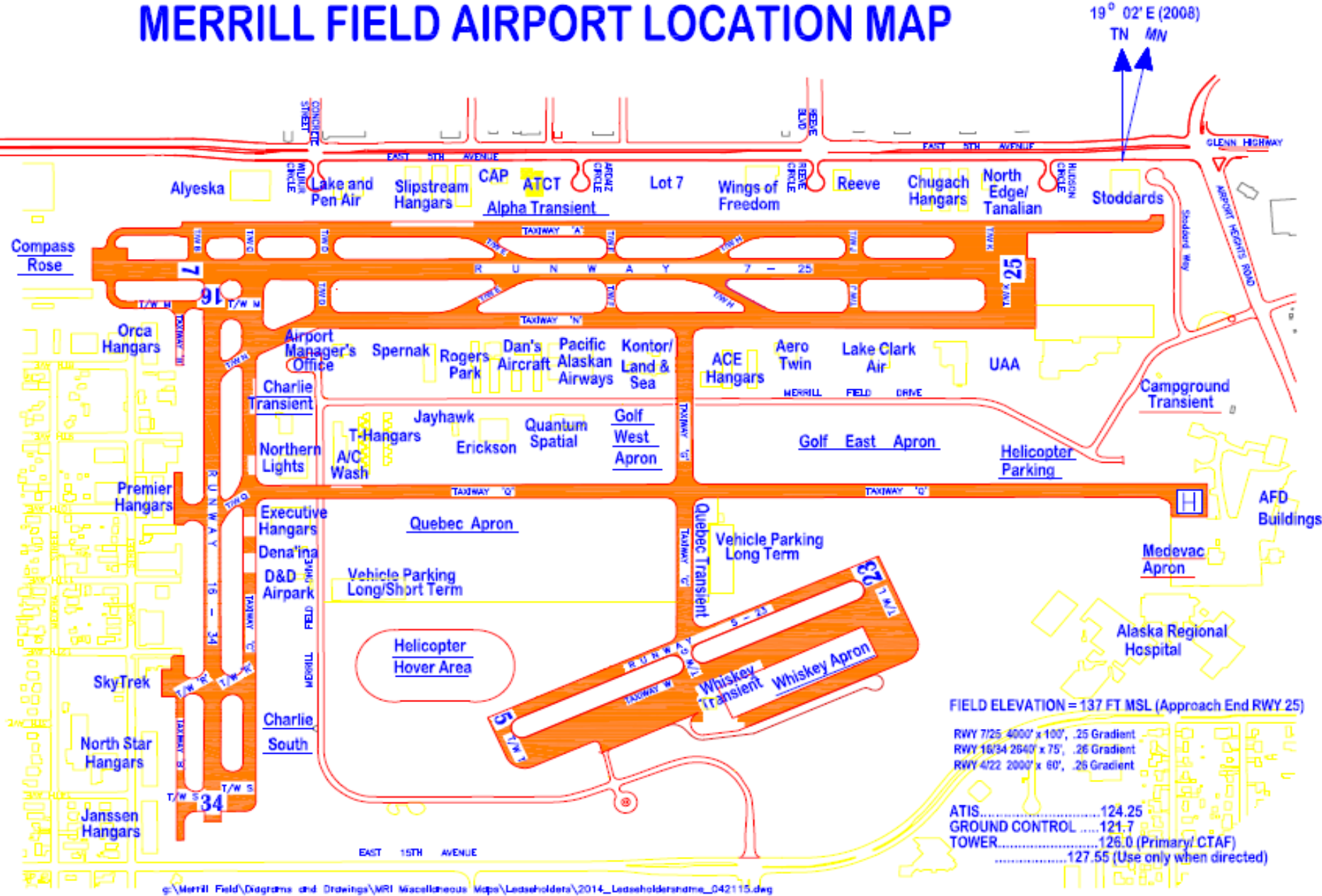
The Assistant Airport Manager serves as the: deputy administrator for airport management functions, financial management, and the supervisor of the administrative staff. The administrative staff conducts the day-to-day operations at the Airport. This includes; property management and servicing of leasehold and tie-down customers. They also oversee the coordination of planning and design of infrastructure construction projects. 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



Merrill Field Airport Business Plan

Mission

Merrill Field Airport (MRI) 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, the second busiest airport, and serves as a general aviation reliever for the Ted Stevens Anchorage International Airport. There were 31,905 passenger enplanements at MRI in 2022.

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.
- Develop an overall Airport strategy that attracts airport users and aviation support services to Merrill Field while encouraging private sector investment.
- 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 resources.
- Understand and be responsive to our customers to better meet their needs by providing the services and facilities they desire. This includes maintaining facilities in a fully functional, efficient, and safe condition by continually improving utility, quality, and appearance.
- Maximize the use of Federal Aviation Administration (FAA) Airport Improvement Program (AIP) grants to provide facilities to safely and adequately meet the needs of general aviation.
- Meet requisite FAA AIP grant assurances.
- Enhance operating revenues by increasing lease and parking rates, while encouraging new tenants and new business enterprises.
- Decrease expenses caused by leaseholder damage to airport infrastructure.
- Increase flight operations safety at Merrill Field by developing instrument flight procedures.

Strategies to Achieve Goals

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

1. Promote a proactive nuisance noise mitigation policy called "Fly Friendly." MRI asks pilots to follow established noise-reducing practices, including implementation of a late night 'Quiet Hours' protocol, which 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 Air Traffic Control 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 (MAAAC), Fixed Based Operators, Airport tenants, and the FAA.
4. Continue to aggressively seek and obtain FAA grant funding for the MRI Airport Capital Improvement Program.
5. Pursue State of Alaska grant funding to provide matching funds to leverage FAA grants.
6. Provide infrastructure to meet customer demand.

7. 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.
8. Minimize expenses by:
 - a. Reducing or eliminating services where the impact is minimal.
 - b. Employing economies of scale whenever possible.
 - c. Performing functions in-house when cost-efficient to do so and workloads permit.
9. 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.
 - c. Investigate tie-down permit management software.
10. Maintain database and management reporting capabilities.
11. Maintain runways, taxiways, and tie-down aprons in a safe and secure condition.
12. Expediently and systematically remove snow from airport surfaces. Ensure Notices to Air Missions (NOTAMs) and Air Traffic Information Service (ATIS) are proactive, accurate, and current.
13. Continue long term planning, development, and construction of quality airport facilities through the Airport Master Plan process.
14. Provide technical assistance to lessees on issues associated with federally mandated environmental programs.
15. Reduce the number of runway incursions (Vehicle/Pedestrian Deviations or VPDs).
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 MRI to more effectively compete nationally for AIP funding.
24. Secure engineering services for project design, contract specifications, bid award, and construction supervision.
25. Rehab the Orca street buildings owned by MRI to improve their appearance and marketability, leading to increased airport revenues and presenting a better appearance to our Fairview neighbors.

Performance Measures to Track Progress in Achieving Goals

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

1. Number of Occupied Aircraft Parking Spaces – representing the number of parking spaces that Merrill Field owns and that contribute directly to Merrill Field Operating Revenue.

2. Percentage of lease spaces currently leased – representing the number of lease properties that are occupied and contributing directly to Merrill Field Operating Revenue
3. Number of Airport Operations (Takeoffs, landings, touch-n-go operations, instrument approaches and airport overflights) and passenger enplanements – qualifying Merrill Field for annual FAA AIP funding.
4. Percentage of operating surfaces above the minimum PCI value (pavement condition index) – measuring when ground surfaces will qualify for rehab/replacement projects.
5. Simulator Center Usage – program cancelled in 2022.
6. Number of Vehicle-Pedestrian Deviations (VPDs) – instances where Airport users or unauthorized personnel have crossed into the active area without authorization.

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

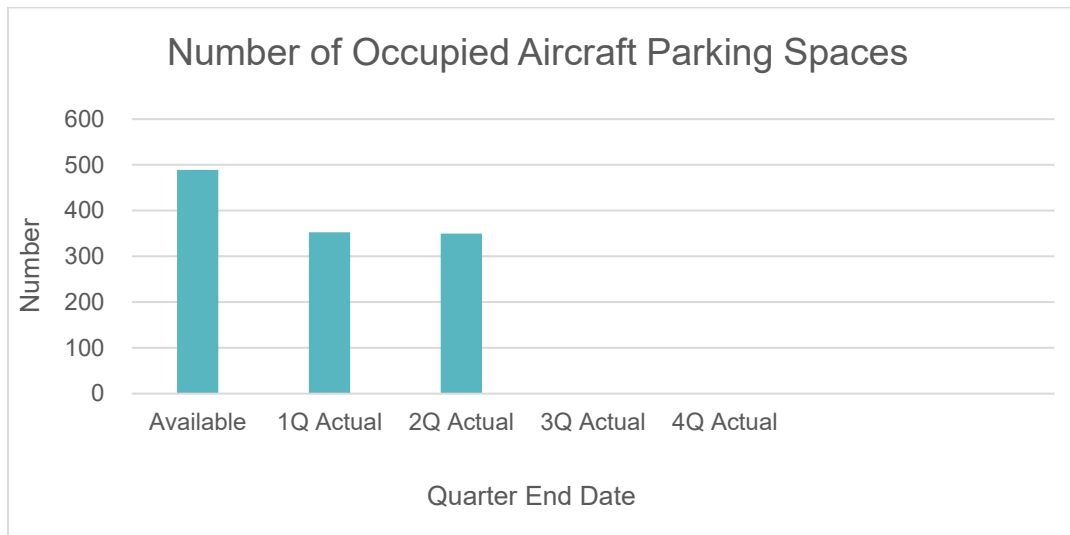
- Reduce the number of vehicle-pedestrian deviations (VPDs) - unauthorized entry into restricted areas.
- Provide sufficient aircraft parking area and business lease space to meet public demand.
- Repair and improve surface conditions on all Runway operating surfaces with a Pavement Condition Index (PCI) 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:

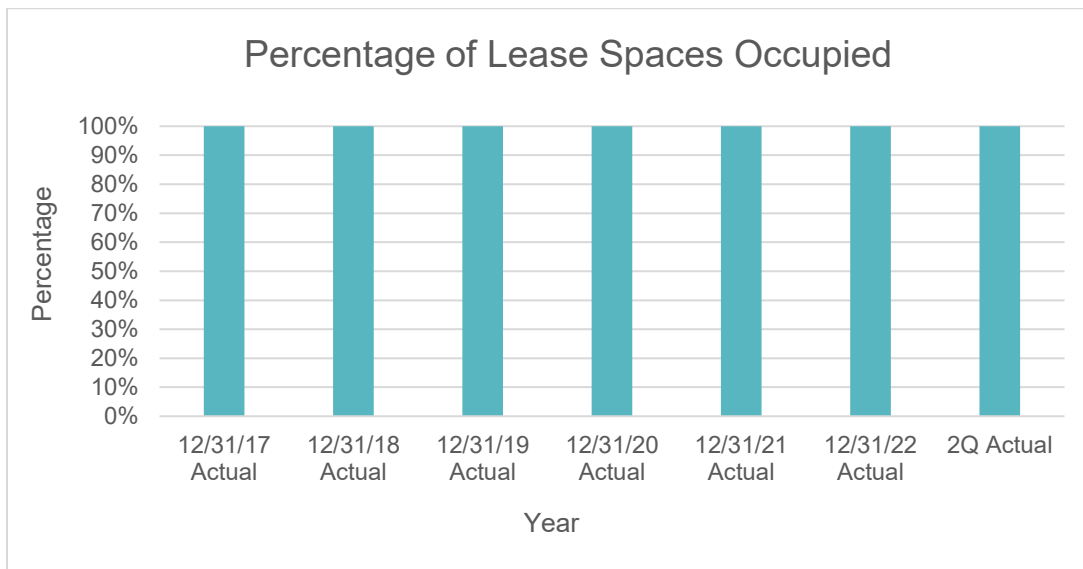
Measure #1: Number of Occupied Aircraft Parking Spaces owned by Merrill Field

Spaces Available	2022 Actual	2Q Actual
489	366	350



Measure #2: Percentage of Lease Spaces, on Merrill Field Land, Currently Leased

2021 Actual	2022 Actual	2Q Actual
(54/54)	(55/55)	(55/55)
100%	100%	100%



Measure #3: Number of Airport Operations (Takeoffs, landings, touch-n-go operations, instrument approaches and airport overflights)

2021 Actual	2022 Actual	2Q Actual
165,671	149,399	46,797



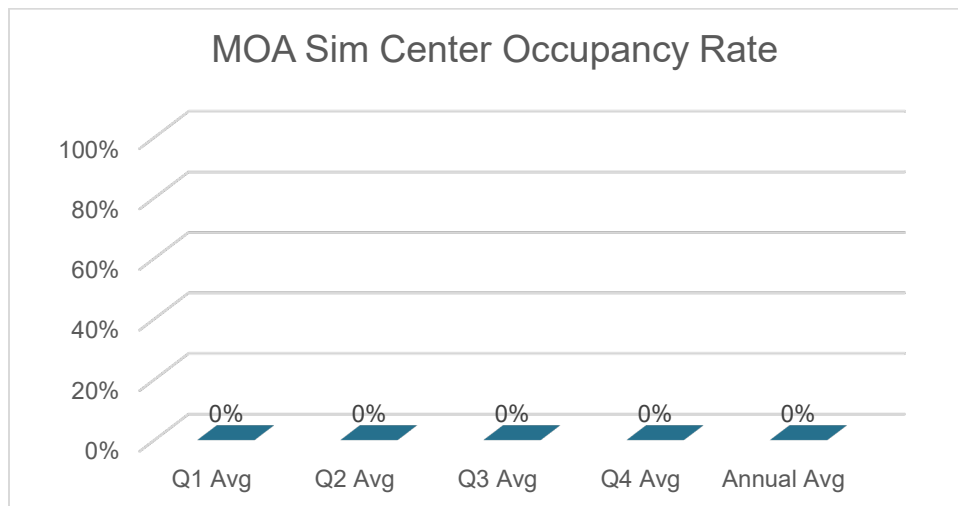
Measure #4: Percentage of operating surfaces above the minimum Pavement Condition Index (PCI) value

2Q Actual	2Q Actual	2Q Actual
Runway	Taxiway	Apron
72%	76%	93%



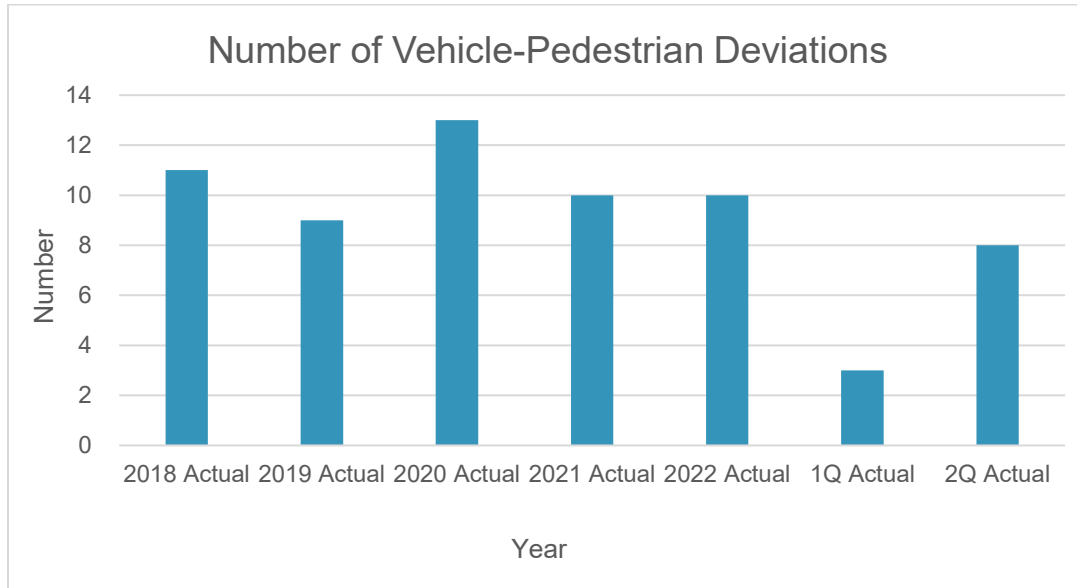
Measure #5: Simulator Center Usage (new program) – PROGRAM CANCELLED IN 2022

2021 Goal Avg	2021 Actual Avg	2022 Actual Avg
40%	20%	0%



Measure #6: Number of Vehicle-Pedestrian Deviations (VPDs)

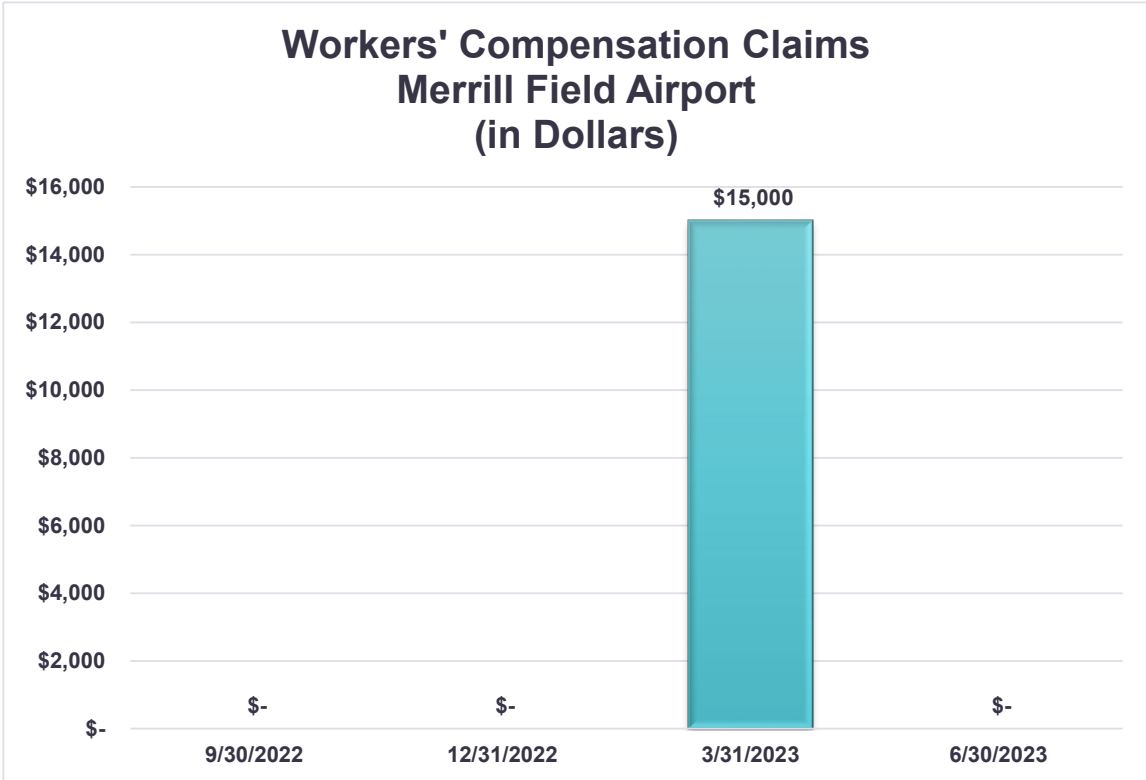
2021 Actual	2022 Actual	2Q Actual
10	10	8



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

History

Merrill Field Airport (MRI) was established in 1930 and is located one mile east of downtown Anchorage. It 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. Commercial operators with heavier aircraft may request a Prior Permission Request (PPR) for limited access.

MRI continues to be an integral part of Alaska's transportation network. Over the past several years aircraft operations have varied between 145,000 and 165,000 and based aircraft varied between 700 and 800.

Services

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 include 1) sale of aircraft fuel, 2) hangar rental, 3) flightseeing, 4) flight and ground school instruction, 5) aircraft maintenance and repair, 6) sale of parts, supplies, equipment and accessories, 7) aerial photography, 8) propeller repair, 9) aviation electronics, 10) aircraft sales, rentals and charters, 11) power plant and airframe training, 12) a fully accredited University of Alaska Aviation Technology Division campus, offering Baccalaureate/Associate degrees and A&P Licensure programs in piloting and aviation management, 13) and direct Medevac taxiway connection to Alaska Regional Hospital.

Regulation

Merrill Field is a General Aviation public airport that is required to meet most FAA and all Municipal regulations. Additionally, the Municipal Airports Aviation Advisory Commission (MAAAC) 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 National Environmental Policy Act, Clean Water Act, Clean Air Act, Civil Rights Act, Americans with Disabilities Act, Community Right to Know, and Underground Storage Tank Regulations 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
- 2.5 miles of fence line
- 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 are part of the top four state airports. Merrill Field continues to be the second busiest airport in the State of Alaska. "Operations" include takeoffs, landings, touch-n-go operations, instrument approaches, and airport overflights.

Anchorage ANC

2019 – 269,902 operations

2020 – 245,283 operations

2021 – 285,887 operations

2022 - 277,121 operations

Merrill Field MRI

2019 – 152,394 operations

2020 – 149,639 operations

2021 – 165,671 operations

2022 - 149,399 operations

Fairbanks FAI

2019 – 108,634 operations

2020 – 96,543 operations

2021 – 102,769 operations

2022 - 103,640 operations

Juneau JNU

2019 – 114,168 operations

2020 – 44,398 operations

2021 – 55,755 operations

2022 - 79,967 operations

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

Phone number: 907-343-6303

Physical Address: 800 Merrill Field Drive Anchorage, AK 99501

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. The Federal Aviation Administration (FAA) invested \$37.8 million in airport infrastructure and Municipality's economy.

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:

1. The addition of five new approach and departure instruments into Merrill Field to lower weather minimums. Doing so will allow our commercial part 135 operators to depart and arrive with their passengers without diverting to Ted Stevens Airport on low visibility days.
2. Many of the Airport Master Plan projects were pushed out 3-4 years because of an inability to make match payments. We have now scheduled those to commence. One of those projects is the acquisition of City Electric property on Orca Street. The Environmental Protection Administration (EPA) is providing funding to define the extent of pollution on this property, which is required to estimate the cost of remediation. Remediation is required before FAA would allow funding to be used to purchase the property. After the purchase has been completed, MRI desires to find and enter a long-term lease with a developer to build aeronautical facilities.
3. A final milestone is the facelift planned for the Orca Street properties.

Revenues and Expenses

The expenses in 2024 are anticipated to remain flat. Salary and benefits are adjusted to reflect any collective bargaining agreement adjustments, changes in benefit costs, and/or administrative requirements.

The budgeted revenues are based on lease agreements and historical trends from the past 5 years. Merrill Field generates revenue through Aeronautical and Non-Aeronautical sources:

- Aeronautical revenues come from: Airport Lease Fees, Property Rentals, Aircraft Parking Fees, Aircraft Transient Parking Fees, Aircraft Tie Down Fees, Aviation Fuel Fees, Special Use Permit fees, and Medevac Taxiway Fees.
- Non-Aeronautical revenues come from Vehicle Parking Fees, Miscellaneous Revenues, and Non-Operating Revenue sources.

Merrill Field does not propose to increase rates in 2024. The table below shows what a possible future increase could look like in the "new" column.

Type of Fee	Current	New
Daily Transient Parking Fees	\$ 6.00	\$ 10.00
<i>No longer offering Hourly Transient Parking Fee, Daily rates apply.</i>		
Tie Down Fees:		
Tail-End Space/Month	\$ 70	\$ 75
Tail-End Space - Electric/Month	\$ 85	\$ 90
Pull-Through Space/Month	\$ 80	\$ 85
Pull-Through Space - Electric/Month	\$ 95	\$ 100

Merrill Field Airport			
Historical Rates			
	Lease Rate/Sq Ft/Year	Tail-In Space/Month	Drive-Through Space/Month
1996	\$0.150	\$40.00	\$50.00
1997	\$0.150	\$40.00	\$50.00
1998	\$0.150	\$40.00	\$50.00
1999	\$0.150	\$40.00	\$50.00
2000	\$0.150	\$40.00	\$50.00
2001	\$0.150	\$40.00	\$50.00
2002	\$0.150	\$40.00	\$50.00
2003	\$0.150	\$40.00	\$50.00
2004	\$0.160	\$45.00	\$55.00
2005	\$0.160	\$50.00	\$60.00
2006	\$0.160	\$50.00	\$60.00
2007	\$0.170	\$55.00	\$65.00
2008	\$0.170	\$55.00	\$65.00
2009	\$0.170	\$55.00	\$65.00
2010	\$0.170	\$55.00	\$65.00
2011	\$0.170	\$55.00	\$65.00
2012	\$0.190	\$60.00	\$70.00
2013	\$0.190	\$60.00	\$70.00
2014	\$0.200	\$60.00	\$70.00
2015	\$0.208	\$60.00	\$70.00
2016	\$0.208	\$60.00	\$70.00
2017	\$0.208	\$60.00	\$70.00
2018	\$0.208	\$60.00	\$70.00
2019	\$0.240	\$70.00	\$80.00
2020	\$0.242	\$70.00	\$80.00
2021	\$0.242	\$70.00	\$80.00
2022	\$0.242	\$75.00	\$85.00
2023	\$0.242	\$75.00	\$85.00

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 150,000 flight operations per year, MRI is the major general aviation link between Anchorage and surrounding rural communities. With over 50 aviation businesses and 800+ based aircraft, MRI provides a positive economic impact to Anchorage.

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 Hospital). Additionally, there is an adjacent heliport serving the hospital. 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, the city has grown around and near the airport. 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, the airport implemented the MRI Runway Safety Program to improve operational procedures and to pursue numerous Federal Aviation Administration (FAA) capital improvements in an attempt to curb the trespass problem. Further, reconfiguration of apron-edge taxi-lanes (better delineation and the installation of taxiway lighting) has been proposed to the FAA and will be pursued for the 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. MRI's ongoing goal is to improve airport fencing and perimeter/gate security, continue a program of recurring education for the Airport leaseholders and businesses, and 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 have significant noise impacts on neighboring communities (if an operator wants to conduct Touch & Go’s during these times, they can do so elsewhere at other southcentral airports, such as Anchorage, Lake Hood, Wasilla, Palmer, etc.).

Merrill Field Airport Capital Overview

Capital Project Selection Process

The process of choosing funded projects in the Capital Improvement Program (CIP) begins with the creation of the airport master plan. It is an all-inclusive list of every conceivable project for airport safety, improvement, maintenance, expansion, and revenue generation. It is submitted to the Federal Aviation Administration (FAA) for their vetting and approval.

Then year-to-year, the airport makes a request to the FAA for those items that are most urgent that year. Based on the number of commercial enplanements (minimum of 10,000), the airport is given \$1 million AIP (Airport Improvement Program) funding per year for these previously approved projects. However, from year-to-year, the FAA's priorities change.

Thus, the determining factors in Merrill Field's CIP is for the ask of the FAA to match the FAA's own priorities for any given year. In short, although MRI creates the "wish list," the FAA decides which projects in the Merrill Field CIP will or will not be funded.

Significant Projects

Merrill Field is finishing the Airport Access Road Construction project in 2023. This project was needed to fix the large swells along Merrill Field Drive due to the Airport being constructed on top of an old landfill. The trash underneath the surface has shifted over time and therefore caused up and down movement along Merrill Field Drive, the airport access road.

Merrill Field was awarded an FAA AIP grant for Rehabilitate Runway 07/25 Design. MRI anticipates construction in 2025.

Merrill Field is eligible to apply for a new piece of snow removal equipment in 2024.

Impacts on Future Operating Budgets

The FAA awarded Merrill Field Airport a CARES Act grant in the amount of \$17.89M dollars. This money is being used to fund salaries, and operations; to improve, fix, and maintain airport structures, surfaces, and for the procurement of replacement maintenance equipment. The grant is scheduled to expire May 10, 2024. However, the Administration has requested FAA to extend the grant by an additional year.

Merrill Field Airport 8 Year Summary

(\$ in thousands)

Financial Overview	2022	2023	2024	2025	2026	2027	2028	2029
	Actuals Unaudited	Proforma	Approved	Forecast				
Revenues	2,326	1,603	1,976	2,000	2,100	2,200	2,300	2,400
Expenses and Transfers ⁽¹⁾	4,573	3,567	4,024	4,050	4,100	4,200	4,300	4,400
Net Income (Loss)	(2,247)	(1,964)	(2,048)	(2,050)	(2,000)	(2,000)	(2,000)	(2,000)
Charges by/to Other Departments	(697)	(1,121)	(1,119)	(1,000)	(1,000)	(1,000)	(100)	(1,000)
Municipal Enterprise/Utility Service Assessment	75	63	70	72	74	74	76	78
Dividend to General Government	-	-	-	-	-	-	-	-
Transfers to General Government ⁽²⁾	(622)	(1,058)	(1,049)	(928)	(926)	(926)	(24)	(922)
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	98,421	96,840	95,000	96,000	97,000	98,000	99,000	100,000
Capital Assets Beginning Balance	82,211	87,665	92,583	103,573	108,584	109,574	109,564	109,564
Asset Additions Placed in Service	535	1,000	1,000	5,000	1,000	-	-	-
Assets Retired	-	0.5	0.5	0.5	0.2	0.2	0.2	0.2
Change Depreciation (Increase)/Decrease	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Net Capital Assets (12/31)	82,736	88,656	93,574	108,564	109,574	109,564	109,554	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	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Lease Rate/Square Foot/Year	\$0.242	\$0.242	\$0.242	\$0.242	\$0.242	\$0.242	\$0.242	\$0.242
Tail-In Space/Month	\$70	\$70	\$70	\$70	\$75	\$75	\$75	\$75
Drive-Through Space/Month	\$80	\$80	\$80	\$80	\$85	\$85	\$85	\$85
Based Aircraft	843	843	800	800	800	800	800	800
Municipal Tiedowns	490	490	490	490	490	490	490	490
Flight Operations/Year	149,399	150,000	155,000	160,000	160,000	160,000	160,000	160,000
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

	2022 Actuals Unaudited	2023 Proforma	\$ Change	2023 Revised	\$ Change	2024 Approved	24 v 23 % Change
Operating Revenue							
Airport Lease Fees	412,634	958,087	(886,096)	71,991	14,687	86,678	20.40%
Permanent Parking Fees	441,320	253,739	96,261	350,000	-	350,000	0.00%
Transient Parking Fees	5,692	8,743	(243)	8,500	-	8,500	0.00%
Vehicle Parking	93,697	45,782	30,218	76,000	-	76,000	0.00%
MOA Aviation Fuel Fees	132,509	122,255	(2,255)	120,000	-	120,000	0.00%
SOA Aviation Fuel Fees	35,606	39,652	(11,652)	28,000	-	28,000	0.00%
Medevac Taxiway Fees	62,777	54,979	7,021	62,000	-	62,000	0.00%
Miscellaneous	1,007,005	11,259	986,750	998,009	(14,687)	983,322	-1.47%
Total Operating Revenue	2,191,239	1,494,496	220,004	1,714,500	-	1,714,500	0.00%
Non Operating Revenue							
Operating Grant Revenue	162,876	108,134	50,808	158,942	-	158,942	0.00%
Investment Income	(28,390)	-	84,000	84,000	19,000	103,000	22.62%
Other Income	-	464	(464)	-	-	-	0.00%
Total Non Operating Revenue	134,486	108,598	134,344	242,942	19,000	261,942	7.82%
Total Revenue	2,325,726	1,603,093	354,349	1,957,442	19,000	1,976,442	0.97%
Operating Expense							
Salaries and Benefits	894,335	894,773	523,460	1,418,233	(19,778)	1,398,455	-1.39%
Overtime	26,212	16,350	(7,908)	8,442	-	8,442	0.00%
Total Labor	920,547	911,123	515,552	1,426,675	(19,778)	1,406,897	-1.39%
Supplies	3,162	212,188	(96,188)	116,000	-	116,000	0.00%
Travel	-	2,850	(2,850)	-	-	-	0.00%
Contractual/Other Services	566,957	444,912	55,088	500,000	7,850	507,850	1.57%
Equipment/Furnishings	551,661	13,072	(11,072)	2,000	-	2,000	0.00%
Dividend to General Government	-	-	-	-	-	-	0.00%
Manageable Direct Cost Total	1,121,780	673,021	(55,021)	618,000	7,850	625,850	1.27%
Municipal Enterprise/Utility Service Assessment	74,612	63,291	(218)	63,073	7,001	70,074	11.10%
Depreciation/Amortization	3,152,959	3,040,323	-	3,040,323	-	3,040,323	0.00%
Non-Manageable Direct Cost Total	3,227,571	3,103,614	(218)	3,103,396	7,001	3,110,397	0.23%
Charges by/to Other Departments	(696,707)	(1,120,747)	-	(1,120,747)	1,475	(1,119,272)	-0.13%
Total Operating Expense	4,573,192	3,567,012	460,312	4,027,324	(3,452)	4,023,872	-0.09%
Non Operating Expense							
Total Non Operating Expense	-	-	-	-	-	-	0.00%
Total Expense	4,573,192	3,567,012	460,312	4,027,324	(3,452)	4,023,872	-0.09%
Net Income (Loss)	(2,247,466)	(1,963,918)	(105,964)	(2,069,882)	22,452	(2,047,430)	-1.08%
Appropriation:							
Total Expense		3,567,012	460,312	4,027,324	(3,452)	4,023,872	-0.09%
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)		526,689	460,312	987,001	(3,452)	983,549	-0.35%

Merrill Field Airport Reconciliation from 2023 Revised Budget to 2024 Approved Budget

	Expenses	Positions		
		FT	PT	Temp/ Seas
2023 Revised Budget (Appropriation)	987,001	11	-	-
Transfers by/to Other Departments				
- Charges by Other Departments	1,475	-	-	-
- Municipal Enterprise Service Assessment (MESA)	7,001	-	-	-
Changes in Existing Programs/Funding for 2024				
- Salaries and Benefits Adjustments	30,222	-	-	-
2024 Continuation Level	1,025,699	11	-	-
2024 Proposed Budget Changes				
- Reduce professional services	(42,150)	-	-	-
2024 Approved Budget	983,549	11	-	-
2024 Budget Adjustment for Accounting Transactions (Appropriation)				
- None	-	-	-	-
2024 Approved Budget (Appropriation)	983,549	11	-	-
		2024 Approved FTE		
		11.00	11.00	-
		-	-	-

Merrill Field Airport
2024 Capital Improvement Budget
(in thousands)

Projects	Debt	State	Federal	Equity	Total
Acquire Safety and/or Security Equipment (RSAT Phase 6)	-	-	305	21	326
Acquire Snow Removal Equipment	-	-	830	56	886
Rehab RWY 7/25 Construction	-	-	10,000	670	10,670
Total	-	-	11,135	747	11,882

Merrill Field Airport
2024 - 2029 Capital Improvement Program
(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Equipment						
Acquire Snow Removal Equipment	2024	-	-	830	56	886
Safety Improvements						
Rehab RWY 7/25 Construction	2024	-	-	10,000	670	10,670
Rehabilitate Taxiway A and Taxiway N - Design	2025	-	-	1,127	76	1,203
Rehabilitate Taxiway N - Construction	2026	-	-	6,600	440	7,040
Security						
Acquire Safety and/or Security Equipment (RSAT Phase 6)	2024	-	-	305	21	326
	2026	-	-	1,500	100	1,600
		-	-	1,805	121	1,926
	Total	-	-	20,362	1,363	21,725

Acquire Safety and/or Security Equipment (RSAT Phase 6)

Project ID MF2021010 **Department** Merrill Field Airport
Project Type New **Start Date** January 2023
District Tax: 1 - City/Anchorage **End Date** December 2026

Community Council

Description

Acquire safety and/or security equipment Runway Safety Action Team (RSAT) Phase 6. (gates, fence, operators)

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	305	-	1,500	-	-	-	1,805
Net Position	580800 - Merrill Field Airport Capital Contr	21	-	100	-	-	-	121
Total (in thousands)		326	-	1,600	-	-	-	1,926

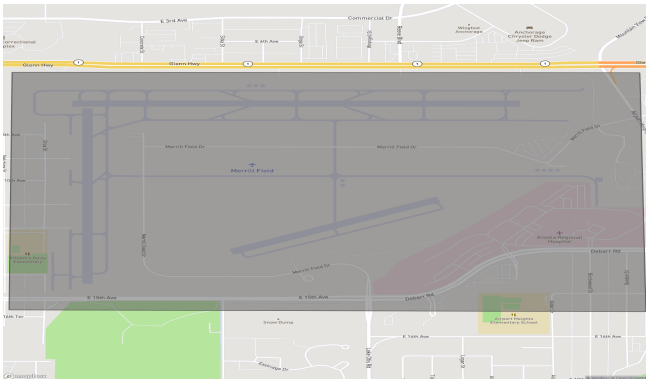
Acquire Snow Removal Equipment

Project ID MF2021003 **Department** Merrill Field Airport
Project Type New **Start Date** January 2024
District Tax: 1 - City/Anchorage **End Date** January 2028

Community Council

Description

Acquire snow removal equipment: motor grader, snow truck with plow, or dump truck.



Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	830	-	-	-	-	-	830
Net Position	580800 - Merrill Field Airport Capital Contr	56	-	-	-	-	-	56
Total (in thousands)		886	-	-	-	-	-	886

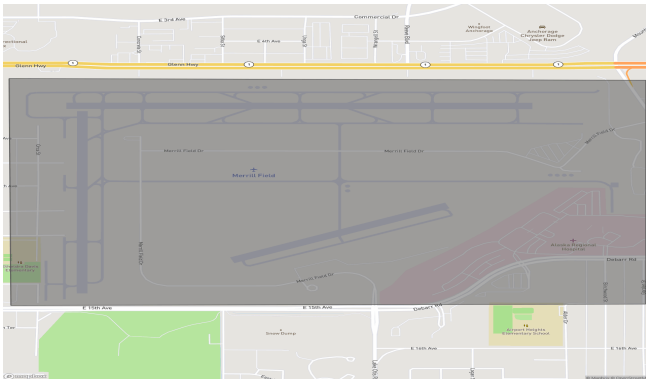
Rehab RWY 7/25 Construction

Project ID MF2021004 **Department** Merrill Field Airport
Project Type Rehabilitation **Start Date** January 2024
District Tax: 1 - City/Anchorage **End Date** January 2027

Community Council

Description

Rehabilitate Runway 07/25 Construction



Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	10,000	-	-	-	-	-	10,000
Net Position	580800 - Merrill Field Airport Capital Contr	670	-	-	-	-	-	670
Total (in thousands)		10,670	-	-	-	-	-	10,670

Rehabilitate Taxiway A and Taxiway N - Design

Project ID	MF2024001	Department	Merrill Field Airport
Project Type	Rehabilitation	Start Date	January 2024
District		End Date	December 2026

Community Council

Description

Rehabilitate Taxiway A and Taxiway N - Design

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	-	1,127	-	-	-	-	1,127
Net Position	580800 - Merrill Field Airport Capital Contr	-	76	-	-	-	-	76
Total (in thousands)		-	1,203	-	-	-	-	1,203

Rehabilitate Taxiway N - Construction

Project ID MF2021015 **Department** Merrill Field Airport
Project Type Rehabilitation **Start Date** January 2026
District Tax: 1 - City/Anchorage **End Date** December 2028

Community Council

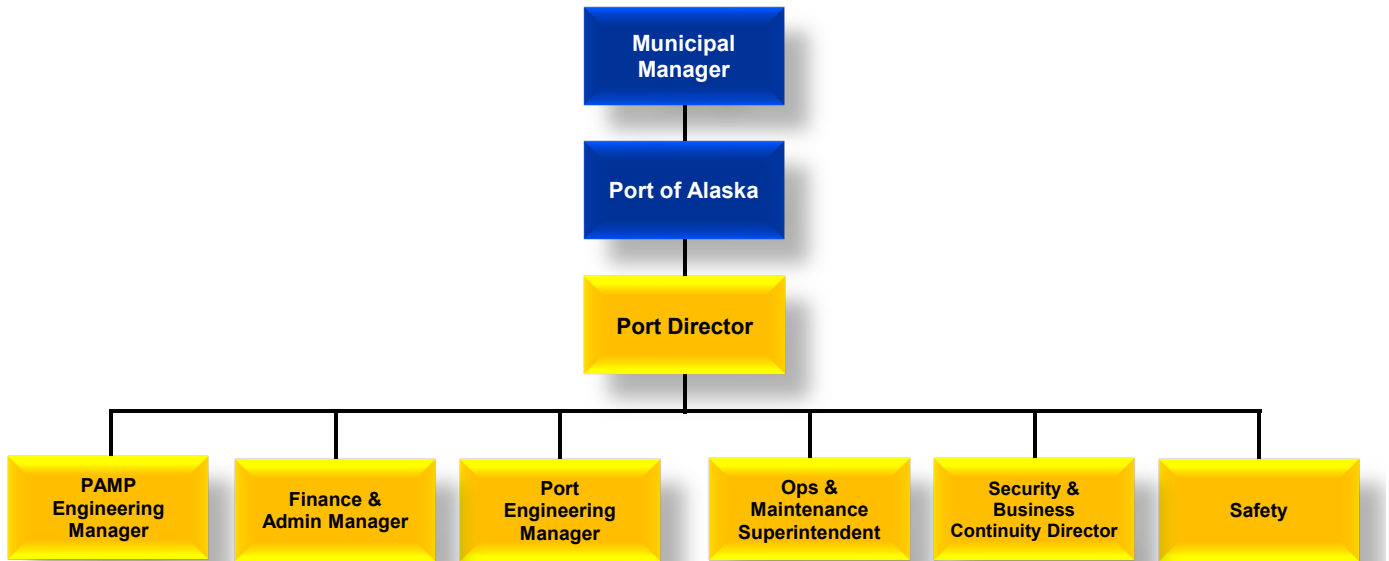
Description

Rehabilitate Taxiway N - Construction

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Federal Grant Revenue-Direct	580900 - Merrill Field Airport Capital Grant	-	-	6,600	-	-	-	6,600
Net Position	580800 - Merrill Field Airport Capital Contr	-	-	440	-	-	-	440
Total (in thousands)		-	-	7,040	-	-	-	7,040

Port of Alaska



Port of Alaska Organizational Overview

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

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) Engineering Manager serves as the Port's engineering subject matter expert and direct representative to the Municipality's PAMP Director for all engineering aspects of the PAMP, to include providing guidance to the PAMP Director on the quality of execution of the PAMP program management consultant actions in response to their assigned tasks in the master service agreement.

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 the Capital Improvement Plan.



Photo taken by Andre Horton



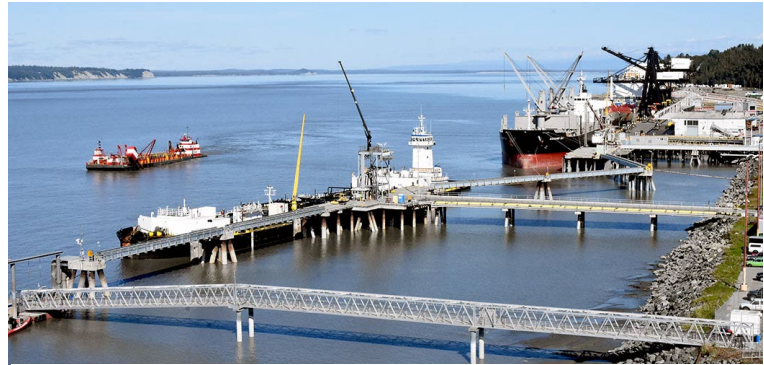
The Port Engineering Manager develops and oversees all aspects of the existing port's infrastructure engineering requirements; directs the activities of port consultants and contractors; oversees Port construction contracts, including the multi-year engineering services contract; leads the Port's capital 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.

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



Port of Alaska Docks

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.

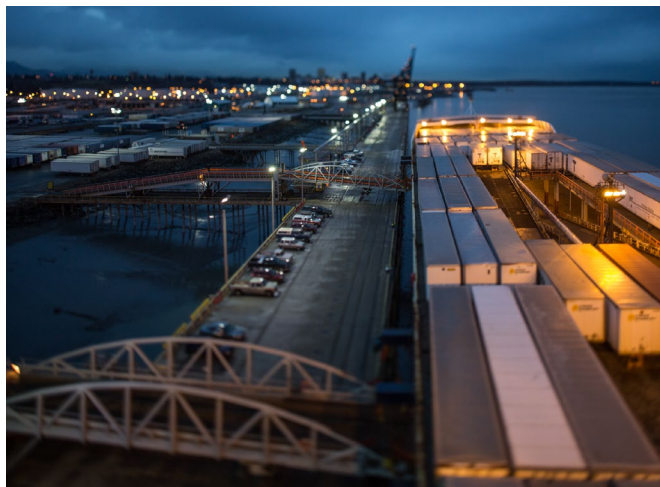


Photo taken by Andre Horton

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.



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, to support the Department of Defense as one of 18 Commercial Strategic Seaports, and to support federal and state disaster response and recovery plans as needed.

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

Strategies to Achieve Goals

1. Provide year-round access to suitable terminals and docks for movement of containers, dry bulk cargo, and liquid bulk cargo to include petroleum products.
2. Provide seasonal maintenance of and access to the Ship Creek Small Boat Launch.
3. Plan, develop, and operate facilities to accommodate market growth and modernization.
4. Monitor the scheduling of all vessels that call on the Port.
5. Provide centralized Port and tenant security services and emergency management leadership.
6. As a landlord port, manage short-term permits (revocable use permits) and long-term leases of land and buildings.
7. Maintain and ensure uninterrupted 24/7/365 availability of Port owned facilities.
8. Ensure environmental quality of the land within the Port boundaries
9. Assess and manage the collection of all tariffs and user fees associated with vessels calling on the Port and land tenant operations.
10. Manage Foreign Trade Zone (FTZ) 160 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. Occupational Safety and Health Administration (OSHA) 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 deteriorating dock pile and infrastructure.
- 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.
- Oversee the Municipality designated Program Management Office's (PMO) execution 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: Overtime hours and pay compared to base compensation for current vs prior year.

	<u>2022</u>	<u>2023</u>
Total Hours	890	872
Total Cost	\$ 72,430	\$ 57,862

Measures #2: Operating Net Income year-to-date (YTD) for current vs prior year.

	<u>6/30/2022</u>	<u>6/30/2023</u>	<u>%Growth/(Loss)</u>
*Net Operating Income	\$ (241,951)	\$ (3,972,121)	(1,542%)
Total Cash Flow	\$ 3,726,945	\$ 6,918,896	85%

** Unaudited

* Net Operating Income includes Depreciation (non-cash item) and Debt Service payments. Changes in Depreciation from 2022 to 2023 are as a result of the addition of the new Petroleum Cement Terminal to the Port of Alaska's asset list.

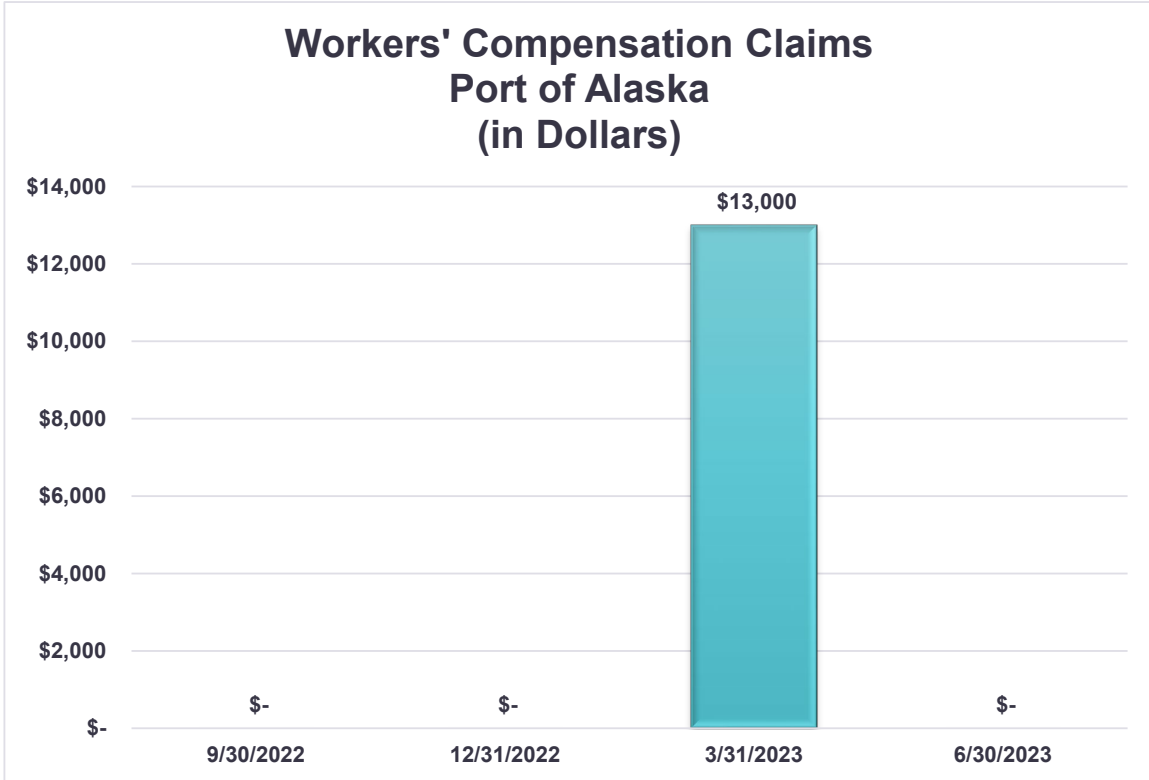
Measures #3: Occupational Safety and Health Administration (OSHA) recordable incidents for current vs prior year (# of incidents, loss of time, and cost).

	<u>2022</u>	<u>2023</u>
# of Incidents	2	1
Loss of Time	185 Days	0 days
Cost	\$ 133,652	\$ 0.00

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.

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, Joint Base Elmendorf-Richardson (JBER) and Fort Wainwright are key transportation nodes for Department of Defense concerning mobilization planning, shipping and transporting of jet fuel and other related petroleum products, and bulk cargo for military use.

The Municipality of Anchorage is the grantee of the Foreign Trade Zone (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 Marathon (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. 9.1 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.

Physical Plant

- 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
- Three petroleum terminals with fifteen, eight-inch, tide-compensating lines, one which also supports dry bulk cement offload operations
- Bulk Petroleum Valve Yard capable of accommodating multiple simultaneous marine/shore and/or inter-user shore side transfers
- Dry and break-bulk handling
- One 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, JBER, and Ted Stevens International Airport (ANC).
- Regional pipeline connections to Nikiski, JBER and ANC.

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 in 2018 with landside improvements, and construction completion in 2022. The next steps are construction of the Port Administration building (planned completion in 2024) and a landside and waterside north end stabilization project (planned completion in 2024). In parallel with this has been the start of the design work for the next PAMP phase, which is construction of new cargo docks. The dates for this effort are dependent on securing sufficient funding.

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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. It has reached the point where dock operations will have to change in the next 4 to 5 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 phases. Phase 1 includes construction of a new Petroleum/Cement Dock. Phases 2 through 4 complete the marine terminal construction, stabilization of the north extension, and re-location of the Port administrative offices.

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 90% 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 was completed in Fall 2021. Phase 2's cargo dock design activities are under way, with delivery of the 65% design for cargo terminal 1 due by the end of December 2023. Construction activities for stabilization of the north extension and for the Port administrative offices are under way with completion scheduled by the end of the 2024 construction season. Based on the current cargo dock design schedule, and assuming full up-front funding and assuming timely permit issuance, construction of cargo dock Terminal 1 is scheduled to begin in 2025. Completion of both cargo terminals is expected by the end of the 2032 construction season.

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 replacement of aging Port equipment, Ship Creek Boat Launch Dredging and Repairs, Storm Drain System Repair and Enhancement, and continued Port Security upgrades of existing infrastructure.

Link to Port of Alaska Financial Statements:

[Microsoft Word - Port of Alaska Fund 21.docx](#)

Description of Major Port Revenues

The Municipality operates the Port as a landlord through various property agreements entered into with tenants of the Port. The property agreements entered into by the Municipality, which convey the right to use, rent or lease Port assets include; leases, preferential use agreements, revocable permits, and terminal operator permits. The tenants of the Port pay tariff charges

(including, but not limited to, dockage (the charge assessed for docking a vessel at a berth), wharfage (the charge assessed when cargo crosses the wharf)), and other fees to the Municipality for the right to use, rent or lease Port facilities. These different revenue sources are provided below.

Dockage

This is a tariff charge assessed to a vessel for docking at the Port wharf. The tariff outlines the basis for charges and provides guidelines for rates based on the length-over-all of the vessel and the length of time the vessel is tied up to the wharf.

Wharfage - Liquid Bulk

Wharfage is the charge assessed by barrel against Petroleum products passing over or under the Port wharf, transferred between vessels, and loaded into land petroleum storage tanks.

Wharfage - General Cargo

Wharfage is the charge assessed by ton for cargo passing over the cargo terminals. The main source of the Port's general cargo revenue is generated by cargo users subject to a negotiated Preferential User Agreement which sets rates outside of the tariff and is based on a scheduled number of Port visits annually. TOTE and Matson are the current Port cargo carriers.

Security Fees

The security fees generated by the Port are from a collaborative agreement of eight stakeholders plus the Port (the Port Security Committee), executed in 2004 to collectively secure the facility security necessary to comply with U.S. Coast Guard requirements for ports. The formula has been agreed upon by all stakeholders where each share a portion of the security cost based on property square footage, and tonnage across the dock.

Industrial Park Lease

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 Assembly approval. This revenue represents short term permit rentals for Port users to meet their storage need when a temporary increase in business occurs. This revenue is unpredictable due to the fact that it is earned when an increase in regular business happens, so the Port is not able to plan on this revenue.

Commercial Passenger Vessel Tax (Cruise Ship Tax)

The State imposes an excise tax on travel on commercial passenger vessels (CPVs), typically cruise ships that have 250 or more berths and provide overnight accommodations in the State's marine waters. Passengers traveling on qualified commercial passengers are liable for the tax. The commercial passenger vessel excise tax rate is \$34.50 per passenger, per voyage. Cruise ship companies and commercial passenger vessel owners file returns and pay taxes monthly. The due date is the last day of the month following the month in which the voyages ended. The State's Department of Revenue's Tax Division deposits all proceeds from the CPV excise tax into the commercial Vessel Passenger (CVP) tax account in the General Fund. Subject to appropriation by the State Legislature from the account, the Division distributes \$5 per passenger to each of the first seven ports of call in Alaska. The tax is further reduced by any municipal taxes imposed on each passenger that were in effect prior to December 17, 2007. In light of COVID-19 reduced sailings to the Port of Alaska, this revenue was provided by the State of Alaska through COVID relief funds for 2020 and 2021.

Preferential Use Agreements

The Municipality has reserved the right under Tariff 9.1 to negotiate preferential user rates and terms providing for a reduced charge for dockage, wharfage, and real estate with requesting users who agree to provide profitable long-term business arrangements with the Port. The Municipality has preferential use agreements (PUA) with Matson and TOTE. Both the Matson and TOTE PUAs provide for monthly dockage and wharfage payments subject to escalation. Neither the Matson nor the TOTE PUA contains guaranteed annual minimum payments. The TOTE PUA expires 12/31/2026 and provides for two (2) successive period of five (5) years each upon mutually agreeable terms and conditions. The Matson PUA expires 12/31/2025 and provides for two (2) successive period of five (5) years each upon mutually agreeable terms and conditions.

Description of Major Port Expenses

Non-Labor

This category is representative of operating expenses necessary to operate and maintain the Port. It includes supplies such as tires and fuel for equipment used to maintain roads and docks in good condition for Port users. Non-labor also includes professional engineering services as needed to assist in projects of maintenance and repairs to Port infrastructure where engineering services cannot be provided by the Port. Non-labor is also the accounting group where the cost for the Port's Facility Security contract is paid. (Security fees noted above offset this cost to the Port. The Port's security expense is 11.9% of the contract).

Legal Services

This category is representative of legal expenses and expert witness fees incurred in connection with two broad categories. The majority of these expenses relate to ongoing litigation against the United States Maritime Administration, a division of the United States Department of Transportation. The lawsuit, commenced in 2013, seeks to recover damages incurred by the Port due to the Maritime Administration's mismanagement of a port expansion project that was terminated in 2012. Trial was held in February 2021, and after which fees have been substantially reduced. A final judgement was entered on February 24, 2021, awarding MOA the sum of \$367,466,809. The judgement was timely appealed to the United States Court of Appeals for the Federal Circuit on April 24, 2022 and is pending. The second category represents legal expense relates to occasions when specialized legal assistance is required, such as the filings relating to the Port Foreign Trade Zone 160.

MESA and Dividend Payments

Municipal Enterprise Service Assessment (MESA) is a service assessment required by Anchorage Municipal code AMC11.50.280. MESA is paid to general government in lieu of property tax and the calculation is outlined in the code. This calculation is based on the net book value of Port assets. The Dividend calculation is outlined in AMC 26.10.065 as a mechanism to return a portion of surplus revenues, if available, after the legislated calculation is performed.

Tariffs

Pursuant to Anchorage Municipal Code 11.50.030(B), the Anchorage Port Commission regulates the operation of terminal and transportation facilities at the Port by promulgating a terminal tariff containing rates, charges, rules and regulations applicable at the Port and subject to the approval of the Assembly and filed with the Federal Maritime Commission. Dock revenue rates for the Port are established in the Port's Terminal Tariff No. 9.1 and through contractual

Preferential Usage Agreements. Changes to the tariff require approval by the Commission and are subject to final approval by the Assembly.

In 2019, the Port undertook an extensive review of the tariff rates in light of the expiration of Tariff 8.2 on December 31, 2019 and the potential requirement to create capacity in the Port's income stream for debt service coverage to repay future borrowings necessary in order to complete the PCT. Following the review of the tariff and the completion of a Revenue Requirements report, which included various rate scenarios and recommendations provided by an independent contractor, the Commission promulgated a ten-year tariff with a rate structure that would support ongoing operations of the Port as well as provide income for future debt service payments to complete the PCT. The Assembly approved the rates, terms and conditions of the Port's Terminal Tariff 9.0 and it was implemented on January 1, 2020. Tariff 9.0 increased all tariff fees as described in the table below. Additionally, commodity-specific rate increases for operating and debt service coverage on petroleum and cement were implemented as described below. The Commission will review the established tariff rates each year and revise as needed to meet operating and debt service coverage requirements. The entire Tariff 9.1 document (including individual rates) can be found at: [Microsoft Word - POA Terminal Tariff 9.1 \(portofalaska.com\)](#)

The Port's Tariff 9.0 was designed and approved to put in place a 10-year rate plan in support of not only continued Port operations, but also to pay debt service coverage requirements to complete construction of the PCT. Tariff 9.0 was created in a joint effort of the Port and Municipal administration, an independent professional port tariff consulting firm and provided an opportunity for public comment for the Port customers and users and the public concerning the recommended rates set for the Port to accomplish the goal of completed construction of the PCT. In March 1, 2022, changes were made to the Rules and Regulations section of the tariff, which prompted a change to its numeric designation. The Port's in-force Terminal Tariff is now numbered 9.1.

Tariff Setting Methodology

Tariff rates are established based on a revenue requirement methodology of having users pay for their facility improvements and operations. Costs related to common use facilities and Port CIP are charged ratably through the base tariff rates. Nothing prevents the Municipality from changing this methodology. See "Preferential Use Agreements" herein.

Approved Tariff 9.1 Rate Increases

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Petroleum	23.81%	24.24%	12.95%	12.95%	12.95%	12.95%	12.95%	8.65%	5.64%	5.64%
Cement	23.81%	24.24%	12.95%	12.95%	12.95%	12.95%	12.95%	8.65%	5.64%	5.64%
Other	3.50%	3.93%	3.01%	3.01%	3.01%	3.01%	3.01%	3.01%	-	-

Recap of Historical Rates per Ton (10 Years 2011 – 2020)

	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Total Tonnage	4,988	4,704	4,266	3,949	3,498	3,498	3,776	3,456	3,408	3,754
Total Rates/Ton	\$3.20	\$3.25	\$2.98	\$3.12	\$3.34	\$3.54	\$3.25	\$3.45	\$2.95	\$2.72

(Note: Rates/Ton is calculated by dividing total tonnage across the dock by operating expenses.)

Port of Alaska External Impacts

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 Capital Overview

Capital Project Selection Process

The process of choosing funded projects for the existing Port infrastructure in our Capital Improvement Program (CIP) begins with an inspection of the facility led by our engineering services contractor, Michael Baker International. Documentation and estimates for all repairs that fall into the definition of a capital project are prepared for decisions to be made in regard to funding sources and when the projects will be constructed.

There are large assets at the Port that may require multiple years to complete, we then prepare the budget based on the expected amount that will be spent for each year until it is complete. Examples include but are not limited to wharf pile enhancements, fender systems, and storm drains. Heavy equipment replacements are budgeted based on the life of the asset and the maintenance requirement costs.

Funding sources for necessary projects are identified based on availability of Port equity, and with large projects, the opportunity to access capital funding mechanisms such as loans or bonds.

Significant Projects

Storm Drain Enhancements – The 2024 Capital project work at the Port includes continued work on the infrastructure of the storm drain system. This work consists of concentrated repair and enhancement of Storm Drain systems. This intent of this work is to ensure good working conditions and prevent failures and potential sink holes from developing throughout the Port.

Port of Alaska Modernization Program (PAMP)

The significant 2024 projects on the horizon are:

1. Cargo Terminals – completing Cargo Dock preliminary design for the PAMP
2. Administration Building – design and construction of a replacement Port of Alaska Administration Building
3. Port's North Extension Stabilization Step 1 – completing the design for and removal of the first portion of the Port's North Extension, declared to be unsafe and the substance of the ongoing lawsuit between the Municipality and the U.S. Maritime Administration. This is necessary in order to assure safe navigation to the existing cargo docks while construction on the new cargo docks begins.

Impacts on Future Operating Budgets

Once revitalized and repaired, the ongoing maintenance and operating costs on the infrastructure will be less, however, the funds to complete these PAMP projects will potentially create debt service and will impact tariff/user fees charged for services at the Port. The amount of increase for user fees, as it directly correlates to debt service, are currently under consideration and will be presented to the Port Commission and ultimately the Assembly for enactment at some time in 2023.

Port of Alaska 8 Year Summary

(\$ in thousands)

Financial Overview	2022	2023	2024	2025	2026	2027	2028	2029
	Actuals Unaudited	Proforma	Approved	Forecast				
Revenues	17,827	17,281	17,534	17,972	18,422	18,882	19,354	19,838
Expenses and Transfers ⁽¹⁾	20,866	26,606	30,043	30,343	30,647	30,953	31,263	31,575
Net Income(Loss)	(3,039)	(9,325)	(12,509)	(12,371)	(12,225)	(12,071)	(11,909)	(11,737)
Charges by/to Other Departments	1,215	1,409	1,423	1,451	1,480	1,510	1,540	1,571
Municipal Enterprise/Utility Service Assessment	1,391	1,240	1,551	1,567	1,582	1,598	1,614	1,630
Dividend to General Government	736	736	604	616	628	641	654	667
Transfers to General Government ⁽²⁾	3,342	3,385	3,578	3,634	3,691	3,749	3,808	3,868
Operating Cash	10,771	11,807	13,135	15,282	15,511	15,744	15,980	16,220
Restricted Cash - Debt Service	4,986	7,967	7,967	7,967	7,967	7,967	7,967	7,967
Construction Cash Pool	-	5,000	3,050	3,050	2,650	2,650	2,650	1,021,550
Restricted Cash	1,950	1,950	1,950	-	-	-	-	-
Total Cash	17,707	26,724	26,102	26,299	26,128	26,361	26,597	1,045,737
Net Position/Equity 12/31	280,304	289,726	300,063	313,723	327,790	344,926	359,990	375,343
Capital Assets Beginning Balance	174,526	348,768	353,768	356,818	359,868	362,518	365,168	367,818
Asset Additions Placed in Service	181,278	5,000	3,050	3,050	2,650	2,650	2,650	1,021,550
Assets Retired	-	-	-	-	-	-	-	-
Change Depreciation (Increase)/Decrease	(7,036)	-	-	-	-	-	-	-
Net Capital Assets (12/31)	348,768	353,768	356,818	359,868	362,518	365,168	367,818	1,389,368
Equity Funding Available for Capital	7,732	(995)	3,148	2,609	3,027	3,463	3,204	3,335
Debt								
New Debt - Bonds	-	-	-	-	-	-	-	-
New Debt - Loans or Other	-	-	-	-	-	-	-	-
Total Outstanding LT Debt	108,898	108,183	107,658	107,288	105,903	104,058	102,193	100,288
Total Annual Debt Service Payment	2,280	2,996	2,798	2,363	3,646	4,082	4,067	4,068
Debt Service Requirement	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35
Debt Service Coverage (Bond)	4	1.77	1.86	1.93	1.95	1.97	1.99	2.01
Debt Service Coverage (Total)	3.73	1.77	1.86	1.93	1.95	1.97	1.99	2.01
Debt/Equity Ratio	20/75	22/75	25/75	25/75	25/75	25/75	25/75	25/75
Tariff Wharfage Rates (01/15):								
1250 Petroleum, Bulk / Barrel	\$0.285	\$0.322	\$0.193	\$0.199	\$0.205	\$0.211	\$0.211	\$0.211
1250 Cement, Bulk / Ton	\$2.90	\$3.28	\$1.96	\$2.02	\$2.08	\$2.15	\$2.15	\$2.15
Statistical/Performance Trends:								
Tonnage (in thousands)	5,190	5,000	5,050	5,075	5,101	5,126	5,152	5,178
Operating Revenue/Ton	3.43	3.48	3.47	3.54	3.61	3.68	3.76	3.83

⁽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.

Port of Alaska
Statement of Revenues and Expenses

	2022 Actuals Unaudited	2023 Proforma	\$ Change	2023 Revised	\$ Change	2024 Approved	24 v 23 % Change
Operating Revenue							
Dock Revenue	8,618,985	8,704,421	59,877	8,644,544	-	8,644,544	0.00%
Dock Revenue - Debt Service	1,431,493	1,635,998	781,755	854,243	-	854,243	0.00%
Industrial Park Revenue	1,683,165	4,856,901	3,406,628	1,450,273	86,233	1,536,506	5.95%
Security Fees	1,544,552	1,177,385	(300,590)	1,477,975	-	1,477,975	0.00%
Reimbursed Costs	52,889	17,204	(2,796)	20,000	-	20,000	0.00%
Miscellaneous	4,481,696	828,726	(3,357,842)	4,186,568	(86,233)	4,100,335	-2.06%
Total Operating Revenue	17,812,781	17,220,635	587,032	16,633,603	-	16,633,603	0.00%
Non Operating Revenue							
Pipeline Right-of-Way Fee	212,290	-	(173,000)	173,000	-	173,000	0.00%
Investment Income	(219,407)	29,103	(582,897)	612,000	115,000	727,000	18.79%
Other Income	21,281	30,902	30,902	-	-	-	0.00%
Total Non Operating Revenue	14,164	60,005	(724,995)	785,000	115,000	900,000	14.65%
Total Revenue	17,826,945	17,280,640	(137,963)	17,418,603	115,000	17,533,603	0.66%
Operating Expense							
Salaries and Benefits	2,555,554	2,248,731	(600,835)	2,849,566	106,570	2,956,136	3.74%
Overtime	72,430	89,674	16,253	73,421	-	73,421	0.00%
Total Labor	2,627,985	2,338,405	(584,582)	2,922,987	106,570	3,029,557	3.65%
Supplies	199,319	215,615	(19,685)	235,300	6,200	241,500	2.63%
Travel	13,244	27,815	8,020	19,795	935	20,730	4.72%
Contractual/Other Services	4,576,289	4,023,077	(1,075,113)	5,098,190	(458,993)	4,639,197	-9.00%
Equipment/Furnishings	47,634	19,834	(20,666)	40,500	(26,050)	14,450	-64.32%
Dividend to General Government	736,369	736,369	-	736,369	(132,195)	604,174	-17.95%
Manageable Direct Cost Total	5,572,855	5,022,710	(1,107,444)	6,130,154	(610,103)	5,520,051	-9.95%
Municipal Enterprise/Utility Service Assessment	1,390,551	1,239,640	-	1,239,640	311,541	1,551,181	25.13%
Depreciation/Amortization	7,083,726	13,837,791	-	13,837,791	-	13,837,791	0.00%
Non-Manageable Direct Cost Total	8,474,277	15,077,431	-	15,077,431	311,541	15,388,972	2.07%
Charges by/to Other Departments	1,214,922	1,408,502	(0)	1,408,502	14,819	1,423,321	1.05%
Total Operating Expense	17,890,039	23,847,049	(1,692,025)	25,539,074	(177,173)	25,361,901	-0.69%
Non Operating Expense							
Debt Issuance Costs	7,500	55,892	30,892	25,000	573,047	598,047	2292.19%
Interest on Bonded Debt	2,958,989	2,692,557	(1,953,443)	4,646,000	(573,047)	4,072,953	-12.33%
Lease Principle/Interest Expense	9,601	10,945	-	10,945	(933)	10,012	-8.52%
Total Non Operating Expense	2,976,089	2,759,394	(1,922,551)	4,681,945	(933)	4,681,012	-0.02%
Total Expense	20,866,128	26,606,443	(3,614,576)	30,221,019	(178,106)	30,042,913	-0.59%
Net Income (Loss)	(3,039,183)	(9,325,803)	3,476,613	(12,802,416)	293,106	(12,509,310)	-2.29%
Appropriation:							
Total Expense		26,606,443	(3,614,576)	30,221,019	(178,106)	30,042,913	-0.59%
Less: Non Cash Items							
Depreciation/Amortization		13,837,791	-	13,837,791	-	13,837,791	0.00%
Total Non-Cash		13,837,791	-	13,837,791	-	13,837,791	0.00%
Amount to be Appropriated (Function Cost/Cash Expense)		12,768,652	(3,614,576)	16,383,228	(178,106)	16,205,122	-1.09%

Port of Alaska Reconciliation from 2023 Revised Budget to 2024 Approved Budget

	Expenses	Positions		
		FT	PT	Temp/ Seas
2023 Revised Budget (Appropriation)	16,383,228	21	-	-
Transfers by/to Other Departments				
- Charges by Other Departments	14,819	-	-	-
- Municipal Enterprise Service Assessment (MESA)	311,541	-	-	-
- Dividend to General Government	(132,195)	-	-	-
Changes in Existing Programs/Funding for 2024				
- Salaries and Benefits Adjustments	106,570	-	-	-
- Reduce legal services and fees	(179,346)	-	-	-
2024 Continuation Level	16,504,617	21	-	-
2024 Proposed Budget Changes				
- Reduce lobbying costs	(25,000)	-	-	-
- Reduce legal services and fees	(125,000)	-	-	-
- Reduce professional services	(149,495)	-	-	-
2024 Approved Budget	16,205,122	21	-	-
2024 Budget Adjustment for Accounting Transactions (Appropriation)				
- None	-	-	-	-
2024 Approved Budget (Appropriation)	16,205,122	21	-	-
2024 Approved FTE				
		21.0	21.0	-
		21.0	21.0	-

Port of Alaska 2024 Capital Improvement Budget

(in thousands)

Projects	Debt	State	Federal	Equity	Total
Port Equipment	-	-	-	550	550
Storm Drain Enhancements	-	-	-	2,500	2,500
US Army Corps of Engineers Permit Requirements	-	280	-	-	280
Wharf Pile Enhancements - Fenders	-	-	-	550	550
Total	-	280	-	3,600	3,880

Port of Alaska 2024 - 2029 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Equipment						
Port Equipment	2024	-	-	-	550	550
Port of Alaska Dock Enhancements						
Wharf Pile Enhancements - Fenders	2024	-	-	-	550	550
Port of Alaska Industrial Park Enhancements						
Storm Drain Enhancements	2024	-	-	-	2,500	2,500
	2025	-	-	-	2,500	2,500
	2026	-	-	-	2,500	2,500
	2027	-	-	-	2,500	2,500
	2028	-	-	-	2,500	2,500
		-	-	-	12,500	12,500
Port of Alaska Modernization Program (PAMP)						
US Army Corps of Engineers Permit Requirements	2024	-	280	-	-	280
	2025	-	280	-	-	280
	2026	-	280	-	-	280
	2027	-	280	-	-	280
	2028	-	280	-	-	280
		-	1,400	-	-	1,400
	Total	-	1,400	-	13,600	15,000

Port Equipment

Project ID POA2021001 **Department** Port of Alaska
Project Type New **Start Date** January 2023
District Tax: 1 - City/Anchorage **End Date** December 2024

Community Council

Description

Replace aging Port equipment - (Loader & Pickup Truck)

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	570800 - Port Operating Contributions	550	-	-	-	-	-	550
Total (in thousands)		550	-	-	-	-	-	550

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 2028

Community Council

Description

Identify, evaluate, and repair as needed to ensure proper function of the storm drain system on the Port of Alaska.

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	570800 - Port Operating Contributions	2,500	2,500	2,500	2,500	2,500	-	12,500
Total (in thousands)		2,500	2,500	2,500	2,500	2,500	-	12,500

US Army Corps of Engineers Permit Requirements

Project ID POA2024001 **Department** Port of Alaska
Project Type New **Start Date** January 2024
District **End Date** December 2028

Community Council

Description

Memorandum of understanding between the Port of Alaska and US Army Corps of Engineers to provide priority permit review services for the Port of Alaska Modernization Program (PAMP) to expedite permit application review.

Comments

Ongoing through completion of the PAMP

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
SOA Grant Revenue-Direct	570900 - Port Capital Grant	280	280	280	280	280	-	1,400
Total (in thousands)		280	280	280	280	280	-	1,400

Wharf Pile Enhancements - Fenders

Project ID POA2021003 **Department** Port of Alaska
Project Type Renovation **Start Date** January 2021
District Tax: 1 - City/Anchorage **End Date** December 2024

Community Council

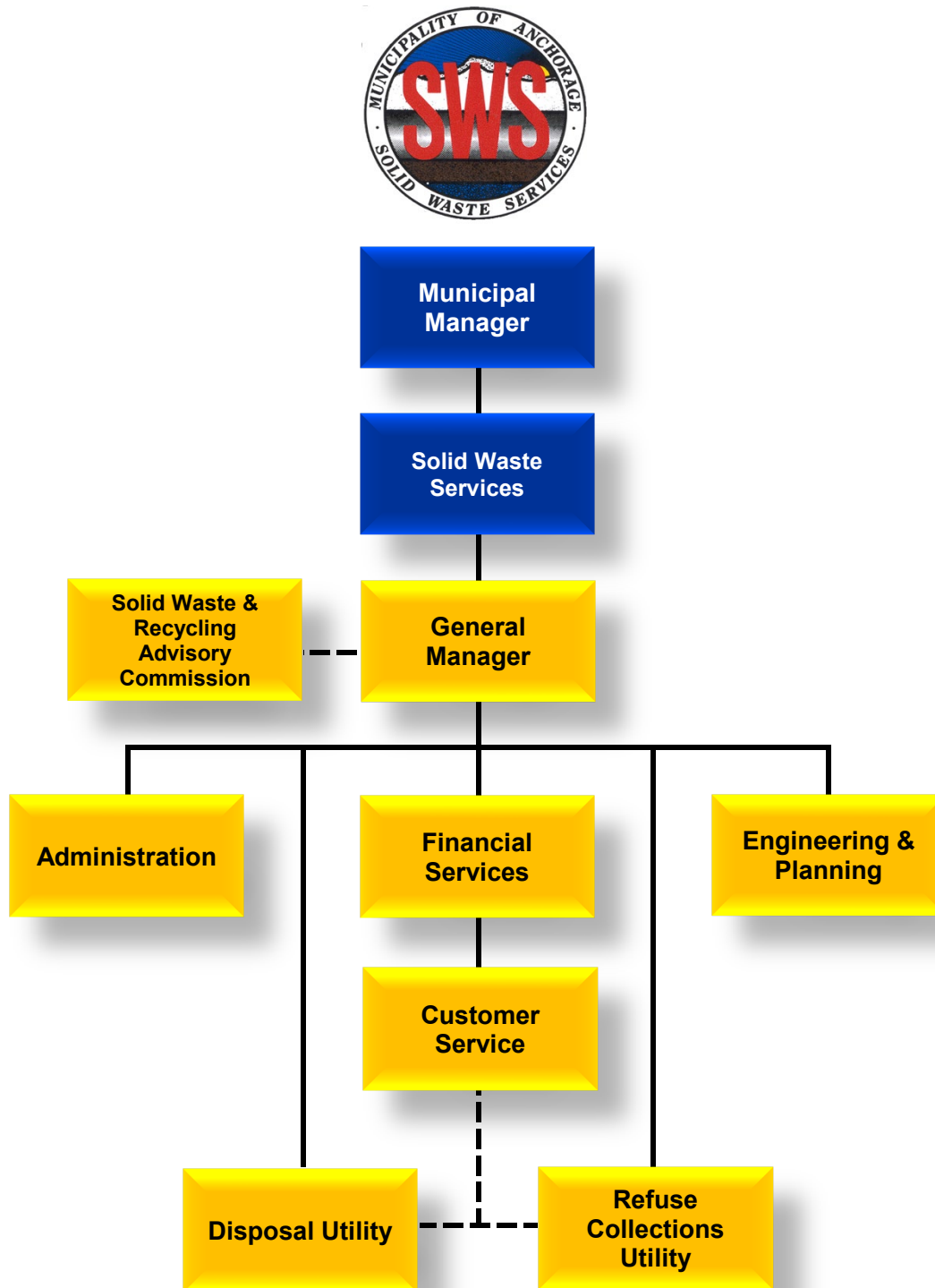
Description

Repair and replace as required fenders and wharf piling on the dock face and under the dock at the Port of Alaska to accommodate aging infrastructure.

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	570800 - Port Operating Contributions	550	-	-	-	-	-	550
Total (in thousands)		550	-	-	-	-	-	550

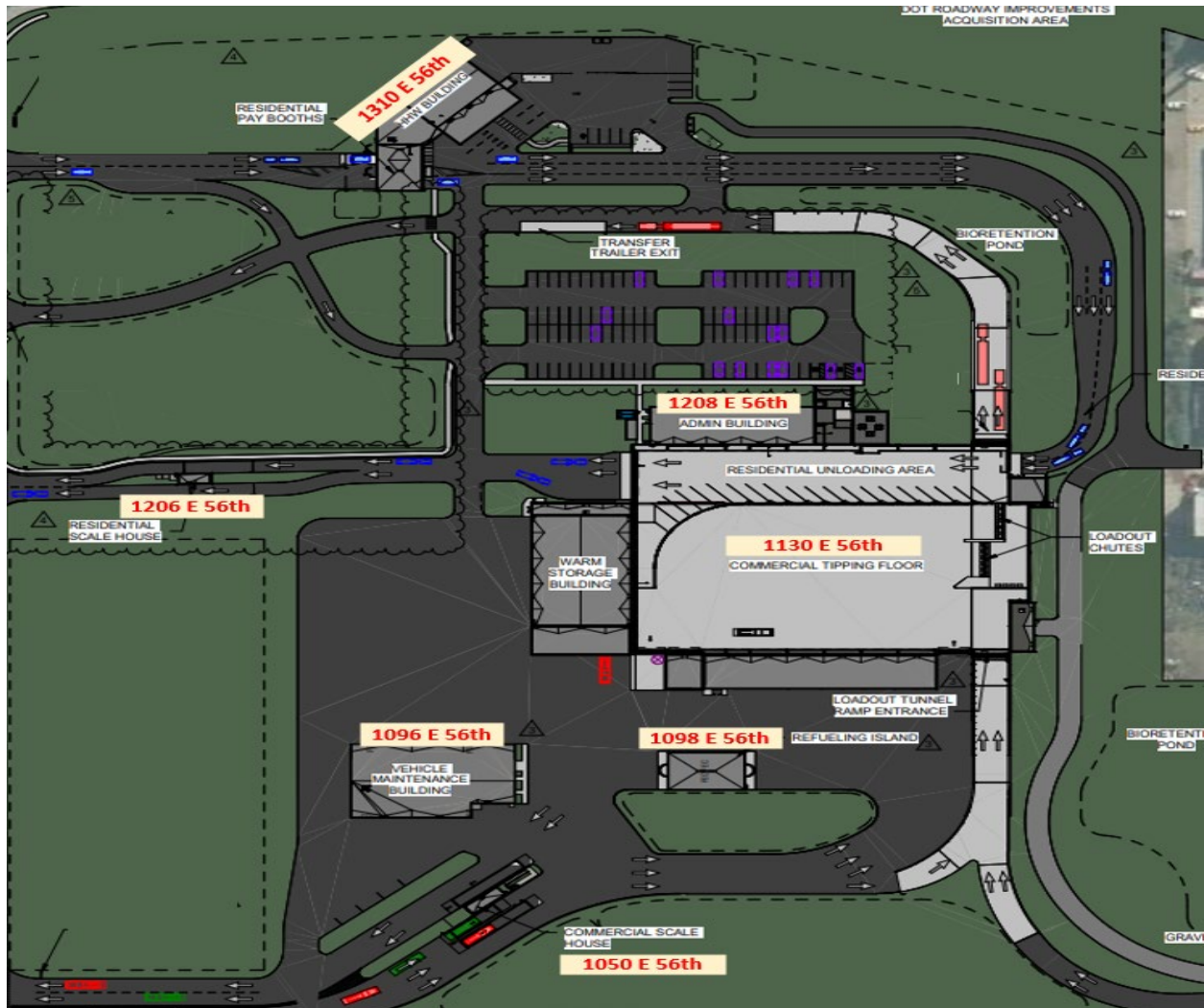
Solid Waste Services



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 (SWSDU), 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 SWSDU, SWS has three additional operating divisions: Engineering & Planning, Finance, and Administration. The customer service team reports to the Chief Financial Officer, as a subsection of Finance. Each SWS division supervisor reports to the General Manager. SWS is recently moved to a new location across 56th from the original facility-overhead map below shows individual building addresses on the new campus:



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)

New location is: 1208 E 56th Ave.

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 100 customers which still receive manual can and bag pickup.



Figure 1. Solid Waste Recycling and Commercial Collection Services

Commercial refuse collection consists of six routes serviced Monday through Friday and three 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 on a bi-weekly basis. Mixed paper and cardboard recycling collection is also provided to more than 50 municipal offices on a weekly, bi-weekly, or monthly basis. All recycling is transported and unloaded at the Anchorage Recycling Center (ARC) and SWS pays a recycling tipping fee.

A commercial glass collection pilot program was rolled out in late 2019 and continued in 2020 to test the effectiveness of this type of collection from commercial generators. In 2021, a glass collection route services businesses that have elected to retain the service, diverting glass from the landfill.

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, including a fully electric box truck; 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 (SWSDU)

New location is 1208 E 56th Ave

The main function of the SWSDU is to dispose of household and commercial refuse generated within the MOA. The refuse is brought to three locations: Girdwood Transfer Station (GTS), Central Transfer Station (CTS), and the Anchorage Regional Landfill (ARL). The SWSDU 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 690 tons of refuse in 2020. 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.

The original CTS facility was located between the Old and New Seward Highways on 56th Avenue, the new facility is located at 1208 E 56th Ave. 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 600 tons per day of solid waste is transferred from CTS to ARL.



Figure 2. Solid Waste - Anchorage Regional Landfill

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.

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, 11 cells are constructed, 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, grinded wood waste 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 over 30 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 SWSDU 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 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 were rendered unusable, and staff moved into

the new facility in December 2023. This construction project was completed with the assistance of the State of Alaska and the Federal Emergency Management Agency (FEMA).

There are many opportunities for city-wide recycling programs. Funded from a recycling surcharge, the recycling program promotes recycling and establishing a recycling circular economy 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 WestRock 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 and the Youth Litter Patrol. 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.

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, Landfill Gas (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. The division has also engaged Anchorage Water & Wastewater Utility engineering staff to assist with the management of a leachate disposal project. 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 \$39M (both in 2020 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 SWSDU 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 Service Division has three work groups: Finance and Accounting, Customer Service Administration, Call Center, and the Scale House / Cash Booth. All work groups, totaling 23 employees, are managed by the SWS Chief Financial Officer (CFO).

Finance and Accounting

The Finance and Accounting section, consisting of five employees: The CFO oversees the entire division, with the assistance of the Accounting Supervisor, and 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 and bond management. The Account Clerk IV 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. The Accountant is responsible for over 100 SWS timecards which are processed each week in the SAP timekeeping and payroll system to ensure proper pay and cost of service coding. The Accountant is also responsible for the accounts receivable for all of Refuse and Disposal customers. The SWS Collector position manages in-house collection efforts for

accounts that are 31-90 days past due. Once accounts reach 90 days past due, they are transferred to the MOA collection company for further collective action. Additionally, the finance staff will provide other support duties that include ordering office supplies; processing travel authorizations, expense reports, incoming and outgoing mail; maintaining files; oversight of recycling and organics program financials; and, providing administrative support to supervisors and to the SWRAC.

Customer Service Administration and Call Center

The Customer Service team's duty station is located at the SWS Administration Building, recently relocated to 1208 East 56th Avenue, the new Central Transfer Station. The office is staffed with one Customer Service Supervisor, one Junior Administrative Officer, one Code Enforcement Officer, and three Account Representative III's. The SWS call center staff answers up to 160 calls per day and maintains 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 with AMCs 14, 15, 21.07 and 26.

Scale House / Cash Booth

The 12 employees of the Scale House / Cash Booth team operate both the scale houses and cash booths at CTS, ARL, and GTS. The operation schedule varies 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 customers as they visit our disposal locations. These employees screen the customer's load prior to disposal, help monitor safety compliance, 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, and vehicle parts inventory functions.

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 organizing 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 SWS vision statement: Advancing solid waste management through continuous improvement and transparent performance.

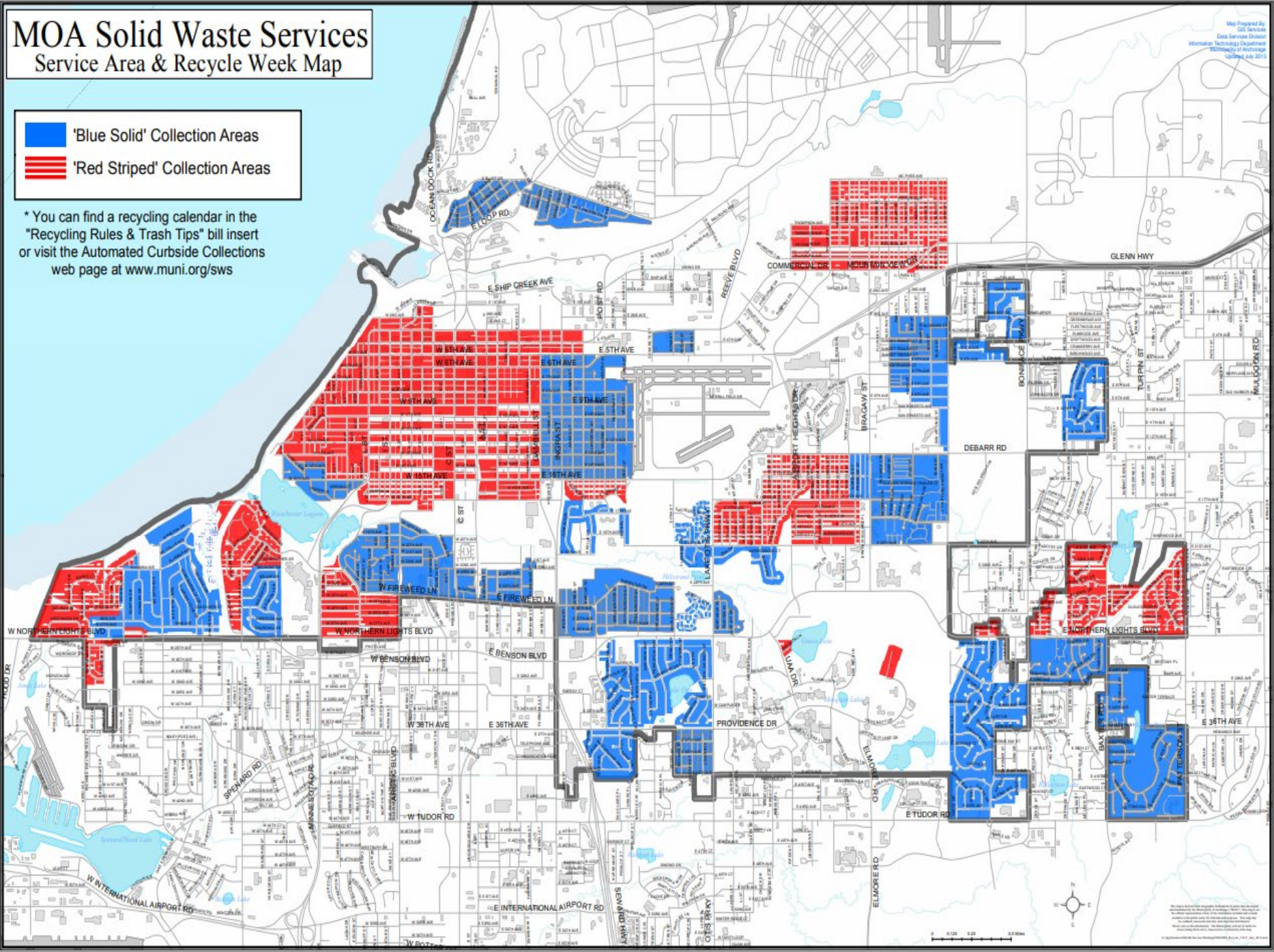


Figure 3. Solid Waste Services – Disposal “Doomsday Clock” <https://acak.statwindow.com/landfill>

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



Solid Waste Services Business Plan

Mission

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

Services

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

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

Business Goals

- Increase overall customer satisfaction rating.
- Reduce number of missed pick-ups by Solid Waste Services (SWS).
- Reduce the average customer wait time.
- Maximize the usage of landfill gas collected for beneficial purposes.
- Decrease the per capita amount of trash disposed at ARL.
- Expand the lifespan of ARL and maximize airspace utilization.
- Fully maximize existing collection and transfer truck routes through the leveraging of technology.
- Reduce loss time accidents and workers' 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.

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.

Solid Waste Services Department Refuse Collections & Disposal Utility

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.

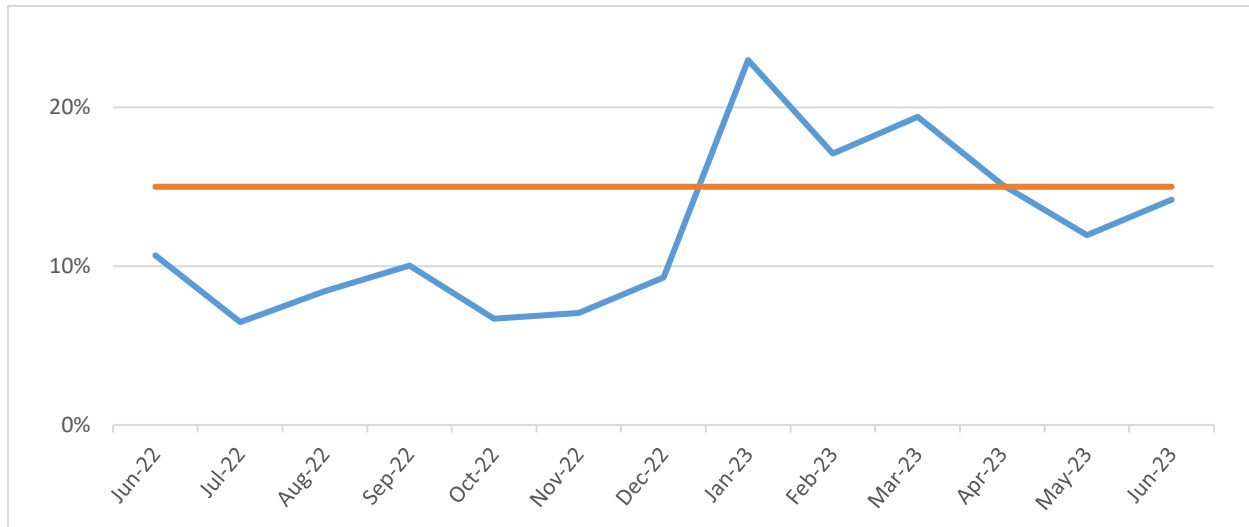
Performance Measures

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.

Measure #1: Disposal Costs Offset by Landfill Gas Revenue

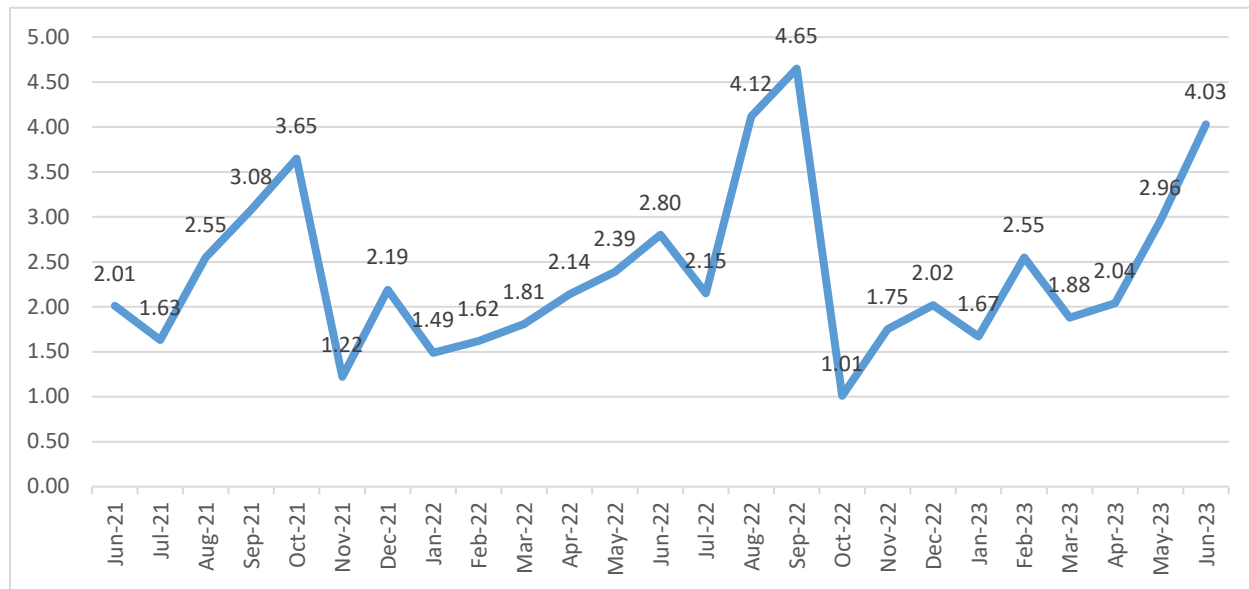


Quarter 2 – Disposal Costs Offset: 14% (note-2023 periods have not been closed, these numbers may not represent full disposal costs)

Calculated by dividing landfill gas revenue by total disposal costs. SWS has set a target goal of >15%. The data for this measure is provided on a quarterly basis.

Description: 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



Quarter 2 Average – 3.01***Jul: 2.04******Aug: 2.96******Sep: 4.03***

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 a >1.4 ratio.

Description: SWS covers received waste every day. We use different forms of cover like dirt, gravel, wood chips, tarps, and even snow. 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 waste, the more space is left in the landfill and the longer it will remain open.

<u>Measure #3: Landfill Closure Date</u>

Quarter 2 Estimated Year of Closure: 2078

SWS calculates a 12-month average of waste generation and cover material used by the landfill to predict the day the landfill will reach full capacity. As public behavior changes, the life of the landfill will be affected by the community lowering the amount of waste generation, thus allowing SWS to use less cover material. Decomposition and compaction are considered in the equation as well. SWS collects this data from the most current aerial survey 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.”

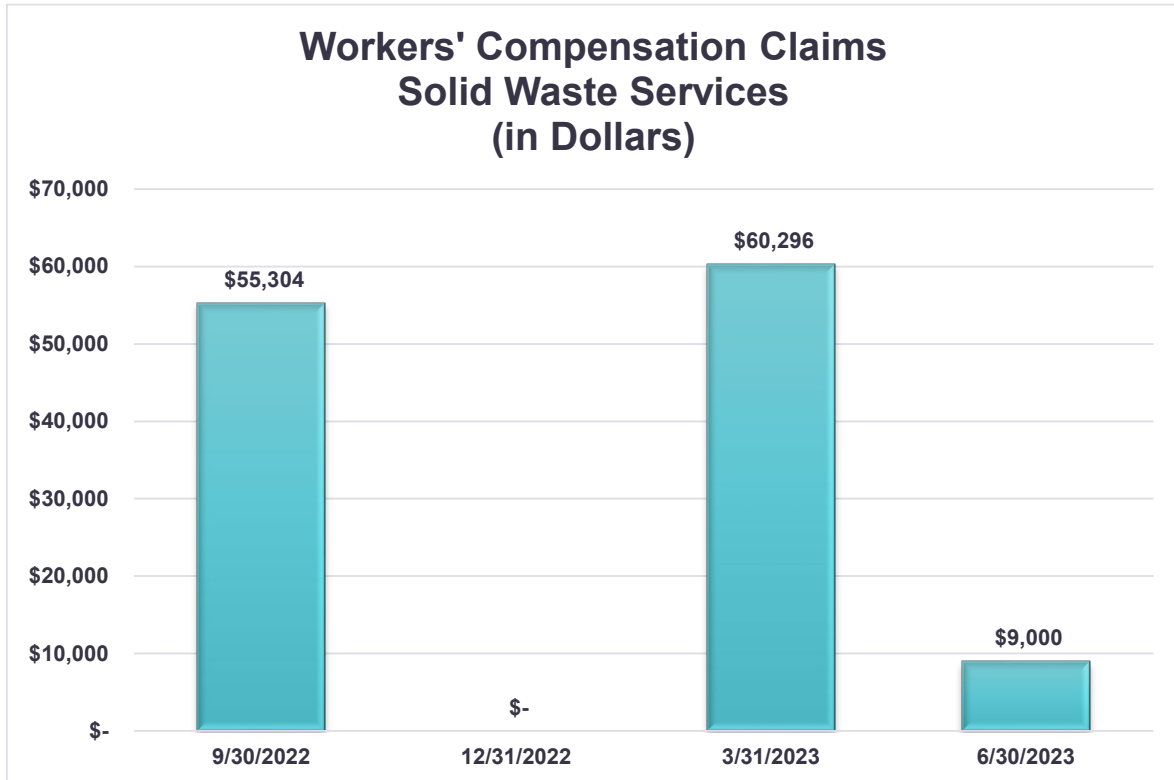
Description: SWS continuously thinks about ways to provide the Municipality of Anchorage safe, efficient, and innovative solid waste management for the foreseeable future (i.e. building a new Central Transfer Station – <https://newswscentraltransferstation.com/>). Through fine-tuning public behavior through recycling efforts, 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 (RCU) and the Solid Waste Disposal Utility (SWSDU). The RCU provides refuse collection service to residential and commercial customers in the old “City of Anchorage” Service Area (approximately 20% of the community) and the SWSDU 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: RCU, SWSDU, and Administration (which is a support organization that fully charges out expenses to both RCU and SWSDU).

Refuse Collections Utility

History

The RCU was originally a function of the former City of Anchorage Public Works Department. When the City and Borough merged in 1975, the RCU became an enterprise activity of the MOA.

Services

The RCU 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 residents of the RCU service area. The RCU has five types of services: commercial dumpsters; automated roll cart service; can and bag service; curbside recycling; and, curbside organics collection. The RCU services over 5,000 dumpsters per week with seven daily dumpster routes, and four 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 RCU is servicing eight automated garbage collection routes. Approximately 100 customers remain on can/bag service.

Regulation

The fees charged by RCU are overseen by the Anchorage Municipal Assembly. RCU 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, RCU 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 RCU.

Physical Plant

The RCU'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; and,

- 9 support vehicles (General Foreman Vehicle, Refuse Collections Leadman Vehicle, Expeditor Vehicle, Mechanics' Trucks, and, one fully electric Box Van,).

Currently, there is an average of 25,000 roll-carts and 2,032 dumpsters in service. The RCU 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 RCU is currently in the process of evaluating and rolling out additional collection services such as curbside residential organics collection and commercial/residential glass collection. The RCU also secured grant funding to assist in purchase and deployment of an all-electric medium duty vehicle and two all-electric class 8 collection vehicles by 2023 or early 2024. The RCU is also assisting with the planning, design and construction of the new CTS as there will be numerous components of the 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 SWSDU 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.

Services

The SWSDU 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 SWSDU 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, 9a, and 10 - 12 have been constructed. Cells 9b / 8c are currently being designed with construction anticipated in 2024/2025. ARL is projected to have a total capacity in excess of 47.5 million cubic yards and should reach its capacity in 2069, dependent upon population growth, waste compaction, diversion of more recyclables and construction activities. In 2022, approximately 301,000 tons were deposited in ARL, which represents just under fourteen thousand tons less than in 2021. The reduction in tonnage is largely attributable to reduction in Anchorage tourism, construction, and other business activities due to the COVID-19 pandemic. SWSDU currently expects an average of approximately 300,000+ tons in 2024 as well as future years.

The transfer stations located at Girdwood and midtown Anchorage (CTS) allow the SWSDU to reduce traffic flow to the landfill and restrict access to the working face. CTS also helps keep MOA garbage collection rates low by minimizing the distance that private haulers have to drive to dispose of collected waste. This also helps to reduce greenhouse gas emissions. CTS receives the largest amount of solid waste, having received nearly 207,000 tons in 2022 from almost 190,000 customers. This facility has an operating capacity of 1,600 tons per day. The

SWSDU operates a fleet of 29 transfer tractor and trailers that transport the solid waste from Girdwood and CTS to ultimate disposal at ARL, each with a capacity of 120 cubic yards.

The SWSDU 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 or biennial groundwater and landfill gas (LFG) migration monitoring. There is no end date at this time for when monitoring will be discontinued at these sites. The SWSDU 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 SWSDU 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 SWSDU's annual operating budget by current ratepayers.

The SWSDU operates a 6,000 square foot hazardous waste collection facility built in 1989 at ARL. Through 2022, 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 will also be using waste oil collected from collection and transfer vehicles to use as fuel in heaters that will provide heat for warm storage at the new ARL facility.

Regulation

The SWSDU is not economically regulated by any non-municipal agencies but is overseen by the Anchorage Municipal Assembly. SWSDU 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. The SWSDU operates under two permits from Anchorage Water & Wastewater Utility 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

SWSDU 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 SWSDU 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 SWSDU'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 currently underway
- 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 2.9-million-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 solid waste disposal

- 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:

- Design of cells 9b and 8c was commenced in 2022 and continues in 2023, with an estimated cost of approximately \$10.3 million.
- Slope closure and storm water run-off development is on-going.
- Construction of improved leachate management system 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.

Please see our website for hours of operation and contact information.

<http://www.muni.org/Departments/SWS>

Solid Waste Services Highlights and Future Events

Disposal Utility

The Department of Solid Waste Services (SWS) Disposal Utility's (SWSDU) 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 sized or designed for the vehicle size and volume that it serves today as well as the recycling initiatives that are being implemented by SWS. SWS has completed construction of a new transfer station facility that held the grand opening September 7, 2023. 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 SWSDU'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; and, multiple smaller damages to roadways and slopes within the landfill. The new Shop/Admin building commenced their grand opening and ribbon cutting is in December 2023.

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, 9a, and 10 - 12 have been constructed. Cell 9b and 8c are in design and construction is expected to commence in 2024.

In 2022 the SWSDU trucked millions of gallons of leachate generated at the landfill to the Anchorage Water & Wastewater Utility (AWWU) Turpin dump station. SWSDU started design and construction to increase the capacity of the leachate lagoons and aeration system that is more efficient and to provide 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. SWSDU is currently evaluating alternatives to trucking leachate including the installation of a deep injection well and multiple leachate evaporators onsite as well as closing out and capping certain areas of ARL.

SWSDU continues to aggressively expand recycling programs in Anchorage establishing a circular economy is the priority for the recycling program. Decreases in recycling commodity prices continue to increase costs for the municipality. SWS is investigating new alternatives to baling and shipping materials to the lower 48 by encouraging recycling manufacturing and entrepreneurial opportunities. Demand for expanding public, and multi-family recycling is also a priority which includes new policies and ordinance changes to accommodate these new programs. Other pilot projects such as the organic transfer station seems to be operating well. A few large volume landscapers have participated in bringing their green waste to the ARL

organics transfer station resulting in more organics diverted from the landfill. Benefits of diversion include a decrease in methane gas produced.

SWSDU also plans to continue supporting recycling initiatives across the municipality. SWS will continue to invest in recycling, as well as outreach and education, which is vital to the success of all programs.

Another priority for SWS is sustainability and energy efficiency. SWS spearheads the MOA's sustainability efforts. A recommendation from the SWS Integrated Solid Waste Master Plan, Strategic Plan and Climate Action Plan is to investigate further waste to energy alternatives. SWS has invested funds and significant staff time in determining which waste to energy technology is most applicable to the community with the ultimate goal of extending the life of ARL. This work is on-going with a large amount of effort being put towards obtaining the funding for a facility such as this in Anchorage. Recently, SWS applied and received a grant of advisory guidance from the Waste To Energy team at the National Renewable Energy Lab, a research arm of the federal Department of Energy.

The SWSDU receives most of its revenue from tipping fees charged to customers. The SWSDU also collects revenue from sales of gas collected from the landfill. Revenue from gas sales is budgeted based upon an analysis of current electric utility rates and an estimation of the amount of gas that will be sold in the future period. Budgeted customer revenue is based upon an average of tonnage received in the prior two years. Operational expenses are established through a process of review with managers and staff where tonnage estimates, contractual requirements, equipment usage and labor needs are reviewed, and expected future costs are established.

Disposal Utility		
Year	Proposed Rate Increase	Approved Rate Increase
2013-2018	0%	0%
2019	6.25%	6.25%
2020	6.25%	6.25%
2021	6.25%	6.25%
2022	6.25%	6.25%
2023	6.25%	6.25%
2024	5.00%	5.00%

Refuse Collection

The SWS Refuse Collection Utility (RCU) 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 SWSDU. We are currently moving into a new facility with more space which allows us to better manage our fleet of refuse trucks.

New software has recently been installed in RCU 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. SWS continues collecting glass recycling downtown with the goal of increasing participation. SWS will also be researching expansion of residential curbside glass collection program in the Fall of 2023 to approximately 200 customers. There is little to no demand for crushed glass, at this point it is being stockpiled, however, SWS is aggressively working to find demand from departments such as Federal Emergency Management Agency, the Department of Transportation and Department of Natural Resources.

The RCU receives most of its revenue from monthly fees for trash collection from customers. Budgeted revenue is based upon a twelve-month historical average for each service type. Operational expenses are established through a process of review with managers and staff where customer numbers, collection route requirements, contractual requirements, equipment usage and labor needs are reviewed and expected future costs are established. The proposed and approved rates for the RCU are as follows:

Collection Utility		
Year	Proposed Rate Increase	Approved Rate Increase
2013-2018	0%	0%
2019	5.00%	5.00%
2020	5.00%	5.00%
2021	5.00%	5.00%
2022	5.00%	5.00%
2023	5.00%	5.00%
2024	6.00%	6.00%

Solid Waste Services External Impacts

Economic changes will impact SWS as all the rest of the Municipal Utilities. In particular, the price of fuel alone will impact our ability to keep the trucks on the road. However, there are more factors that are impacting us even more than fuel; we have not received many of the new vehicles that were ordered a year ago. This is impacting our rotating schedule for our larger purchases, which has a continual affect until we can get our purchasing steam back in line. The trucks we have received have had an added surcharge for fuel and shipping. The price of parts has also increased due to fuel increases associated with shipping expense.

Disposal

SWS is currently completing the construction of: a new Central Transfer Station; ARL administration, warm storage and maintenance building; leachate collection and processing improvement project; and the final remaining landfill cells. SWS issued a long-term debt bond to finance the projects at the end of 2022. Interest rate changes and availability of long-term funding may impact the actual costs of these projects.

Disposal customers were subjected to long wait times and safety issues each time they came to the CTS to dispose of their loads. SWS completed the designing and constructing a new CTS. The new facility allows 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 such as large scale diversion of materials from ARL. This will take years of public education and training to implement.

The Landfill Gas (LFG) to Energy project came into commercial operation in 2013. Revenue to the Solid Waste Disposal Utility (SWSDU) 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. Revenues from this help to subsidize and keep disposal rates low for residents of the Municipality of Anchorage (MOA).

Currently, SWSDU 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) megawatts 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. JBER has no plans to expand the 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 in the years to come as this is a lengthy process. SWS' operations are directly

impacted by population growth or decreases, tourism, and construction activities. Changes in these external factors directly affect the revenues generated by SWSDU.

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 thru Anchorage Water & Wastewater Utility's (AWWU) wastewater collection system. SWS hauls the leachate from ARL to AWWU's Turpin Street septic hauler station. SWS typically hauls over 30 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 and 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 disposal system that will eliminate the need to haul leachate in order to control costs and increase efficiencies.

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, the newly opened SWS CTS, located adjacent to the existing facility is intended to be the answer to these issues. 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

SWS' operations are directly impacted by population growth or decreases, tourism, and construction activities. Changes in these external factors directly affect the revenues generated by the Refuse Collection Utility, as well.

Solid Waste Services Utilities Capital Overview

Capital Project Selection Process

Solid Waste Services (SWS) continuously evaluates the Disposal Utility (DU) and the Refuse Collection Utility (RCU) assets to identify the need for capital projects. As assets age and deteriorate over time they either affect customer service levels, inadequately meet the needs of the community, have disproportionately high operations and maintenance cost, or increase risk liability. Capital project expenditures address one or more of these issues. Capital projects generally originate from facility plans, asset management plans, master plans, or day to day operations. SWS has the following types of capital projects:

- Central, Girdwood, and Anchorage Regional Landfill (ARL) Transfer Stations
- Anchorage Regional Landfill
- Gas Collection System
- Leachate Treatment System
- Other Facilities Utilized for Administrative Purposes
- Miscellaneous Equipment (Owned by either the Disposal or Refuse Collection Utility)
- Master Plan
- Information Technology Hardware and Software
- Vehicles

The process of choosing funded projects in the Capital Improvement Program (CIP) begins with an identification by Solid Waste Services operating and engineering staff of facilities or infrastructure requiring improvement or replacement. Heavy equipment and vehicles are also assessed. Once potential projects have been identified, projects that improve health and safety, customer experience, cost containment and operating efficiency are prioritized.

Significant Projects

SWS does not project any significant projects for 2024, other than some improvements to the gas collection system at ARL.

SWS currently has the following significant projects in process, for which projected funding needs have already been appropriated:

- Continuation of the new Central Transfer Station transition to serve both DU and RCU,
- Construction of ARL cell 9A, 8B, and 8C, and
- Leachate collection and treatment improvement at ARL

Impacts on Future Operating Budgets

SWS has developed a long-range financial plan with an eye towards providing a high level of service to customers while maintaining reasonable rates. Rates fund both capital spend and annual operating expenses. One of the intents, among many, of the Capital Program is to decrease long term operating expenses and maximize the life of the landfill. The balance between current capital spend and future operating budgets is a function of SWS's long-range financial plan that identifies the available capital funding in consideration of anticipated operational costs.

Solid Waste Services - Disposal
8 Year Summary
(\$ in thousands)

Financial Overview	2022	2023	2024	2025	2026	2027	2028	2029
	Actuals Unaudited	Proforma	Approved	Forecast				
Revenues	27,501	24,818	31,867	33,460	35,468	37,241	37,986	38,746
Expenses and Transfers ⁽¹⁾	28,593	28,929	35,711	36,782	38,989	40,159	41,364	42,605
Net Income (Loss)	(1,092)	(4,111)	(3,844)	(3,322)	(3,521)	(2,918)	(3,378)	(3,859)
Charges by/to Other Departments	3,475	4,439	4,583	4,009	4,114	4,221	4,330	4,443
Municipal Enterprise/Utility Service Assessment	1,159	1,055	1,043	1,341	2,599	2,498	2,574	2,491
Dividend to General Government	750	750	750	-	-	-	-	-
Transfers to General Government ⁽²⁾	5,384	6,244	6,376	5,350	6,713	6,719	6,904	6,934
Operating Cash	5,300	4,736	4,736	5,045	5,736	5,841	5,992	4,999
Construction Cash Pool	25,833	23,996	23,996	14,783	11,326	8,772	5,995	5,968
Restricted Cash	16,885	19,665	19,665	21,297	23,056	24,953	26,997	30,000
Total Cash	48,018	48,397	48,397	41,125	40,118	39,566	38,984	40,967
Net Position/Equity 12/31	63,505	137,683	137,683	123,798	121,286	118,158	105,505	94,505
Capital Assets Beginning Balance	42,709	56,410	62,984	69,404	67,917	142,093	133,641	135,834
Asset Additions Placed in Service	3,966	12,914	13,450	6,145	82,040	3,434	14,131	4,995
Assets Retired	(2,090)	(1,290)	(1,406)	(1,526)	(1,573)	(2,377)	(2,387)	(2,505)
Change Depreciation (Increase)/Decrease	2,485	(5,050)	(5,624)	(6,106)	(6,291)	(9,509)	(9,551)	(10,021)
Net Capital Assets (12/31)	56,410	62,984	69,404	67,917	142,093	133,641	135,834	128,303
Equity Funding Available for Capital	(3,577)	939	1,780	2,784	2,770	6,591	6,173	6,162
Debt								
New Debt - Bonds	70,243	-	-	-	-	-	-	-
New Debt - Loans or Other	21,758	(44,081)	14,950	25,825	6,000	10,000	10,000	10,000
Total Outstanding Debt	51,800	86,853	101,803	127,075	132,501	131,906	131,289	130,648
Total Annual Debt Service Payment	1,405	2,392	6,388	6,869	7,238	7,282	6,972	6,688
Debt Service Requirement	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35
Debt Service Coverage (Bond)	0.00	1.35	1.35	1.35	1.35	1.35	1.35	1.35
Debt Service Coverage (Loan)	3.30	1.35	1.35	1.35	1.35	1.35	1.35	1.35
Debt Service Coverage (Total)	3.30	1.35	1.35	1.35	1.35	1.35	1.35	1.35
Debt/Equity Ratio	45/55	44/56	44/56	47/53	37/63	37/63	41/59	41/59
Future Landfill Closure Liability	42,621	42,804	42,903	45,610	48,470	51,491	54,681	58,049
Rate Percentage Change (CTS /ARL)								
Tipping Fee Rate per Ton (ARL / CTS)	\$64/\$74	\$89/\$79	\$93/\$84	\$98/\$89	\$102/\$93	\$108/\$99	\$111/\$101	\$111/\$101
Pickup Rate per Load	\$18	\$18	\$19	\$20	\$21	\$22	\$23	\$24
Car Rate per Load	\$6	\$8	\$8	\$9	\$9	\$10	\$10	\$11
Approved Annual Rate Increase	6.25%	6.25%	5.00%	6.00%	5.00%	6.80%	2.90%	2.90%
Statistical/Performance Trends								
Tons Disposed	301,061	301,061	301,061	301,061	301,061	301,061	301,061	301,061
Vehicle Count	300,833	300,833	300,833	300,833	300,833	300,833	300,833	300,833

⁽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 Annual Comprehensive Financial Report; the ACFR combines Disposal with Administrative and Vehicle Maintenance Sections.

Solid Waste Services - Disposal Statement of Revenues and Expenses

	2022 Actuals Unaudited	2023 Proforma	\$ Change	2023 Revised	\$ Change	2024 Approved	24 v 23 % Change
Operating Revenue							
Landfill Disposal Fees	23,383,914	21,743,668	1,177,905	22,921,573	-	22,921,573	0.00%
Hazardous Waste Fees	762,554	638,610	(145,106)	493,504	-	493,504	0.00%
Commercial Collections	-	-	1,490,617	1,490,617	(745,308)	745,309	-50.00%
Community Recycling Residential	375,466	309,961	87,152	397,113	-	397,113	0.00%
Community Recycling Commercial	430,110	171,155	342,627	513,782	-	513,782	0.00%
Landfill Methane Gas Sales	2,310,919	1,355,684	1,144,316	2,500,000	-	2,500,000	0.00%
Reimbursed Costs	296,996	114,446	128,914	243,360	-	243,360	0.00%
Unsecured Loads	42,478	52,542	(31,557)	20,985	-	20,985	0.00%
Miscellaneous	104,502	86,096	(19,621)	66,475	2,132,609	2,199,084	3208.14%
Total Operating Revenue	27,706,938	24,472,161	4,175,248	28,647,409	1,387,301	30,034,710	4.84%
Non Operating Revenue							
Investment Income	(206,173)	340,801	1,162,199	1,503,000	229,000	1,732,000	15.24%
Other Income	112	5,200	94,800	100,000	-	100,000	0.00%
Total Non Operating Revenue	(206,061)	346,001	1,256,999	1,603,000	229,000	1,832,000	14.29%
Total Revenue	27,500,878	24,818,162	5,432,247	30,250,409	1,616,301	31,866,710	5.34%
Operating Expense							
Salaries and Benefits	6,046,594	5,060,284	1,849,584	6,909,868	242,320	7,152,188	3.51%
Overtime	679,379	633,058	(236,778)	396,280	-	396,280	0.00%
Total Labor	6,725,972	5,693,342	1,612,806	7,306,148	242,320	7,548,468	3.32%
Supplies	1,961,608	1,661,233	237,367	1,898,600	-	1,898,600	0.00%
Travel	1,695	865	13,135	14,000	-	14,000	0.00%
Contractual/Other Services	5,282,985	4,185,659	2,075,506	6,261,165	30,888	6,292,053	0.49%
Equipment/Furnishings	935	6,916	(6,916)	-	-	-	0.00%
Future Landfill Closure Costs	3,356,019	-	1,510,686	1,510,686	-	1,510,686	0.00%
Dividend to General Government	750,000	750,000	-	750,000	-	750,000	0.00%
Manageable Direct Cost Total	11,353,241	6,604,673	3,829,778	10,434,451	30,888	10,465,339	0.30%
Municipal Enterprise/Utility Service Assessment	1,158,888	1,055,132	5	1,055,137	(12,479)	1,042,658	-1.18%
Depreciation/Amortization	4,575,931	5,550,000	-	5,550,000	-	5,550,000	0.00%
Non-Manageable Direct Cost Total	5,734,819	6,605,132	5	6,605,137	(12,479)	6,592,658	-0.19%
Charges by/to Other Departments	3,474,883	4,438,817	-	4,438,817	144,593	4,583,410	3.26%
Total Operating Expense	27,288,915	23,341,963	5,442,590	28,784,553	405,322	29,189,875	1.41%
Non Operating Expense							
Debt Issuance Costs	412,373	26,762	3,238	30,000	-	30,000	0.00%
Interest on Bonded Debt	-	5,145,957	-	5,145,957	293,504	5,439,461	5.70%
Interest on Loans	865,517	414,115	611,969	1,026,084	-	1,026,084	0.00%
Interest During Construction (AFUDC)	-	-	-	-	-	-	0.00%
Lease Principle/Interest Expense	26,657	-	25,990	25,990	(789)	25,201	-3.04%
Total Non Operating Expense	1,304,548	5,586,835	641,196	6,228,031	292,715	6,520,746	4.70%
Total Expense	28,593,462	28,928,798	6,083,786	35,012,584	698,037	35,710,621	1.99%
Net Income (Loss)	(1,092,585)	(4,110,635)	(651,540)	(4,762,175)	918,264	(3,843,911)	-19.28%
Appropriation:							
Total Expense		28,928,798	6,083,786	35,012,584	698,037	35,710,621	1.99%
Less: Non Cash Items							
Depreciation/Amortization		5,550,000	-	5,550,000	-	5,550,000	0.00%
Future Landfill Closure Costs		-	1,510,686	1,510,686	-	1,510,686	0.00%
Total Non-Cash		5,550,000	1,510,686	7,060,686	-	7,060,686	0.00%
Amount to be Appropriated (Function Cost/Cash Expense)		23,378,798	4,573,100	27,951,898	698,037	28,649,935	2.50%

Solid Waste Services - Disposal Reconciliation from 2023 Revised Budget to 2024 Approved Budget

	Expenses	Positions		
		FT	PT	Temp/ Seas
2023 Revised Budget (Appropriation)	27,951,898	50	6	-
2023 One-Time Requirements				
- ONE-TIME reverse New Central Transfer Station (CTS) moving expenses	(140,000)	-	-	-
- ONE-TIME reverse CTS Utilities	(330,000)	-	-	-
Transfers by/to Other Departments				
- Charges by Other Departments	144,593	-	-	-
- Municipal Utility Service Assessment (MUSA)	(12,479)	-	-	-
Changes in Existing Programs/Funding for 2024				
- Salaries and Benefits Adjustments	242,320	-	-	-
2024 Continuation Level	27,856,332	50	6	-
2024 Proposed Budget Changes				
- Interest on Bonded Debt	293,504	-	-	-
- New CTS Maintenance and warranty items	108,949	-	-	-
- New CTS utilities	377,650	-	-	-
- New CTS security	13,500	-	-	-
2024 Approved Budget	28,649,935	50	6	-
2024 Budget Adjustment for Accounting Transactions (Appropriation)				
- None	-	-	-	-
2024 Approved Budget (Appropriation)	28,649,935	50	6	-
2024 Approved FTE				
	58.0	56.0	1.5	0.5

Solid Waste Services - Disposal 2024 Capital Improvement Budget

(in thousands)

Projects	Debt	State	Federal	Equity	Total
15th Ave Lift Station	-	-	-	150	150
ARL Cash Booth & Scales	-	-	-	4,100	4,100
ARL Gate and Upgrade to Card Security	-	-	-	75	75
ARL Perimeter road paving	-	-	-	110	110
ARL Slope seeding, Tarps, Pumping	-	-	-	75	75
Design and Construction of Gas Collection System at Anchorage Regional Landfill	-	-	-	800	800
Disposal Pickups and Light Duty Vehicles	-	-	-	55	55
Disposal Tanker, Truck, Tractors to Haul Trash and Leachate	-	-	-	1,125	1,125
Driver Assisted Terminal (DAT)	-	-	-	500	500
Furniture for New CTS Facility	-	-	-	90	90
Glass Crusher	-	-	-	10	10
Merril Field Blower and Gas Collection & Control System	-	-	-	100	100
Purchase Tarp Deployment System for Landfill	-	-	-	25	25
Radios	-	-	-	62	62
Replacement Dozers, Loaders, Compactors and Dump Trucks to Operate the Landfill	-	-	-	2,108	2,108
Temporary Maintenance Building	-	-	-	750	750
Total	-	-	-	10,135	10,135

Solid Waste Services - Disposal 2024 - 2029 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
Disposal						
Design and Construction of Gas Collection System at Anchorage Regional Landfill	2024	-	-	-	800	800
	2025	-	-	-	900	900
	2026	-	-	-	1,000	1,000
	2027	-	-	-	1,100	1,100
	2028	-	-	-	1,100	1,100
			-	-	-	4,900
Disposal Pickups and Light Duty Vehicles	2024	-	-	-	55	55
	2025	-	-	-	132	132
	2026	-	-	-	150	150
			-	-	-	337
Disposal Tanker, Truck, Tractors to Haul Trash and Leachate	2024	-	-	-	1,125	1,125
	2025	-	-	-	1,440	1,440
	2026	-	-	-	2,655	2,655
			-	-	-	5,220
Purchase Tarp Deployment System for Landfill	2024	-	-	-	25	25
	2026	-	-	-	25	25
	2028	-	-	-	25	25
			-	-	-	75
Replacement Dozers, Loaders, Compactors and Dump Trucks to Operate the Landfill	2024	-	-	-	2,108	2,108
	2025	-	-	-	4,550	4,550
	2026	-	-	-	2,550	2,550
	2027	-	-	-	1,593	1,593
			-	-	-	10,801
Replacement of Trackless Tractor, Cherry Pickers, Tire Shredder	2028	-	-	-	1,500	1,500
Disposal Recycling						
Glass Crusher	2024	-	-	-	10	10
No Category						
15th Ave Lift Station	2024	-	-	-	150	150
ARL Cash Booth & Scales	2024	-	-	-	4,100	4,100

Solid Waste Services - Disposal 2024 - 2029 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
ARL Gate and Upgrade to Card Security	2024	-	-	-	75	75
ARL Perimeter road paving	2024	-	-	-	110	110
ARL Slope seeding, Tarps, Pumping	2024	-	-	-	75	75
Computers	2025	-	-	-	13	13
	2026	-	-	-	15	15
	2027	-	-	-	31	31
		-	-	-	59	59
Driver Assisted Terminal (DAT)	2024	-	-	-	500	500
Furniture for New CTS Facility	2024	-	-	-	90	90
Merril Field Blower and Gas Collection & Control System	2024	-	-	-	100	100
Radios	2024	-	-	-	62	62
Temporary Maintenance Building	2024	-	-	-	750	750
	Total	-	-	-	28,914	28,914

15th Ave Lift Station

Project ID DIS2024010 **Department** SWS Disposal
Project Type Improvement **Start Date**
District **End Date**

Community Council

Description

Subsurface drainage at Merrill Field flows from under cap into ditch, causes public perception issues. Alaska Department of Environmental Conservation (ADEC) has informed us we may have to sample if problems persist, we will require addressing if we have to test and find an issue.

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	562200 - Disposal Capital	150	-	-	-	-	-	150
Total (in thousands)		150	-	-	-	-	-	150

ARL Cash Booth & Scales

Project ID DIS2024004 **Department** SWS Disposal
Project Type New **Start Date**
District **End Date**

Community Council

Description

Includes: new scales; new scale house; move recycling area; fix tipping building wall and roof; and upgrade lighting at the Anchorage Regional Landfill (ARL).

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	562200 - Disposal Capital	4,100	-	-	-	-	-	4,100
Total (in thousands)		4,100	-	-	-	-	-	4,100

ARL Gate and Upgrade to Card Security

Project ID DIS2024007 **Department** SWS Disposal
Project Type Improvement **Start Date**
District **End Date**

Community Council

Description

Upgrade gate access at Anchorage Regional Landfill (ARL) to include upgrade to card access security.

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	562200 - Disposal Capital	75	-	-	-	-	-	75
Total (in thousands)		75	-	-	-	-	-	75

ARL Perimeter road paving

Project ID DIS2024011 **Department** SWS Disposal
Project Type Improvement **Start Date**
District **End Date**

Community Council

Description

Paving the perimeter road behind the public wall to above the leachate ponds at the landfill- Leachate mitigation.

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	562200 - Disposal Capital	110	-	-	-	-	-	110
Total (in thousands)		110	-	-	-	-	-	110

ARL Slope seeding, Tarps, Pumping

Project ID DIS2024012 **Department** SWS Disposal
Project Type Improvement **Start Date**
District **End Date**

Community Council

Description

Seeding slopes at the Anchorage Regional Landfill (ARL) that are in semi-interim closure status in order to reduce precipitation infiltration and migrate leachate generation.

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	562200 - Disposal Capital	75	-	-	-	-	-	75
Total (in thousands)		75	-	-	-	-	-	75

Computers

Project ID DIS2024001 **Department** SWS Disposal
Project Type New **Start Date**
District **End Date**

Community Council

Description

Desktop Life Cycle Management - The purchase of new desktop/laptop computers to replace existing Solid Waste Service department computers that have reached end of life.

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	562200 - Disposal Capital	-	13	15	31	-	-	59
Total (in thousands)		-	13	15	31	-	-	59

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** December 2028

Community Council

Description

Construction of new and replacement gas wells and gas system expansion at Anchorage Regional Landfill (ARL). Multi-year project constructing wells in each year 2021-2028. Construction of an additional flare to increase landfill gas destruction capacity while reducing gas emissions into the environment and mitigate environmental violations.

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	562200 - Disposal Capital	800	900	1,000	1,100	1,100	-	4,900
Total (in thousands)		800	900	1,000	1,100	1,100	-	4,900

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** December 2026

Community Council

Description

Replace pickup trucks and sport utility vehicles (SUVs) for light duty work

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	562200 - Disposal Capital	55	132	150	-	-	-	337
Total (in thousands)		55	132	150	-	-	-	337

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** December 2026

Community Council

Description

2024 Replace six (6) Wilkins trailers, two (2) Peterbilt tractors

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	562200 - Disposal Capital	1,125	1,440	2,655	-	-	-	5,220
Total (in thousands)		1,125	1,440	2,655	-	-	-	5,220

Driver Assisted Terminal (DAT)

Project ID DIS2024003 **Department** SWS Disposal
Project Type Improvement **Start Date**
District **End Date**

Community Council

Description

Driver Assisted Terminals for Commercial and Residential entry and exits to facilitate automation.

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	562200 - Disposal Capital	500	-	-	-	-	-	500
Total (in thousands)		500	-	-	-	-	-	500

Furniture for New CTS Facility

Project ID DIS2024009 **Department** SWS Disposal
Project Type New **Start Date**
District **End Date**

Community Council

Description

Furniture for new central transfer station (CTS) facility. Disposal: \$90,000 and Refuse: \$60,000 to total \$150,000.

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	562200 - Disposal Capital	90	-	-	-	-	-	90
Total (in thousands)		90	-	-	-	-	-	90

Glass Crusher

Project ID DIS2024013 **Department** SWS Disposal
Project Type New **Start Date**
District **End Date**

Community Council

Description

Solid Waste Services (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. SWS continues collecting glass recycling downtown with the goal of increasing participation. SWS will also be researching expansion of residential curbside glass collection program in the Fall of 2023 to approximately 200 customers. There is little to no demand for crushed glass, at this point it is being stockpiled, however, SWS is aggressively working to find demand from departments such as Federal Emergency Management Agency, the Department of Transportation and Department of Natural Resources.

This request is for funding for a glass crusher that the department will utilize to perform demonstration for public events.

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	562200 - Disposal Capital	10	-	-	-	-	-	10
Total (in thousands)		10	-	-	-	-	-	10

Merril Field Blower and Gas Collection & Control System

Project ID DIS2024005 **Department** SWS Disposal
Project Type Improvement **Start Date**
District **End Date**

Community Council

Description

Merrill Field blower is needing to be replaced, and the gas collection and control system (GCCS) is also in need of pipe infrastructure upgrades.

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	562200 - Disposal Capital	100	-	-	-	-	-	100
Total (in thousands)		100	-	-	-	-	-	100

Purchase Tarp Deployment System for Landfill

Project ID DIS2020005 **Department** SWS Disposal
Project Type New **Start Date** January 2022
District Tax: 11 - Municipal Landfill w/o ERPRSA **End Date** December 2028

Community Council

Description

A tarp system will allow operators to cover newly added and compacted trash overnight, minimizing the use of gravel cover, maximizing use of landfill space, and extending the life of the Anchorage Regional Landfill (ARL).

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	562200 - Disposal Capital	25	-	25	-	25	-	75
Total (in thousands)		25	-	25	-	25	-	75

Radios

Project ID DIS2024014 **Department** SWS Disposal
Project Type New **Start Date**
District **End Date**

Community Council

Description

Anchorage Wide Area Radio Network (AWARN) is the land mobile radio system of about 4,000 radios used by all municipal public safety, utility, and general government departments. This funding will replace approximately 20 portable and/or mobile radios that have exceeded their service life.

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	562200 - Disposal Capital	62	-	-	-	-	-	62
Total (in thousands)		62	-	-	-	-	-	62

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** December 2027

Community Council

Description

2024 replace one (1) wheel loader, one (1) dump truck

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	562200 - Disposal Capital	2,108	4,550	2,550	1,593	-	-	10,801
Total (in thousands)		2,108	4,550	2,550	1,593	-	-	10,801

Replacement of Trackless Tractor, Cherry Pickers, Tire Shredder

Project ID DIS2020007 **Department** SWS Disposal
Project Type Replacement **Start Date** January 2022
District Tax: 11 - Municipal Landfill w/o ERPRSA **End Date** December 2028

Community Council

Description

Replace trackless tractor, cherry pickers, and tire shredder at Anchorage Regional Landfill (ARL).

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	562200 - Disposal Capital	-	-	-	-	1,500	-	1,500
Total (in thousands)		-	-	-	-	1,500	-	1,500

Temporary Maintenance Building

Project ID DIS2024006 **Department** SWS Disposal
Project Type Improvement **Start Date**
District **End Date**

Community Council

Description

Federal Emergency Management Agency (FEMA) buyout requirement for temporary maintenance building. Includes upgrades needed to make temporary structure permanent.

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	562200 - Disposal Capital	750	-	-	-	-	-	750
Total (in thousands)		750	-	-	-	-	-	750

Solid Waste Services - Refuse Collections
8 Year Summary
(\$ in thousands)

Financial Overview	2022	2023	2024	2025	2026	2027	2028	2029
	Actuals Unaudited	Proforma	Approved	Forecast				
Revenues	13,041	12,577	15,546	14,222	14,857	15,605	16,363	17,170
Expenses and Transfers ⁽¹⁾	12,785	11,520	13,412	11,566	12,556	12,822	13,072	13,365
Net Income (Loss)	256	1,057	2,134	2,656	2,301	2,783	3,291	3,805
Charges by/to Other Departments	2,523	2,899	2,964	3,052	3,128	3,206	3,286	3,368
Municipal Enterprise/Utility Service Assessment	213	199	202	291	1,007	993	956	954
Dividend to General Government	300	300	300	306	312	318	324	330
Transfers to General Government ⁽²⁾	3,036	3,398	3,466	3,649	4,447	4,517	4,566	4,652
Operating Cash	1,051	2,852	2,852	2,804	2,854	2,116	1,606	1,606
Construction Cash Pool	4,840	1,218	1,218	9	277	-	-	-
Restricted Cash	2,876	500	500	-	-	-	-	-
Total Cash	8,767	4,570	4,570	2,813	3,131	2,116	1,606	1,606
Net Position/Equity 12/31	14,996	16,851	16,851	16,851	14,078	11,678	9,782	8,299
Capital Assets Beginning Balance	5,899	31,380	31,977	32,574	33,171	70,902	69,459	66,821
Asset Additions Placed in Service	17,805	1,709	1,709	1,709	38,900	1,270	99	1,965
Assets Retired	(169)	(278)	(278)	(278)	(292)	(678)	(684)	(678)
Change Depreciation (Increase)/Decrease	(1,257)	(834)	(834)	(834)	(877)	(2,035)	(2,053)	(2,036)
Net Capital Assets (12/31)	27,693	31,977	32,574	33,171	70,902	69,459	66,821	66,072
Equity Funding Available for Capital	3,800	1,891	2,968	3,490	3,178	4,818	5,344	5,841
Debt								
New Debt - Bonds	39,512	-	-	-	-	-	-	-
New Debt - Loans or Other	(24,388)	2,383	2,383	400	-	-	-	-
Total Outstanding Debt	43,082	45,191	45,191	45,231	44,851	44,453	44,035	43,597
Total Annual Debt Service Payment	1,004	2,688	2,688	6,869	7,238	7,282	6,972	6,688
Debt Service Requirement	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35
Debt Service Coverage (Bond)	0.00	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Debt Service Coverage (Loan)	1.16	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Debt Service Coverage (Total)	1.16	1.35	1.35	1.35	1.35	1.35	1.35	1.35
Debt/Equity Ratio	67/33	51/49	35/65	30/70	27/73	28/72	30/70	32/68
Rates per month								
Residential Rate per month (64 gal cart)	\$29.00	\$30.45	\$32.28	\$34.67	\$36.75	\$39.73	\$41.72	\$43.81
Commercial Rate (3Yd-1 per wk)	\$138.00	\$145.00	\$154.00	\$165.00	\$175.00	\$189.00	\$198.00	\$208.00
Rate Increase	5.00%	5.00%	6.00%	7.40%	6.00%	8.10%	5.00%	5.00%
Statistical/Performance Trends								
Waste Collected (Tons)	33,245	33,577	33,913	33,913	33,913	33,913	33,913	33,913
Average Residential Services	12,953	12,972	12,972	12,972	12,972	12,972	12,972	12,972
Average Dumpsters Services	2,019	2,007	2,007	2,007	2,007	2,007	2,007	2,007

⁽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 Annual Comprehensive Financial Report; the ACFR combines Disposal with Administrative and Vehicle Maintenance cost centers.

**Solid Waste Services - Refuse Collections
Statement of Revenues and Expenses**

	2022 Actuals Unaudited	2023 Proforma	\$ Change	2023 Revised	\$ Change	2024 Approved	24 v 23 % Change
Operating Revenue							
Commercial Collections	8,101,454	7,446,639	992,044	8,438,683	541,818	8,980,501	6.42%
Residential Collections	4,343,313	4,471,188	230,267	4,701,455	285,271	4,986,726	6.07%
Dumpster Container Rental	573,422	523,383	8,565	531,948	-	531,948	0.00%
Reimbursed Costs	86,691	78,879	(379)	78,500	-	78,500	0.00%
Miscellaneous	64,834	53,092	(1,432)	51,660	-	51,660	0.00%
Total Operating Revenue	13,169,714	12,573,181	1,229,065	13,802,246	827,089	14,629,335	5.99%
Non Operating Revenue							
Investment Income	(128,362)	38	746,962	747,000	170,000	917,000	22.76%
Other Income	-	3,631	(3,631)	-	-	-	0.00%
Total Non Operating Revenue	(128,362)	3,669	743,331	747,000	170,000	917,000	22.76%
Total Revenue	13,041,352	12,576,850	1,972,396	14,549,246	997,089	15,546,335	6.85%
Operating Expense							
Salaries and Benefits	3,133,419	2,614,930	878,320	3,493,250	119,539	3,612,789	3.42%
Overtime	109,000	123,275	(35,338)	87,937	-	87,937	0.00%
Total Labor	3,242,419	2,738,204	842,983	3,581,187	119,539	3,700,726	3.34%
Supplies	495,605	410,432	220,018	630,450	-	630,450	0.00%
Travel	-	132	5,868	6,000	-	6,000	0.00%
Contractual/Other Services	3,767,727	3,533,069	271,235	3,804,304	1,936	3,806,240	0.05%
Equipment/Furnishings	-	2,936	(2,936)	-	-	-	0.00%
Dividend to General Government	300,000	300,000	-	300,000	-	300,000	0.00%
Manageable Direct Cost Total	4,563,332	4,246,568	494,186	4,740,754	1,936	4,742,690	0.04%
Municipal Enterprise/Utility Service Assessment	212,984	199,044	2,010	201,054	964	202,018	0.48%
Depreciation/Amortization	1,605,986	1,257,000	-	1,257,000	-	1,257,000	0.00%
Non-Manageable Direct Cost Total	1,818,970	1,456,044	2,010	1,458,054	964	1,459,018	0.07%
Charges by/to Other Departments	2,523,447	2,899,341	-	2,899,341	64,219	2,963,560	2.21%
Total Operating Expense	12,148,169	11,340,156	1,339,180	12,679,336	186,658	12,865,994	1.47%
Non Operating Expense							
Debt Issuance Costs	231,417	12,883	7,117	20,000	-	20,000	0.00%
Interest on Bonded Debt	-	-	-	-	74,958	74,958	0.00%
Interest on Loans	401,698	167,188	282,812	450,000	-	450,000	0.00%
Lease Principle/Interest Expense	3,228	-	2,137	2,137	(1,341)	796	-62.75%
Total Non Operating Expense	636,343	180,071	292,066	472,137	73,617	545,754	15.59%
Total Expense	12,784,512	11,520,227	1,631,246	13,151,473	260,275	13,411,748	1.98%
Net Income (Loss)	256,840	1,056,622	341,151	1,397,773	736,814	2,134,587	52.71%
Appropriation:							
Total Expense		11,520,227	1,631,246	13,151,473	260,275	13,411,748	1.98%
Less: Non Cash Items							
Depreciation/Amortization		1,257,000	-	1,257,000	-	1,257,000	0.00%
Total Non-Cash		1,257,000	-	1,257,000	-	1,257,000	0.00%
Amount to be Appropriated (Function Cost/Cash Expense)		10,263,227	1,631,246	11,894,473	260,275	12,154,748	2.19%

Solid Waste Services - Refuse Collections Reconciliation from 2023 Revised Budget to 2024 Approved Budget

	Expenses	Positions		
		FT	PT	Temp/ Seas
2023 Revised Budget (Appropriation)	11,894,473	26	-	1
2023 One-Time Requirements				
- ONE-TIME reverse 2023 utilities	(55,250)	-	-	-
Transfers by/to Other Departments				
- Charges by Other Departments	64,219	-	-	-
- Municipal Enterprise/Utility Service Assessment	964	-	-	-
Changes in Existing Programs/Funding for 2024				
- Salaries and Benefits Adjustments	119,539	-	-	-
2024 Continuation Level	12,023,945	26	-	1
2024 Proposed Budget Changes				
- Debt Service/Cost of Issuance	74,958	-	-	-
- Increase in Facility Maintenance Expense	55,845	-	-	-
2024 Approved Budget	12,154,748	26	-	1
2024 Budget Adjustment for Accounting Transactions (Appropriation)				
- None	-	-	-	-
2024 Approved Budget (Appropriation)	12,154,748	26	-	1
2024 Approved FTE				
26.5		26.0	0.0	0.5

Solid Waste Services - Refuse Collections 2024 Capital Improvement Budget

(in thousands)

Projects	Debt	State	Federal	Equity	Total
Furniture for New CTS Facility	-	-	-	60	60
Replace Dumpsters and Roll Carts	-	-	-	335	335
Replace Recycle Roll Carts and Yard Waste Carts	-	-	-	25	25
Upgrade Tower Program	-	-	-	250	250
Total	-	-	-	670	670

Solid Waste Services - Refuse Collections 2024 - 2029 Capital Improvement Program

(in thousands)

Projects	Year	Debt	State	Federal	Equity	Total
No Category						
Furniture for New CTS Facility	2024	-	-	-	60	60
Upgrade Tower Program	2024	-	-	-	250	250
Refuse Collection						
Replace Dumpsters and Roll Carts	2024	-	-	-	335	335
	2025	-	-	-	335	335
	2026	-	-	-	335	335
	2027	-	-	-	335	335
	2028	-	-	-	335	335
	2029	-	-	-	335	335
		-	-	-	2,010	2,010
Replacement of Refuse Frontloaders and Sideloaders, and Light Duty Vehicles	2025	-	-	-	420	420
	2026	-	-	-	730	730
	2027	-	-	-	350	350
	2028	-	-	-	380	380
			-	-	-	1,880
Refuse Collection Recycling						
Replace Recycle Roll Carts and Yard Waste Carts	2024	-	-	-	25	25
	2025	-	-	-	25	25
	2026	-	-	-	25	25
	2027	-	-	-	25	25
	2028	-	-	-	25	25
	2029	-	-	-	25	25
		-	-	-	150	150
Total		-	-	-	4,350	4,350

Furniture for New CTS Facility

Project ID REF2024003 **Department** SWS Refuse
Project Type New **Start Date**
District **End Date**

Community Council

Description

Furniture for new central transfer station (CTS) facility. Refuse: \$60,000 and Disposal: \$90,000 to total \$150,000.

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	560200 - Refuse Collection Capital	60	-	-	-	-	-	60
Total (in thousands)		60	-	-	-	-	-	60

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 2029

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 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	560200 - Refuse Collection Capital	335	335	335	335	335	335	2,010
Total (in thousands)		335	335	335	335	335	335	2,010

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 2029

Community Council

Description

Refuse purchases recycle roll carts and yard waste carts annually for replacement and new customers.

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	560200 - Refuse Collection Capital	25	25	25	25	25	25	150
Total (in thousands)		25	25	25	25	25	25	150

Replacement of Refuse Frontloaders and Sideloaders, and Light Duty Vehicles

Project ID REF2020002 **Department** SWS Refuse
Project Type Replacement **Start Date** January 2021
District Tax: 3 - Spenard **End Date** December 2028

Community Council

Description

Purchase replacement of two (2) automated sideloaders

Version 2024 Approved

		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	560200 - Refuse Collection Capital	-	420	730	350	380	-	1,880
Total (in thousands)		-	420	730	350	380	-	1,880

Upgrade Tower Program

Project ID REF2024002 **Department** SWS Refuse
Project Type Improvement **Start Date**
District **End Date**

Community Council

Description

Upgrade current Tower billing and routing software. Current system is in year 3 on no new upgrades for support.

Version 2024 Approved

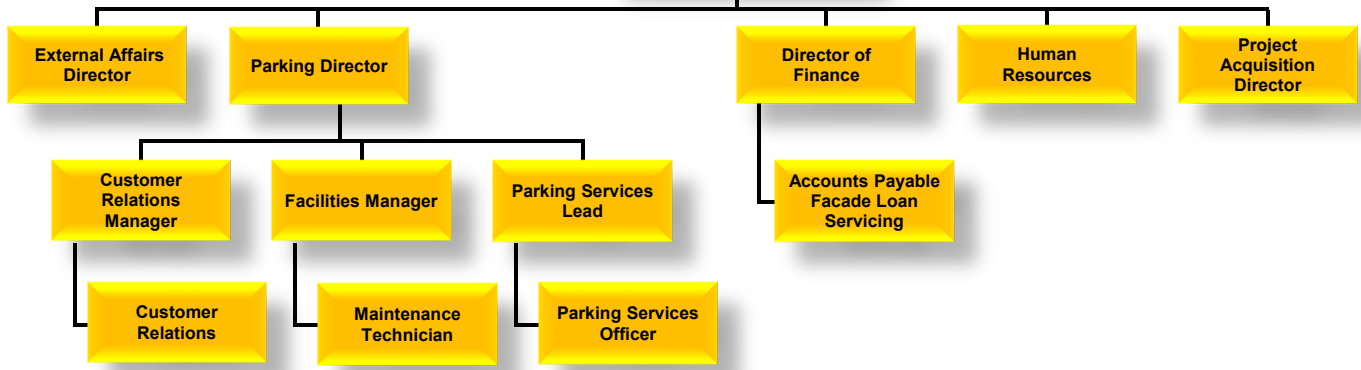
		2024	2025	2026	2027	2028	2029	Total
Revenue Sources	Fund							
Net Position	560200 - Refuse Collection Capital	250	-	-	-	-	-	250
Total (in thousands)		250	-	-	-	-	-	250

**Solid Waste Services - Administration
Statement of Revenues and Expenses**

	2022 Actuals Unaudited	2023 Proforma	\$ Change	2023 Revised	\$ Change	2024 Approved	24 v 23 % Change
Operating Revenue							
Non Operating Revenue							
Investment Income	20,048	-	(23,000)	(23,000)	(14,000)	(37,000)	60.87%
Other Income	-	(4,841)	4,841	-	-	-	0.00%
Total Non Operating Revenue	20,048	(4,841)	(18,159)	(23,000)	(14,000)	(37,000)	60.87%
Total Revenue	20,048	(4,841)	(18,159)	(23,000)	(14,000)	(37,000)	60.87%
Operating Expense							
Salaries and Benefits	2,825,230	2,488,036	1,206,049	3,694,085	188,914	3,882,999	5.11%
Overtime	71,184	57,692	(19,351)	38,341	-	38,341	0.00%
Total Labor	2,896,413	2,545,728	1,186,698	3,732,426	188,914	3,921,340	5.06%
Supplies	18,362	29,683	(5,383)	24,300	-	24,300	0.00%
Travel	16,560	23,792	(12,672)	11,120	-	11,120	0.00%
Contractual/Other Services	132,127	110,343	31,257	141,600	-	141,600	0.00%
Equipment/Furnishings	1,588	2,443	(443)	2,000	-	2,000	0.00%
Dividend to General Government	-	-	-	-	-	-	0.00%
Manageable Direct Cost Total	168,638	166,262	12,758	179,020	-	179,020	0.00%
Charges by/to Other Departments	(3,085,099)	(3,934,446)	-	(3,934,446)	(202,914)	(4,137,360)	5.16%
Total Operating Expense	(20,048)	(1,222,456)	1,199,456	(23,000)	(14,000)	(37,000)	60.87%
Non Operating Expense							
Total Non Operating Expense	-	-	-	-	-	-	0.00%
Total Expense	(20,048)	(1,222,456)	1,199,456	(23,000)	(14,000)	(37,000)	60.87%
Net Income (Loss)	0	1,217,615	(1,217,615)	-	-	-	0.00%
Appropriation:							
Total Expense							0.00%
Less: Non Cash Items							
Total Non-Cash							0.00%
Amount to be Appropriated (Function Cost/Cash Expense)							0.00%

This fund is: not appropriated, presented for demonstration only, expenses are allocated to: Disposal 63% and Refuse 37%, and presented in Charges by/to Other Departments.

Anchorage Community Development Authority and EasyPark





The Anchorage Community Development Authority

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 25 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 private sectors.

History

The predecessor of ACDA, the Anchorage Parking Authority, was created initially 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 on-street spaces 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 in 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 2022 The ACDA Board and staff attended a retreat to evaluate the Authority's past, present, and future contributions to the community.

In 2023 the ACDA Board of Directors adopted a new Mission and Vision to guide that contribution into the future.

Mission & Vision

The mission statement of ACDA is "***Serve as the catalyst for economic development by delivering quality private/public projects and innovative parking mobility services within the Municipality of Anchorage.***"

The vision of ACDA is to promote "***A vibrant and prosperous Municipality of Anchorage, experiencing economic growth, robust development, and cutting edge parking mobility services.***"

Under Municipal code, ACDA's mission is 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.

We believe as an organization that everything we do, must serve our stakeholders by adding tangible value to the Municipality, ACDA, and the Anchorage Community.





Budget Assumptions

Revenue 2024

- The corporation will be cash flow positive in 2024.
- Parking revenue both on and off street will grow.
- Leasing revenue will be below 2023 levels due to the sale of the 716 building to APD.
- Focus on development and redevelopment projects will bring new revenue sources.
- Management will continue to drive efficiency of operations adding to the bottom line profitability of the organization.

Expenses 2024

- Benefits from the implementation of improved internal processes will increase efficiency.
- New updated technology for back-end operations will result in cost savings.
- Diligence around the use of competitive bidding to maintain and lower costs.
- Better utilization of resources.
- Reorganization of departments for efficiency.
- Prioritization of deferred maintenance of facilities.
- \$350,000 in cash and in-kind contributions to the community.



Executive Director's Message

As we look forward to 2024, it is important to consider one of the largest financial events that transpired in 2023. That event was the sale by ACDA of the 716 building to the municipality. This transaction was important, as it provided working capital for the corporation and returned the authorities' ability to issue bonds for development projects. While this event was positive overall for the corporation, it will affect our cash flow for 2024 by 1.7M. Management is confident it will overcome this reduction and deliver a balanced budget.

ACDA operates EasyPark providing both on-street and off-street parking services for the downtown area. With parking increases from 2023 expected to continue into 2024, management believes that both on and off-street parking revenue should be at or above 2019 levels by the end of 2024. The return of the workforce and the increased use of downtown as a hub for restaurants, shopping, and the arts will further drive that recovery.

Additional highlights that will influence the Corporation in 2024 include.

- Break ground on Block 102 mixed-use development.
- Legislative activity to increase tools for developers at the Assembly and State level.
- Continued development of relationships with HLB, Real estate Services and Building Services departments within the Municipality.
- The start of construction on the \$70 million 6th Avenue project.
- Continued focus on economic development, working with AEDC, Anchorage Chamber, and other stakeholder groups.
- Support for the Powder Ridge west development in Eagle River.
- Pursuit of economically feasible projects inside and outside the downtown corridor.
- EasyPark will continue to operate clean, safe, and value-added garages.
- Leveraging existing assets and relationships to bring affordable and market-rate housing online.
- Brownfield Grant Program partnership.
- Code update for EasyPark.
- Facade Improvement Loan Program.
- Emphasis on a Balanced budget.
- Continued pursuit of operational efficiencies that will hold down growth in expenses.
- Implementation of new branding for ACDA and EasyPark.

On behalf of the team at ACDA, we are proud of the work we have done over the last year, and we look forward to building our City's future together.

Mike Robbins

Mike W. Robbins
Executive Director



Anchorage Community Development Authority Statement of Revenues and Expenses

	2023 Approved	2024 Approved
Operating Revenue		
Parking Revenue	6,350,012	6,517,931
Leased Space Revenue	1,998,620	315,000
Other Non-Operating Revenue	2,000	191,000
Real Estate Sales - Development	-	-
Total Operating Revenue	8,350,632	7,023,931
Operating Expense		
Labor	2,650,849	2,783,391
Professional Fees	428,500	315,000
Contract Services	1,135,200	1,094,000
Information Services	355,000	170,000
Direct Maintenance Costs	236,500	315,500
Facility Maintenance Contract Services	302,000	284,500
Utility Expenses	330,000	316,500
General Expenses	685,180	623,000
Municipal Enterprise Service Assessment (MESA)	700,000	450,000
Office Expenses	36,500	41,000
Employee Expenses	33,500	37,000
Interest Expense	705,328	8,000
Depreciation	1,965,340	1,643,000
Total Expenses	9,563,897	8,080,891
Net Income (Loss)	(1,213,265)	(1,056,960)
Appropriation		
Total Expense		
Less: Non Cash Items		
Depreciation	(1,965,340)	(1,643,000)
Amount to be Appropriated (Cash Expense)	7,598,557	6,437,891

**Anchorage Community Development Authority
2024 Capital Improvement Budget**

Project Title	Total
Interior Health & Safety Structural Repair	1,100,000
Facility Systems & Infrastructure Replacement	900,000
Total	2,000,000

Glossary of Terms

A/E	Architectural/engineering	AWWU	Anchorage Water & Wastewater Utility
ADA	Americans with Disabilities Act	BMP	Best Management Practices
ADOT	State of Alaska Department of Transportation	CBERRRSA	Chugiak, Birchwood, Eagle River Rural Road Service Area
ADOT&PF	State of Alaska Department of Transportation & Public Facilities	CBD	Central Business District
AFD	Anchorage Fire Department	CC	Community Council
ALF	Anchorage Library Foundation	CCTV	Closed Circuit Television
ALMR	Alaska Land Mobile Radio System	CERSC	Chugiak-Eagle River Senior Center
AMATS	Anchorage Metropolitan Area Transportation Solutions	CIB	Capital Improvement Budget
AMC	Anchorage Municipal Code	CIP	Capital Improvement Program
ANMC	Alaska Native Medical Center	CMAQ	Congestion Mitigation Air Quality
APDES	Alaska Pollutant Discharge Elimination System	DAT	Driver Assisted Terminal
APL	Anchorage Public Library	DEC	Department of Environmental Conservation
ARDSA	Anchorage Roads & Drainage Service Area	DOD	Department of Defense
ARR	Alaska Railroad	ECC	Enterprise Central Component
ASAC	Anchorage Senior Activity Center	E.R.	Eagle River
ASD	Anchorage School District	EMS	Emergency Medical Service
AWARN	Anchorage Wide Area Radio Network	EPA	Environmental Protection Agency
		ERP	Enterprise Resource Program

EVOC	Emergency Vehicle Operations Course	PFAS	Per- and Poly-Fluoroalkyl Substances
FBI	Federal Bureau of Investigation	PM&E	Project Management & Engineering
FHWA	Federal Highway Administration	POA	Port of Alaska
GASB	Governmental Accounting Standards Board	RAP	Recycled Asphalt Pavement
GCCS	Gas Collection and Control System	RFA	Reinvest Focus Area
GRSA	Girdwood Road Service Area	RFP	Request for Proposal
GVBOS	Girdwood Valley Board of Supervisors	S/4HANA	SAP High Performance Analytic Appliance
GVSA	Girdwood Valley Service Area	SCADA	System Control and Data Acquisition System
HAZMAT	Hazardous Materials	SOA	State of Alaska
HCM	Human Capital Management	SRM	Supplier Relationship Management
HVAC	Heating, Ventilation, and Air Conditioning	TIP	Transportation Improvement Program
LED	Light Emitting Diode	TSAIA	Ted Stevens Anchorage International Airport
LUP	Land Use Plan	UAA	University of Alaska, Anchorage
MICU	Medical Intensive Care Unit	USGA	United States Golf Association
MPLS	Multi-Protocol Label Switching		
MTP	Metropolitan Transportation Plan		
O&M	Operations & Maintenance		
OMB	Management & Budget		
PAC	Performing Arts Center		
PEL	Planning & Environmental Linkages		