



2024 TRANSITION REPORT

BRONSON ADMINISTRATION

Presented by Mayor Dave Bronson
June 28, 2024



EXECUTIVE SUMMARY

This Transition Report provides the residents of Anchorage and the incoming administration with essential information. In the report, we provide analysis on every major municipal department including details about budget, core services, accomplishments, opportunities, and potential challenges. This update informs the Anchorage residents, the assembly and incoming administration about the current state of the municipality. Contact information for department directors is available for follow-up questions.

A Message from Mayor Bronson

June 28, 2024

Dear Anchorage residents,

It has been an honor and privilege to serve you as Mayor for the past three years. I offer welcome and congratulations to the incoming administration, and I am happy to pass the baton by preparing the enclosed transition report for the year 2024. In it, you will find a record of achievement, prosperity and city history.

Despite mounting challenges, including taking office in the midst of the coronavirus pandemic, the state of the city is hopeful. With incoming federal dollars bolstering our infrastructure through key projects like the Don Young Port of Alaska Modernization Program and home-grown efforts like revitalizing Anchorage's downtown, Anchorage remains full of potential.

My administration was privileged to play a key role in the city's progress. Prioritizing public safety, investing in our infrastructure, working to secure our energy future, and making a concerted effort to stabilize property taxes are among the pivotal initiatives Anchorage has benefitted from in the last three years.

We prioritized public safety in Anchorage by delivering an historic pay raise to members of the Anchorage Police Department, a move made to recruit and retain the brave men and women who put their lives on the line every day. We brought foot patrols back to downtown and oversaw the implementation of voter-approved body cameras for APD officers, increasing transparency. Additionally, I was honored to appoint Bianca Cross to the role of police chief. She is the first woman to lead the state's largest police force. Her commitment to professionalism, transparency and compassion made her the best candidate for this vitally important role.

We also refinanced the lease of the APD headquarters downtown, supporting the municipality's police force while giving the Anchorage Community Development Authority liquidity for other projects.

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With the Don Young Port of Alaska Modernization Program well underway, Anchorage is investing in our economic future. A combination of state and federal dollars brought \$270 million in grant funding for the longstanding port modernization project. With \$200 million of this funding from state dollars, we were able to secure the largest appropriation from the Alaska Legislature in state history. The petroleum and cement terminal has opened, and crews broke ground on the new administration office and the north-end stabilization project. During my tenure, Anchorage had the honor of welcoming US Secretary of Transportation Pete Buttigieg to the port to discuss the unique challenges ahead for the modernization project. The federal funding supporting this project is essential not only to Anchorage, but to all Alaska, and we are grateful for the recognition and support.

Importantly, my team worked to rename the port after the late US Representative Don Young. Now officially christened the Don Young Port of Alaska, the port represents hope, economic prosperity and stability for Alaskans — just as Representative Young did in his lifetime.

I also created and led the Southcentral Mayors' Energy Coalition. In the face of serious energy challenges across the railbelt, including a potential loss of natural gas deliverability during a prolonged cold snap, we saw the need for collaboration among leaders in Southcentral communities. In conjunction with 11 other Southcentral Alaska mayors, the coalition works to identify short- and long-term solutions to our pressing energy needs. As the energy situation in Alaska grows more complex, this coalition will serve as the tip of the spear in recommending policy and advocating for solutions with our state and federal partners.

We placed a big emphasis on providing economic stability. I made a point of introducing budgets that lowered taxes for property owners. In Anchorage's tight housing market, and taking into account record inflation and high interest rates, getting onto the housing ladder is hard enough without increasing taxes that make buying a home even more out-of-reach. As our city grows and evolves, removing barriers to homeownership will continue to be essential to retaining a healthy population and growing economy.

With housing in mind, my administration brought on 331 low income housing units online and amended the methane gas agreement that brought 1,100 residential lots to Eagle River. We also worked to get the Holton Hills project approved in Girdwood, improving

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the availability of housing units across the municipality. Additionally, we protected landlords and small business owners by vetoing the assembly's effort to tax and regulate short-term rentals.

After meeting with Roger Brooks, a tourism and downtown expert, during his visit to Anchorage, we began to act on many of his recommendations to help revitalize our downtown, including a micro-loan program for street murals and the creation of a mushing district. We are looking forward to the forthcoming mushing district arch that will live on 4th Avenue.

I was honored to serve the Municipality of Anchorage over the past three years. Mayor-Elect LaFrance will be the tenth mayor to serve the city-borough of Anchorage and the first woman to be elected to that role. I commend her achievement, and restate my commitment to a smooth, effective transition for the sake of all Anchorage residents.

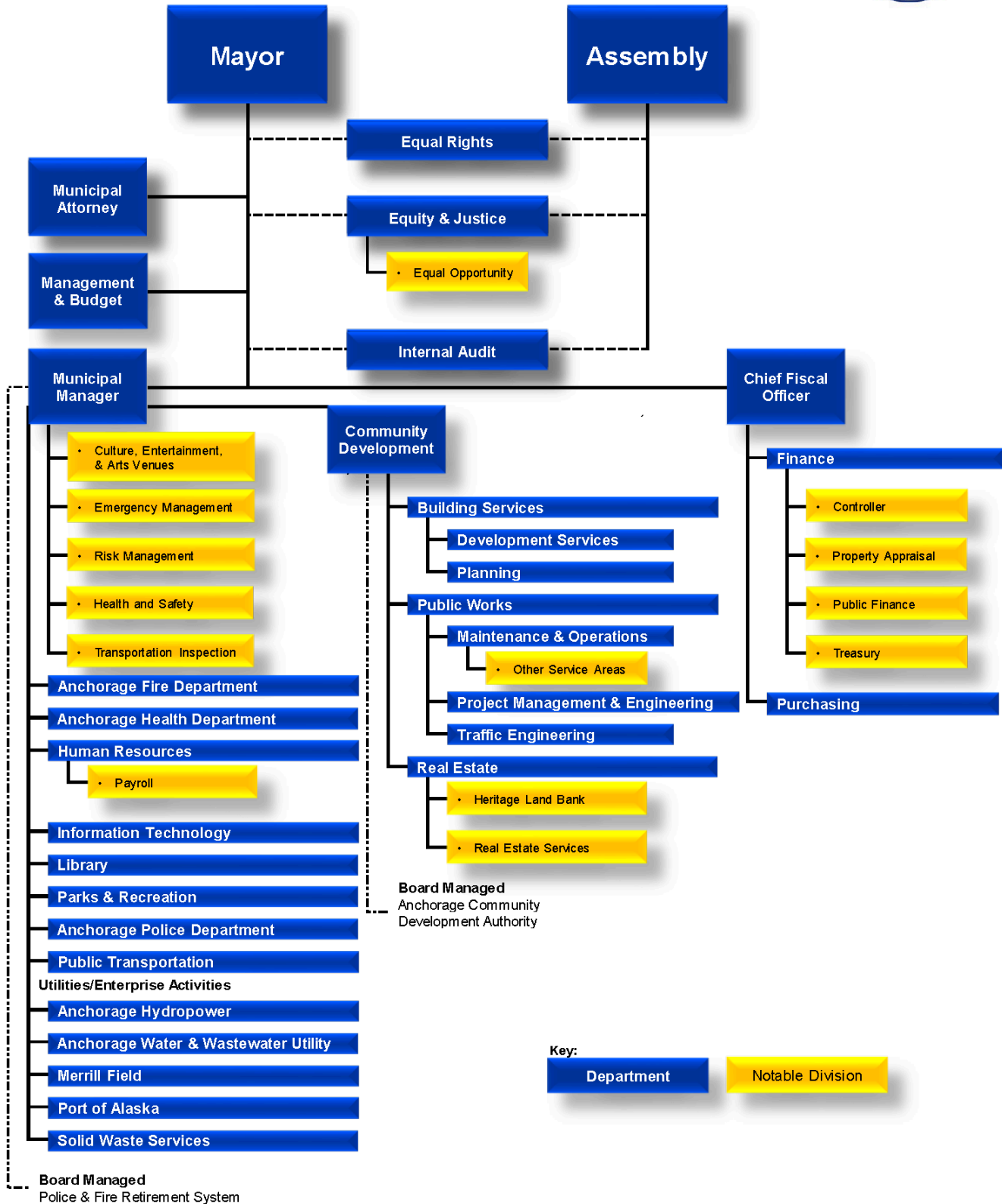
Sincerely,

A handwritten signature in blue ink that reads "David W. Bronson". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Mayor Dave Bronson



Municipality of Anchorage



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Offices Reporting to Mayor or Assembly

Mayor's Office

Chief of Staff Mario Bird, 907-343-7107, mario.l.bird@anchorageak.gov

Core Services:

- Effect Mayoral decisions, policies, and prerogatives at all levels of Municipal government.
- Maintain communication with Assembly members and staff.
- Report to Mayor on community feedback and engagement with constituents.
- Communicate Mayoral policy goals to public.
- Oversee Mayoral appointments to Boards & Commissions and Departments.
- Liaise with state and federal government officials on matters of overlapping jurisdiction.
- Meet and maintain relations with foreign consulates and representatives.
- Draft and propose legislation and executive policy.

Budget and Personnel: \$2.6 million (see AR 2024-104(S)); 10 FTEs.

Recent Accomplishments:

- Boards and Commissions
 - Revivified Board and Commission business after COVID era by 494 appointments over the past 3 years, including 250+ in past year.
 - 20+ appointments awaiting confirmation from incoming administration.
 - Updated Board and Commission profiles on OnBoard website.
 - Compiled handbook for new MOA board members and commissioners.
- Community Engagement
 - Downtown and Midtown Business Owners' Meetings since early 2023.
 - Mushing District – signed long-term agreement with Anchorage Mushing District, Inc. for placement of Mushing Arch over 4th Avenue.
 - Mayoral Job Fair for public and private sector employers (Jan and April 2024).
- Constituent Affairs
 - Developed a protocol in the Mayor's Office for addressing constituent concerns, complaints, and recommendations.

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- Built relationships and identified new opportunities for civic engagement with community and business leaders.
- Served as a liaison representing the mayor at community councils, city wide events, and economic development forums.
- Managed the Mayor's Arts Grant program which included: creating a portal for applicants, managing correspondence between applicants and awardees, drafted, and executed grant agreements, and ensured grant compliance throughout grant period.
- Served as the Executive for the Arts Advisory Commission to ensure the Municipality of Anchorage met and excelled in promoting the arts.
- Communications
 - Mayor's Minutes newsletter and new social media posting approach.
 - Purchased and used drone for 4k MOA stock footage of Port, plows, APD, AFD.
 - Acquired and used new live streaming and media gathering equipment.
 - Worked with M&O and Emergency Management to create snow emergency comms plan.
- Municipal Legislation
 - Criminal: replaced "Failure to Appear" as Class B misdemeanor, rather than minor offense (2023).
 - Civil:
 - Worked with Assembly to pass new Port tariff (2023)
 - Renamed "Don Young Port of Alaska" (2023)
 - Third Party Review of Building Permits (2024)
 - Exec and Non-Rep Step Pay Plan (effective 1/1/25)
- State of Alaska Affairs
 - Obtained \$200M state grant for Don Young Port of Alaska Modernization (2022), the largest appropriation in state history .
 - Organized Legislative Program Luncheon for Assembly, Legislature, and public at Dena'ina Center to comment on MOA legislative agenda (2023).
 - Obtained \$4M grant for homelessness response (2024).
- Federal Affairs
 - Obtained \$68.7M Port Infrastructure Development Program grant for Don Young Port of Alaska Modernization (2023).
 - Hosted USDOT Secretary Pete Buttigieg (2023).
- External Relations

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- Southcentral Mayors Energy Coalition – initiated a Mayoral panel to examine energy solutions for Railbelt (2024).
- Inked deal with Eklutna, Inc. (Powder Reserve West) for development of 1,100 units in Eagle River (2023).
- Port
 - Engaged Jacobs Engineering for Don Young Port of Alaska Modernization project (2022).
 - Successfully proposed new tariff schedule (2023).
 - Broke ground on North Extension Stabilization Phase (2024).
- SWS
 - Opened a new Central Transfer Station in Midtown (2023).

Opportunities:

- Downtown Library – SOA funds and trust monies available, deal must be inked with Anchorage Library Foundation ASAP.
- Boat Launch – MOA – AKRR lease has run out, with 1-year “holdover” for summer 2024; long-term deal for boat launch should involve State or other government, not MOA.
- SAP – new SAP version (SAP S/4HANA) must be implemented by 2027 (orig. 2025).
- Grants Task Force – Mark Schimscheimer and Jacques Annandale from AWWU are heading up federal grant task force to identify big-ticket grants for which MOA can apply.
- Sister Cities: 55-year anniversary celebration in Anchorage with delegation from Japanese Sister City of Chitose, August 25 – 30, 2024.
- Finance Department reorganization: recommendation is for OMB to be under Chief Finance Officer.
- Cybersecurity: opportunity shift to direct report under Mayor or Municipal Manager, rather than under IT department.
- E-bike/E-scooter: working with Traffic and Member Geo. Martinez on regulating ordinance.

Potential Challenges:

- Energy, natural gas shortfall for Anchorage residents.
- Food security: Don Young Port of Alaska modernization program is multi-year construction effort to preserve shipping.

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- Annual Comprehensive Financial Report (ACFR) FY2022 has taken an inordinately long time, due to turnover in Accounting.
- Budget shortfall – OMB projects revenue downturn.
- ARPA grant monitoring and reporting: federal reporting obligations remain in place until 2027.
- Small Boat Harbor: the lease with AKRR was kicked to 2025 to resolve this issue long-term in winter 2024.
- AWWU/SWS have ongoing discussions regarding leachate injection well near Anchorage landfill that should be resolved late 2024.
- Cold Weather Shelter: former SWS admin building used for homeless shelter for 2023-24, long term questions as to use as mechanic garage for AFD repairs, roof repairs.
- Mayor's Proposed Budget due October 1, 2024.

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Internal Audit

Acting Director Scott Lee, 907-343-4438, scott.lee@anchorageak.gov

Mission: There is established an office of internal audit to provide the assembly and the mayor with objective information to assist them in determining whether government operations are adequately controlled and whether the required high degree of public accountability is maintained.

Budget: \$858,568, 4.5 FTEs

Core Services:

- The office of internal audit shall meet generally accepted government audit standards with regard to independence.
- The director of internal audit shall be appointed by the mayor with concurrence of a majority vote of the assembly.
- The director of internal audit may be dismissed by the mayor only for cause shown, and only with concurrence of a majority of the assembly.
- The director of internal audit shall be a person able to manage a professional audit staff, analyze financial records and evaluate operations for economy, efficiency and program results.
- The director of internal audit shall be either a certified internal auditor or a certified public accountant.
- The director of internal audit shall not be actively involved in partisan political activities or the political affairs of the municipality.
- The director of internal audit shall interact with the municipal audit committee to ensure maximum coordination between the needs of the assembly and the mayor in the development and execution of the annual audit plan.
- The director of internal audit shall have such assistants and employees as are necessary to perform all required duties.

Recent Accomplishments:

- We negotiated a Shared Services Agreement with the Anchorage School District to provide internal audit service to the School District. The agreement requires us to provide one Senior Auditor fully reimbursed by the School

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District who is supervised and administered by our office. We believe that we are the only Municipal agency that has been able to provide shared services with the School District, resulting in savings for the citizens of Anchorage.

- We are viewed by both the Assembly and Administration to be an unbiased and independent department providing both internal audits and special studies of Municipal, School District and contractor operations and accounts. In fact, our annual audit plan is typically made up of audits requested by both the Assembly and Administration.
- Our office provides the costing of all labor contracts to the Administration and Assembly. Our financial analysis is instrumental in helping Employee Relations negotiate various scenarios during labor negotiations.

Opportunities:

- The Internal Auditor position has been vacant since July 13, 2023, and the Principal Auditor has been acting for the position since. After beginning with a field of 4 candidates in early 2024, Municipal Manager, Deputy Municipal Manager, and Chief of Staff met for a second interview in June 2024 with a strong candidate for Director of Internal Audit. This candidate remains interested in the position and understands that the incoming administration may have its own interview process.

Potential Challenges:

- Budget concerns
 - 99.2% of our Departmental budget is allocated for Labor. As a result, we do not have any practical means of cutting the budget. In other words, in order to make a 1% budget cut, we have to sacrifice a position. Any future budget cuts could result in the loss of personnel.
- The implementation of SAP and its limitations regarding payroll records and lack of policy and procedures making them virtually un-auditable.
- The inconsistencies of individuals working from home, some out of state. (greatly different among Departments, Bargaining groups, etc.)
- Current guidance/procedures provided by the Human Resource Department are ineffective, making the Department's ability to take disciplinary action against bad employees practically impossible.
- Lack of proper contract administration by Municipal agencies of large contracts.
- Inconsistent reclassification of non-representative employees.

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- For example, the number of range 17 and 18 employees increased exponentially, however we were not able to determine if the actual job performed by the employees have been really changed to justify the higher pay grade.
- Lack of adequate staffing and funding of the Office of Internal Audit due to added responsibilities gained over the years such as the requirement for annual sunset audits and complex labor contract negotiations. In addition, there has not been sufficient funding to provide the required continuing education or the purchase of state-of-the-art analytical software required by new technology.

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Anchorage Equal Rights Commission

Executive Director Keoki Kim, 907-570-7359, keoki.kim@anchorageak.gov

Mission: The AERC's mission is to enforce federal and municipal anti-discrimination laws and provide equal opportunity to all persons in Anchorage.

Core Services:

- Enforce municipal and federal anti-discrimination laws by investigating complaints of discrimination.
- Provide information to the public – including employers, employees, landlords, tenants, and others – on the laws prohibiting discrimination.
- Provide referral information to callers, including referrals to other municipal departments, government agencies, nonprofits, and others.

Budget and Personnel: \$0.9M; 6 FTEs

Recent Accomplishments:

- Implemented a case tracking system to ensure that investigation deadlines are met in a timely fashion and there are regular meetings between investigators, the case manager and the executive director involving substantive discussions about the status of the investigations.
- Implemented guidelines that all investigators are expected to actively work 50 cases simultaneously which conforms to national equal rights agency standards rather than the previous practice of only working 1 or 2 cases at a time, which resulted in substantial years' long backlog.
- Obtained current training for Investigators regarding proper investigative procedures and techniques.
- Reduced the case backlog from 60% to 0%. Many of our cases were backlogged by more than 240 days. Some were up to 4 years overdue. They required detailed investigation and analysis to ensure a thorough investigation since they were certainly not timely.
- Changed the Investigator 1 position to an Investigator 2 position to prevent frequent turnover.
- Took commission meetings into the community by holding them at easily accessible locations with free parking such as library branches and neighborhood recreation centers.

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- Overhauled all outreach materials so that residents of Anchorage will spread the message that the Equal Rights Commission is the agency to contact in situations involving discrimination or sexual harassment. The outreach products are so popular that members of the public are coming to the office requesting them.
- Addressed equal rights issues in Anchorage by hosting the inaugural Annual Alaska Civil Rights Conference with the Alaska Native Brotherhood, Alaska Native Sisterhood, and the Alaska State Commission for Human Rights.
- Provided free, in person and online anti-discrimination training events through a partnership with the Small Business Association and the Alaska State Commission for Human Rights.
- Conducted a review of Title 5 with Muni Legal to clarify responsibilities for the Commissioners and the Executive Director and make Title 5 easier to understand for the general public. No substantive changes are being suggested. This will be reviewed by the commission and then presented to the Mayor and the Assembly.
- Continued our long-term workshare agreement with the federal Equal Employment Opportunity Commission (EEOC).
- Developed a workshare agreement with the Alaska State Commission for Human Rights.
- Collaborated with the Office of Equity and Justice to hold the first Anchorage Strong Multicultural Festival.
- Collaborated with the Alaska State Commission for Human Rights to undertake a statewide comprehensive survey including Anchorage to determine what types of discrimination are occurring in what amounts. This is an effort to better understand discrimination in our community so that we can develop a baseline to measure progress and more effectively target our resources.
- Established a youth ambassador program to assist in spreading awareness of our agency and its services to local high schools and colleges.
- Expanded office hours from 8 a.m. – 5 p.m. to 8 a.m. – 6:30 p.m. The community needs access to our services beyond bankers' hours.

Opportunities:

- Increase public education through interactive, in-person presentations as well as online courses.
- Collaborate with local, state and federal civil rights organizations to provide education and outreach services.

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- Continue to build relationships with the small business community and serve as a resource.
- Continue outreach efforts to ensure every Anchorage resident know that they can come to us if they are suffering discrimination or sexual harassment.
- Continue outreach efforts to ensure that every Anchorage business can come to us to learn about how to prevent discrimination and sexual harassment.
- Host the National Conference on Human Rights in Anchorage.
- Host the 2nd Annual Alaska Civil Rights Conference.
- Assist Equity and Justice in hosting the Anchorage Strong Multi-Cultural Festival.

Potential Challenges:

- Inefficiency due to the lack of up-to-date manuals, if any, which require new hires, including the Executive Director and the Executive Assistant to learn everything by trial and error.
- Lack of proper procedures with the result that the last records and retention report was done in 2014 despite it being required annually. Similarly, the last asset inventory was done in 2010. None of the assets listed exist in the office. None of the assets in the office are listed. This report is required annually.
- In 2022, the job description of the Executive Director was changed to require a law degree and practicing bar license. However, the pay was not changed to the rates that attorneys employed by the municipality are paid. It is significantly lower than other attorney positions in the municipality, the state and private practice. This will significantly impede the ability of the municipality to obtain qualified Executive Directors in the future.
- Need to devise a case management system using Google Drive since our current case management program works very poorly and we do not have the funds to purchase a commercial product.
- Need for written and maintained office manuals.
- Very few people in the community know who we are or what we do. We cannot help community members if they do not know about us.
- The non-labor budget is approximately \$21,000.00 per year. This has been cut back from at least \$80,000.00 in previous years. Likewise, several full-time positions have been eliminated in previous years.
 - The non-labor budget is not enough to realistically spread awareness of the agency and what we do. It does not allow us to host events which bring together local civil rights groups; nor attract national civil rights

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conventions, which will bring nationally recognized speakers and innovators to Anchorage for our citizens to learn from; nor develop educational and online resources; nor purchase any of the current investigation case management systems that are on the market; nor conduct surveys to determine what progress if any is being made in eliminating discrimination in our community; nor purchase sufficient quantities of outreach merchandise to spread awareness of our agency.

- Since the current executive director started on 8/15/22, he has utilized unspent labor funds to support these programs. When all staff positions are filled, there will not be enough funds to continue these programs.
- Bring all required reporting, such as records retention and asset inventory up to date and ensure they are kept up to date.

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Municipal Attorney

Municipal Attorney Anne Helzer

907-343-4545, anne.helzer@anchorageak.gov

Municipal Prosecutor Dustin Pearson

907-343-6451, dustin.pearson@anchorageak.gov

Administrative Hearing Officer Paul Ervasti

907-343-4538, paul.ervasti@anchorageak.gov

Budget and Personnel: \$8.4M; 24 FTEs; 2 PTEs

Mission: The Department of Law provides budgetary management, staff supervision, and program and policy oversight. The Department strives to maintain high quality and efficient production of legal services through development of professional staff, subject matter expertise and continuing training and legal education. Our core values are teamwork, professionalism and public service.

Core Services:

- Serve chief legal counsel to the Municipality of Anchorage, including the Mayor, Assembly, and all executives, departments, agencies, boards and commissions.
 - The Department supervises and controls all civil and criminal legal services performed by the Department and contract counsel for the MOA, including providing legal opinions, advice on proposed Code revisions, the drafting of legislation and contractual agreements and the conduct of litigation.
- The Civil Division provides legal counsel, support and advice on specific legislation, the Municipal Code, Charter, Regulations, legislative procedures, the responsibilities and authority of the Municipality, and represents the Municipality and its officials and employees in civil litigation.
 - The Civil Division also handles impounded vehicles.

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- The Criminal Division prosecutes misdemeanors and traffic offenses under the Anchorage Municipal Code.
 - It aids in police investigations, evaluating and filing charges, conducting criminal trials, enforcing conditions of probation, motions and appeals, and assisting victims of crime.
- The Administrative Hearing Office provides for the adjudication of Municipal Code violations and conducts hearings on appeals of administrative actions of Municipal agencies within the scope of its jurisdiction established by Code.

Recent Accomplishments:

- Won \$367M judgment against US Maritime Administration for flawed Port of Alaska construction (2022).
- Won *Bronson v. Anchorage Assembly*, successfully defending the right of the Mayor to appoint and fire executives in administration (2022).
- Significant raise to attorneys in FY2023 to compete with SOA and private sector (2022).
- Joined U.S. Supreme Court amicus brief in *Grants Pass v. Johnson*, advocating for local governments throughout 9th circuit (2023).
- Updated e-filing systems between municipal prosecutor's office and Alaska Court System (2023-24).
- Drafted and implemented homeless abatement policy to protect Downtown (2024).
- Worked to clear backlog of COVID-era misdemeanor cases held in abeyance (2021-23).
- Assisted in passing Failure to Appeal misdemeanor ordinance (2023).
- Successfully forced dismissal of *Anchorage Assembly v. Helzer*, defending confidentiality of partner agreements (2024).

Opportunities:

- The Department would benefit from the hiring of attorneys and support staff in key areas in order to increase self-sufficiency, build institutional knowledge and expertise on the Municipality's legal team, and rely less on outside counsel.

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- Revisions to the Municipal Code to address updated, ambiguous or ineffective laws would improve government efficiency and reduce public inconvenience (for example, access in accordance with public records laws).
- The Department has opportunities to continue seeking effective and less expensive alternatives to criminal prosecution to deter illegal conduct, promote rehabilitation of offenders, and protect public safety.
- The Municipality could benefit if the function of administering impounded vehicles were transferred out of the Legal Department into a different department that is more accessible and convenient for the public, thereby reducing administrative costs and promoting government efficiency, transparency and the public interest.

Potential Challenges:

- Recruitment in this competitive hiring market continues to be a challenge.
- Salary levels are well below market in the private or other public sectors.
- Experienced attorneys with specialized expertise have retired or left employment with the Municipality for other reasons.
- Building in-house experience and institutional knowledge are key components of serving the Municipality with consistent and reliable legal advice.

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Office of Equal Opportunity

Director Erica A. Barry, 907-343-4878, erica.barry@anchorageak.gov

Core Services:

- Ensure the Municipality of Anchorage is federally compliant under Title VI laws.
- Ensure Non-Discrimination on federally assisted projects.
- Ensure that Minority, Disadvantaged, Woman-owned and Small Businesses have equal opportunity.
- Provide resources and assistance to Minority, Disadvantaged, Woman-owned and Small Businesses.
- Provide training for Municipal employees on unlawful discrimination and harassment.

Budget and Personnel: \$248,778.00, 2 FTEs

Recent Accomplishments:

- Successfully submitted federal compliance Disadvantaged Business Enterprise uniform reports to the Federal Aviation Administration (FAA), Federal Highway Administration (FHWA), and Federal Transit Administration (FTA) to ensure the Municipality of Anchorage (MOA) remains in federal compliance.
- Brought the Municipality's Title VI operations back in line with FAA/FTA regulations.
- Successfully completed the Federal Transit Administration's (FTA) 2023 Triennial Review Audit on Title VI, Disadvantaged Business Enterprise, and Equal Employment Opportunity (EEO) without any findings for the office.
- Conducted an in-depth comprehensive analysis of Disadvantaged Business Enterprise (DBE) shortfalls over the years and developed and implemented corrective action plans in accordance with federal requirements for submission to federal administrations upon request.
- Revised and enhanced the MOA's Title VI plan (FAA) to ensure federal Title VI compliance.
- Amended and successfully submitted the MOA Disadvantaged Business Enterprise program which received federal approval.
- Improved reporting mechanisms for semi-annual and annual federal Disadvantaged Business Enterprise uniform reports.

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- Ensured accountability with key staff while delegating responsibilities to specific departments to ensure Muni meets federal pass-through requirements.
- Revised and refined the MOA's Disadvantaged Business Enterprise statement
- Created a Language Access Plan for Merrill Field Airport
- Updated the Merrill Field Airport webpage to ensure full compliance with federal Title VI standards.
- Updated the MOA's, Office of Equal Opportunity's Language Access Plan
- Developed a comprehensive training video addressing harassment, discrimination, and sexual harassment through Litmos titled, "Harassment, Discrimination, and Retaliation Training for the Municipal Workforce.
- Created a schedule to assign and ensure completion of the harassment, discrimination, and sexual harassment training video to all Municipal employees and any new hire employees annually.
- Facilitated in-person harassment, discrimination, and sexual harassment training for multiple municipal departments upon request.
- Revised and distributed the MOA's Equal Employment Opportunity/Affirmative Action (EEO/AA) policy statement, as well as Policies and Procedures 40-38 and 40-37 to all municipal employees on a quarterly basis.
- Collaborated with HR to develop an Office of Equal Opportunity slide presentation for inclusion in new hire orientation. The presentation emphasizes the Municipality's 'zero tolerance policy' against harassment and discrimination, and informs newly hired municipal workers of their right to file complaints and where to file.
- Refined and improved the MOA's Office of Equal Opportunity complaint process.
- Facilitated, participated, and engaged in more than 63 training sessions, outreach initiatives, and networking opportunities (since January 2023, tracked outreach efforts available upon request) (Our most recent event was titled, "Business Growth Accelerators Luncheon Workshop." A collaborative event with the SBA, and Business Impact Northwest: Alaska Women's Business Center, Veterans Business Outreach Center, and Microloan Program).
- Completed course work and attended several federal Title VI and DBE training sessions.
- Revamped the Office of Equal Opportunity website.

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Opportunities:

- Review existing policies, procedures and programs and identify any biases or barriers and work towards developing or altering those to continually promote fairness.
- Ensure accountability with key staff while delegating responsibilities to specific departments in order to ensure compliance.
- Mitigate risk by aligning office duties, job classifications and policies and procedures Municipal code.
- Implement procurement policies that promote opportunities for minority-owned and women-owned businesses to participate in municipal contracts, not just federally funded projects.
- Enhance procedural efficiencies within the Purchasing department for projects that are federally funded and involve collaboration with the OEO office.

Potential Challenges:

- The OEO office is tasked with numerous responsibilities dictated by federal law, yet it has never been adequately staffed to properly fulfill these obligations. The roles within the OEO office are unique as they require a comprehensive understanding and knowledge of federal, state, and local regulations, EEO (Equal Employment Opportunity), Title VI, and bidding procedures. It is vital the office is proficient in these areas but also capable of adapting to evolving regulations and ensuring compliance with relevant laws and policies.
- Loss of receiving federal funding due to failure to meet compliance standards and federal requirements.
- The municipal code lacks clarity regarding the responsibilities of the OEO office which has been an ongoing discussion with legal and HR for years. The municipal code's lack of specificity regarding the OEO office has complicated matters with the introduction of the Chief Equity Office. This has sparked confusion over departmental responsibilities, particularly since the OEO and OEJ offices have distinct missions and functions. Clarifying these distinctions is imperative to streamline operations and prevent conflicts, any overlap or neglect of duties.
- Federal guidance (49 CFR 26.39) requires a Small Business Program, the OEO office could greatly benefit from assigning a dedicated individual to focus solely on enhancing this program for the Municipality.

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- The OEO office consistently faces challenges in legal support, this persistent issue has hindered the office's ability to operate effectively over the years.

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Office of Equity and Justice

Chief Equity Officer Uluao “Junior” Aumavae, 907-782-8828,
uluao.aumavae@anchorageak.gov

Mission:

To proactively work to advance equity, focus on eliminating inequities, and increasing wellbeing and success for all municipal departments and community members.

Core Services:

- MOA Affirmative Action
- Anchorage Opioid Task Force
- Anchorage Equity Homeless Initiative
- Language Access Plan Compliance
- Equity Listening Tour
- MOA Discrimination Training
- Disadvantaged Business Enterprise Education/Outreach
- Minority/Underserved/Underprivileged Workforce Development
- Equity and Justice Mentorship/Internship Program
- Boards and Commission Education and Outreach
- Equity Community Roundtables
- Grant Education and Outreach
- MOA Eklutna Training
- MOA Multicultural Festival
- Anchorage Police Department’s Police Athletic League

Budget and Personnel: \$205,114; 3 FTEs

Recent Accomplishments:

- Developed Equity Listening Tour.
- Policy changes made adding non-traditional/cultural work experience in MOA’s hiring and promotional practices.
- Increased the number of minorities in MOA workforce through OEJ policy change and outreach initiatives (+5%).
- Collaborated with HR in the Affirmative Action Plan for the MOA.
- Implemented discrimination training for MOA employees through OEO and HR.

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- Increased Workforce initiatives with HR in underserved and underrepresented communities with Career Fairs.
- Revitalization of MOA Language Access Program.
- Increased Language Access Programs in private sector businesses in MOA.
- Develop Eklutna Training for MOA Employees.
- Initiated and established the Anchorage Opioid Task Force to address the drug overdose epidemic in Anchorage.
- Hosted community/MOA Round Tables with diverse communities across the municipality.
- Boards and Commission education to underserved and underrepresented communities in the MOA.
- Created MOA workforce pipeline partnership through ASD Academy Program as a steering committee member.
- Assisted in creating the Police Athletic League to encourage engagement with police and youth.
- Engaged stakeholders in addressing Homelessness in Anchorage.
- Executed first Citywide MOA Alaska Native Potlatch.
- Special projects (statewide): Tonga Relief Initiative and Ukraine Relief Initiative.
- Implemented First Annual Multicultural Festival celebrating the cultural makeup of the MOA.

Opportunities:

- Increase staff size to strengthen and continue building community relationships.
- Compare “best practices” opportunities for Anchorage to other similar municipalities' demographics.
- Gain control of state and federal funding on equity issues for the Municipality.
- Continue to diversify MOA workforce through ASD Academy partnership.

Potential Challenges:

- OEJ transitioned from being funded out of Alcohol Tax funding to now through general government funds within a year of its existence. This may cause concerns for future funding sources in different administrations and their priorities.
- Drain on fund balance from OEJ programs making it difficult to increase

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OEJ initiatives and staff.

- Community consensus of priorities will be a challenge with understaffed and underfunding of the department.
- Executing long term plans with timelines to address equity issues in the MOA without proper funding and staffing will become increasingly difficult to achieve.
- Special projects can be challenging due to political differences between the legislative branch and executive branch.
- Best practices on solutions for equity issues are not always the same for every municipality.

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Office of Management and Budget (OMB)

Management and Budget Director Sharon Lechner, sharon.lechner@anchorageak.gov

Mission: To implement sound financial and management policies through development and administration of municipal budgets.

Budget & Personnel: \$1,260,398; 6 FTEs (4 filled).

Opportunities:

- As other departments become more fully staffed, transfer functions to departments where the work is more appropriately housed.
- The 2020 ML&P sale has not yet been accounted for. The ML&P sale should have been accounted for in 2000 or 2001. External auditors require that the sale be accounted for in Fiscal 2023. Close-out efforts were halted when identified funding for required corrections were transferred for other purposes. The new administration must wrap up the ML&P sale very quickly.
 - Statutory Solution-PERS: The ML&P sale triggering ongoing, annual obligations to the SOA associated with eliminated PERS positions. A proposed next step is to seek a statutory solution to ensure a reasonable end date to these payments (example 15 years).
- Many small unclaimed properties exist at the State that await MOA requests for recovery. OMB has a list for this year's efforts and recommends that in the long run, more robust annual searches should be made.
- Audit Contract The 2023 Audit Contract with the external audit firm has not yet been mutually executed. A proposed next step is that all Enterprise Fund year-ends should shift to 9/30/XX.
 - If possible, the contract should require substantial interim testing to minimize "last minute" testing.
- Room Tax revenues have exceeded expectations (ref. CIVIC Ventures Use Agreement, Article IV, Section 4.2(c), "Release of Tourism Room Tax"). Existing contract terms are vendor-favorable, however, that contract expires soon. It is imperative that when any RFP is issued and new contract terms are negotiated, excess revenues are retained by the MOA (as allowable under the Use Agreement). Next, devise a Use Plan for excess revenues consistent with the Use Agreement.

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- IT has built an ever-larger “Due To.” IT’s Due To should represent timing differences from when IT expends capex vs when third-party debt repays the Due To. However, trends are inconsistent and there may be a required correction.
 - A proposed next step is to perform additional analysis to determine why IT’s Due To continues to grow, even when debt is issued and capex activity is low. OMB has initial work to pass on to the incoming administration.
- Utility/Enterprise Dividends AMC 26.10.065 and 26.10.068 govern utility and Hydro dividends, respectively. However, there is no Code language for enterprise funds, and 26.10.065 language should be improved.
 - A proposed next step is to change “utility” to “enterprise fund” but expressly exclude the Airport. Current language has resulted in discrepancies; replace memos with 10% of prior year N/I unless Payer is under an RCA dividend restriction.

Potential Challenges:

- Chronic vacancies and a need for additional analysts as the retirement of one or both of the current analysts could destabilize the department.
- Ongoing PERS payments to the State of Alaska (SOA) relating to terminated ML&P (PERS) positions have been charged to General Government, resulting in less available funding for services. A proposed next step, per MOA Charter, the voter-approved ML&P sale, and Black’s Law definition of debt, PERS obligations are debt and should net against annual hydro dividends. Hydro could bifurcate its annual payments: 1) transfer SS to General Government equal to SOAPERS payments, with 2) the net balance as the MOA Trust dividend.
- No Worker’s Comp/General Liability allocation was assigned to ML&P for its share of that fund’s deficit in the ML&P appropriations. As ML&P is being closed out, ML&P should be allocated a share of the WC/GL deficit in the final appropriating documents.
- Funds earmarked for the Alaska Center for Treatment (ACT) under the Settlement Agreement (SA) were spent on operations; GAAP prohibits these costs from being capitalized, nor does the SA provide for operating expenses to be counted as allowable “spend.”
 - Our proposed next step is to reimburse the ACT project for these items once funding has been identified and secured.

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- Interim Financial Statements/Reporting: AMC 6.40.015.D requires variance reporting of 5% (expenses) and 1% (revenues); reports are independently prepared. By receiving separate reports, the Assembly cannot easily determine YTD trends. Additionally, critically important information is not required.
 - A proposed next step is that a controller-prepared I/S should replace the current reports. The Assembly should receive timely info to increase its awareness of potential negative fund balance impacts. Reports should include all areas of potential risk.
- Year-end Financial Statements/Reporting: OMB assisted with 2022 ACFR preparation and obtained first-hand insight into several challenges with timely ACFR issuance. Enterprise Fund year-ends should change to 9/30/XX; this would prevent one entity from holding up the ACFR, since the ACFR is the last in sequence, and save countless hours agreeing numbers to the ACFR to ensure they precisely agree.
- A large fund balance deficit has grown in the Workers' Comp/General Liability fund, beginning about 10+ years ago. The deficit is due to premiums that are too low to cover all costs, including year-end "surprise" costs, such as IBNR costs.
 - A proposed next step is that a controller-prepared I/S should replace the current reports.
 - ML&P should also be allocated a share of the WC/CL deficit in the final appropriating documents.
 - A new methodology must incorporate a "look back," so deficits don't accumulate. 2024 requires adjustments; efforts were halted when identified funding was transferred for other purposes. The new administration should increase premiums to avoid further deficit growth.

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Housing & Homeless Services

Housing & Homeless Coordinator Alexis Johnson, 907-343-9841,
alexis.d.johnson@anchorageak.gov

Core Services: The Anchorage Health Department's Housing and Homeless Services Division typically provides a range of core services aimed at addressing the needs of individuals experiencing homelessness or housing insecurity.

These core services are typically designed to address the immediate needs of individuals experiencing homelessness while also working towards long-term solutions to prevent and alleviate homelessness in the community. Housing First doesn't mean housing only, and housing with supportive services is the answer to ending homelessness.

- Found a legal path forward to prevent camping in the Downtown District.
- Chinook Lot cleanup: Completely abated in advance of tourism season.
- Emergency Shelter: Providing temporary shelter for individuals and families experiencing homelessness, especially during extreme weather conditions or crises.
- Transitional Housing: Advocacy for longer-term housing solutions with supportive services aimed at helping individuals transition out of homelessness into stable housing situations with supportive services.
- Rapid Re-Housing Programs: Assisting homeless individuals and families in quickly finding permanent housing solutions by providing financial assistance for rent, security deposits, and ongoing support services through ERA2 partnerships and Next Step Initiative.
- Outreach and Engagement: Identifying and connecting with individuals who are homeless or in other precarious housing situations, offering support services, outreach items, and encouraging people to access available resources.
- Homelessness Prevention Programs: Offering connections to financial assistance, behavioral health resources, and other resources to individuals and families at risk of or experiencing homelessness to help them maintain stable housing situations.
- Housing Navigation Services: Assisting homeless individuals and families in navigating the complex housing system, identifying suitable housing options, and advocating on their behalf to secure housing placements.

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- Supportive Services: Providing connections to a range of supportive services, including mental health counseling, substance abuse treatment, life skills training, and employment assistance, to help individuals maintain stable housing and improve their overall well-being.
- Coordination with Community Partners: Collaborating with other community-based organizations, government agencies, and service providers to ensure a comprehensive and coordinated response to homelessness and housing insecurity in Anchorage.

Budget and Personnel: Approx. \$20 Million; 6 FTEs

Recent Accomplishments:

- Possibility of continuation of year-round shelter via state funding
- 2023 ATAX Presentation
- Collaborative Partnerships
- Golden Lion sustainability and proven concept for longterm and transitional housing.
- 250 people are housed with supportive services via ECWS.

Opportunities:

- Alaska Center for Treatment
- Behavioral Health Coordinator
- Safe Parking

Potential Challenges:

- Lack of Significant Funding for code required programming. Ie: ECWS
- Communication Lapse / Gap with Assembly – Open hostility from assembly members to AHD.
- Lack of understanding of what AHD does, and the work we do and don't do. Department feels like a catch ALL.
- Liability and implementation with safe parking.
- Continuation of Shelter at 56th ave. Pending funding and new operator.
- Continuation of Golden Lion
- Pending Martin v. Boise/ Grants Pass v/ Johnson, abatement efforts could change.

Finance Departments

Chief Fiscal Officer

Chief Fiscal Officer Alden P. Thern, 907-343-6610, alden.thern@anchorageak.gov

Mission: The Municipality of Anchorage (MOA) Finance Department wholly under the Chief Fiscal Officer (CFO) seeks to provide stewardship, primary funding, financial management, centralized financial reporting in support of General Government, Municipal Enterprises/Utilities, the Anchorage School District, and the vision of the Mayor's Office.

Core Services:

Our work serving the citizens of Anchorage is in line and motivated by the values of fairness, equity, efficiency, reliability, consistency, integrity, professional standards, and adherence to formal laws and practices governing the MOA's overall operations.

CFO manages the following:

- Finance Department.
 - Controller Division.
 - Property Appraisal Division.
 - Public Finance & Investments Division.
 - Treasury Division.
- Purchasing Department.
- 49th State Angel Fund.
- Office of Management and Budget-Mayor Assigned.

Budget and Personnel: \$594,061; 2 FTEs

Recent Accomplishments:

- Completed formal COVID project audits for FEMA Washington D.C.; in 2023 collected \$80M in Earthquake/Covid/FEMA Relief funds.
- Establishment of MOA Trust Board.

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- IBEW Collective Bargaining Agreement reached. New Non-Rep, Non-Rep Public Safety and Executive pay scale adjustments.
- Port of Alaska Terminal 1 Revenue Bonds authorized for \$453M.
- Port of Alaska Terminal Tariff 10.0 implemented January 1, 2024.

Opportunities:

- Fund Balance Recovery.
- ML&P Closeout Completion.
- Port Infrastructure Development Program (PIDP) grants and TIFIA loans.

Potential Challenges:

- Continuity of staffing in Finance.
- Difficulty recruiting and retaining qualified employees.
- Completion of 2022 ACFR and other stand-alone audits.
- Burnout of Controller Division; staff changeover and loss of institutional knowledge.
- 2023 ACFR will not be done by July 29, 2024.
- Due to late filing of 2022 ACFR, Self-Insurance, bond rating, investment rates at risk.
- Work Comp Fund Balance is hindering the overall Fund Balance deficit.
- BSSA Fund Balance deficit also has a huge impact on overall Fund Balance.
- FEMA Earthquake funding/appropriation challenge.
- Archive Site Sale; valuation does not equal internal loan amount.
- SAP S/4HANA implementation.
- CivicVentures; required contract amendment with Visit Anchorage and funding change.
- Eaglexit.
- Issuance of 72M in GO School Bonds; 88.5M Issuance GO Transportation improvement Bonds.

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Public Finance & Investments Division

Public Finance Manager Ross Risvold, (907) 343-6606/(907) 529-1899;
ross.risvold@anchorageak.gov

Mission: Prudently and efficiently manage the debt and certain investment portfolios of the MOA while providing liquidity to meet daily cash requirements. Provide the most cost-effective source of financing for all departments of the MOA.

Core Services:

- Manages the Municipality's \$1.6 billion debt and investment portfolios, excluding the MOA Trust Fund, Police & Retirement Trust Fund, the Retiree Medical Prefunding Investment Fund and the Anchorage Regional Landfill Investment Fund.
- Staff manages the Restricted Municipal Funds (RMF) account where prepaid state and federal grants and 49th State Angel Fund money safely reside.
- Staff were instrumental in drafting the Anchorage Municipal Code for and establishing the Anchorage Regional Landfill (ARL) and Asset Retirement Obligation (ARO) Investment Fund Boards, for the ARL and the Beluga River Gas Field, respectively. Public Finance continues to serve in a support role for the ARL Fund. The ARO Fund was transferred to Chugach Electric Association upon the closing of the sale of ML&P.
- All capital financing needs of the Municipality, outside of the annual budget and grant receipts, are supported and managed by Public Finance.

Budget: \$2.4M, 6 FTEs

Recent Accomplishments:

- Maintained successful relationships with S&P Global and Fitch to prevent further deterioration of the Municipality's general obligation rating while the Municipality continues to fail to meet its fund balance policy.
- Sold first revenue bond issue for Solid Waste Services in many years.
- Sold first revenue bond issue for the Port of Alaska.
- Since 2004 we have sold over \$2 billion of refunding bonds which has saved taxpayers and ratepayers over \$211 million.
- In 2020, we sold new money GO bonds and \$137 million of GO refunding bonds resulting in a savings to taxpayers of over \$18 million. The concept of

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advance refunding using tax-exempt debt was eliminated by the 2017 Tax Cuts and Jobs Act (TCJA), so we took advantage of historic interest rate lows in the marketplace and used taxable bonds to advance refund some of our tax-exempt GO bonds.

- Since 2008 Public Finance has operated Short-Term Borrowing Programs (STBP) for the Municipality’s capital projects and those STBPs have saved ratepayers and taxpayers over \$100 million in interest expense.
- The MCP portfolio, portfolio manager, trailing one-year return and benchmark return, as of March 31, 2024, was:

One Year Benchmark

<u>MCP Portfolio</u>	<u>Portfolio Manager</u>	<u>Return</u>	<u>Return</u>
Strategic Reserve Portfolio	Blackrock	4.79%	4.74%
Contingency Reserve Portfolio	PNC	3.67%	3.49%
Working Capital Portfolio	APCM	5.56%	5.24%

When we evaluate the one, three and five-year trailing returns of all three managers individually, we note that they have produced returns in excess of their respective benchmark.

- Financed the purchase of the 716 Building from ACDA using a Lease/Leaseback financing program.
- Successful management of debt programs of MOAthe municipality, schools, ACDA, Don Young Port of Alaska, Anchorage Waste Water Utility and Solid Waste Services.
- The Division has taken on significant additional programs, with increasing complexity in debt structures and managing the relationships of different banks, without additional staff.
- The Division is now performing the “Fund Balance” reporting task that was previously a responsibility of the Controller’s Division, before their key staff member resigned. Under Public Finance’s wing, with some innovation and creativity, the time to produce this report has been dramatically reduced.
- Successfully transitioned and adapted to change through 4 different CFOs in 3 years.
- Reduced the time to perform the monthly investment earnings allocation to an

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average of 5.5 days during April through November for 2023.

- Excellent working relationship with Municipal Advisor, Bond Counsel, three external money managers, custodians, paying agents, escrow agents, trustees, independent investment advisor and Internal Departments.
- Successful transition from Callan to RVK after completing an RFP for MCP's Independent Investment Advisor.
- Assisted with the implementation of the new MOA Trust Board for the MOA Trust Fund with the retirement of the former Treasurer.
- Developed and maintained the Plan of Finance for the Don Young Port of Alaska Modernization Program (PAMP).

Opportunities:

- We look for opportunities every day to streamline our work processes and duties and incorporate those opportunities that can help us work more efficiently, cooperatively and cohesively with our Municipal colleagues and the Municipality's business partners. We do not wait for a new CFO or a Mayoral Transition to look for new opportunities and efficiencies.
- Invest in reporting capabilities of SAP. Assign the subject-matter-experts who are currently already creating complex excel reports in SAP to work with IT team members to develop reports that can come out of SAP automatically.
- Replace the debt tracking software MUNEase before it fails. There is no support from the vendor whom we believe has left the business.

Potential Challenges:

- The software used by Public Finance, Munease, is no longer serviced by the vendor. It is a matter of time before this software fails and MOA will not have adequate software to manage its debt portfolio.
- Lack of reports in SAP. In many cases SAP serves as a giant database where frequently used information is successfully produced by SAP in an excel format where it could and should be produced in a presentable report format. So much staff time is spent on developing and creating reports that should be readily produced, at the click of a mouse, from SAP.
- Delayed 2022 ACFR has resulted in missed opportunities such as TANs issuance in 2024 and the ability to enter into financing agreements for the new Master Lease Program.
- Failure to meet our fund balance policy due to COVID-19 and the 2018 Earthquake causing a downgrade in MOA's rating. Restoring the Fund Balance

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back to the required policy balance so that rating agencies will consider stabilizing or possibly upgrading our general obligation rating.

- Cyber Fraud is extremely active, particularly in the financial industry. We are in touch with our banking services provider, paying agents, escrow agents and trustees to prevent any compromise to the Municipality's assets.
- The pay schedule across the MOA is 'upside down' and is materially below the Anchorage market rate. One staff member has an MBA in finance and could depart anytime. Another staff member is currently working on an MBA at night school and will likely leave upon earning an MBA, if not sooner.

Appendix:

The Public Finance & Investments Division is an internal services organization or profit and cost center which bills for their services to pay for their annual budget. Hence, their budget is not included in the direct calculation of taxes for the MOA. Although the Division manages to a balanced Division budget each year, the Division's fund balance, if any, is carried forward each year to accommodate any reductions in revenue that might arise due to decreased financing and or investment activity by general government departments, the Anchorage School District, Anchorage Community Development Authority, Municipal utilities, enterprise funds or other authorities.

The General Cash Pool (GCP) is the sum of all the Municipality's general funds, school district funds and ACDA funds. These funds are required to be invested in high quality fixed income investments and may not be invested in equities or other risky investments. Equity owners of the MCP receive a blended overall net rate of return earned by the MCP monthly. Public Finance manages and pays the MCP external investment managers to compete against a benchmark gross of fees.

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Controller

Controller Michael Cipriano, 907-343-6926, michael.cipriano@anchorageak.gov

Mission: Report fairly, without material misstatement, the financial results of the Municipality of Anchorage on an annual basis. Maintain a system of internal controls such that transactions are accurately recorded on a timely basis to reduce the risk of fraud and error. Correctly pay our vendors according to agreed upon terms.

Core Services:

The Controller Division is responsible for:

- Fund accounting, grant accounting, capital project accounting, financial reconciliation, accounts payable processing, and the compilation of the Annual Comprehensive Financial Report (ACFR).
- Assisting other departments with financial accounting issues.

Budget and Personnel: \$2.4M; 16 FTEs

Recent Accomplishments:

- Paying vendors accurately and timely.
- Replaced 9 employees since 2022.
- The Grant Team is now fully staffed.
- Implementation of GASB 87 for Leases and integrated into ACFR.

Opportunities:

- Training-Proving challenging to keep up with changing accounting principles and compliance requirements for Federal grants.
- Contract an Accounting Firm to assist with the shortfall of staff in the department.

Potential Challenges:

- Continuity of personnel and loss of institutional knowledge.
- Ability to attract and retain qualified applicants due to pay.
- Controller Division heavily relied upon to assist other departments' accounting staff within the MOA on procedural and conceptual processes.
- Risk of losing SEMT funding.

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- Risk of losing Self-Insurance.
- Employee burnout with prolonged overtime.
- Bond rating.
- Completing the 2023 Annual Comprehensive Financial Report.

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Property Appraisal Division

Municipal Assessor Jack Gadamus, 907- 343-6678,
jack.gadamus@anchorageak.gov

Mission: Property Appraisal’s mission is to deliver fair and equitable assessments of all real and personal property and to accurately determine exemptions within the Municipality of Anchorage, ultimately maintaining the community's trust and ensuring the integrity of our tax system.

Core Services:

- Property Assessment Valuation — All properties must be assessed at their “full and true” market value as of January 1 each year. Appraisal Analysts use mass appraisal techniques and the best available market data to perform these valuations. Real property assessment notices are mailed on or before January 15, while personal property assessments are typically sent in early September. Property owners have 30 days from the notice date to appeal their assessments.
- Resolution of Valuation Appeals — The final assessment roll for real property must be certified by June 1, requiring substantial completion of appeals before this date. Many valuation issues are resolved informally during the appeal period, avoiding the need for formal hearings. Unresolved appeals are heard by the Board of Equalization (BOE) on behalf of the Assembly.
- Property Inspections — The Division inspects properties on a six-year cycle, with appraisers conducting inspections year-round. Senior Appraisers assist with inspections starting in June after appeal hearings are completed. The Division also inspects and assesses all new construction within the Municipality, typically from October through December.
- Exemption Administration — The Assessor is responsible for determining all property exemptions within the Municipality. The filing deadline for most exemptions is March 15 each year, and most determinations must be completed by May 1 to ensure accurate tax billing in mid-May.
- Record Keeping — The Property Appraisal Division maintains accurate records of all taxable property within the Municipality. Data is compiled from various sources, including physical inspections, plats, surveys, State Recorder’s Office records, taxpayer submissions, audits, and others.

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Budget and Personnel: \$6 M; 39 FTEs

Recent Accomplishments:

- Successfully transitioned to a new computer-assisted mass appraisal (CAMA) program under budget.
- Expanded and stabilized the Administrative Services team, responsible for many critical functions of the Division, which was identified as a prior challenge.
- Low vacancy at a time when there is a statewide worker shortage.
- Property assessment exceeded State Assessor benchmarks for the valuation of property.
- Substantially completed appeals by June 1.

Opportunities:

- Recent changes in state statute might incentivize professional development.
- Improve public education, communication, and convenience.
- Increase the efficacy of real property re-inspections.
- Personal property canvassing.
- Ongoing CAMA enhancements.
- Chronic low sales disclosure rate in a non-disclosure state.
- Increase real property re-inspections.
- Exemption review of charitable/religious nonprofit exemptions to ensure record completeness.

Potential Challenges:

- Potential backlash on certain exemptions under audit.
- Unknown issues in the new CAMA system.
- Recent changes in state statute could create turmoil.
- Property re-inspections not meeting targets.
- The recent CAMA upgrade project has residual challenges, e.g., real property sketches have to be manually re-sketched.
- Supporting documentation for certain exemptions is not complete.

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Purchasing

Purchasing Director Rachelle A. Alger, 907-343 4170

rachelle.alger@anchorageak.gov

Mission: The Purchasing Department works collaboratively to provide both customer-oriented and solution-oriented results. We operate ethically and responsibly to manage and oversee the procurement needs for the Municipality of Anchorage.

Core Services:

- The Purchasing Department is responsible for the acquisition of supplies, services, and construction supporting the operations of the Municipality. The Department is the entity within the Municipality authorized to issue Invitations to Bid and Requests for Proposals. The Purchasing Department issues purchase orders, and contracts to acquire supplies and services. The Purchasing Department also disposes of all municipal surplus property and equipment.
- The Purchasing Department is conscious of its responsibility and accountability in the expenditure of public funds. The Purchasing Department maintains a competitive bidding process in accordance with Federal and State laws, regulations, and Municipal ordinances.
 - It is the Purchasing Department's policy to encourage the participation of qualified vendors in the bidding process, emphasizing opportunities for small businesses and disadvantaged and women owned businesses.
 - Preference may be given to local bidders when not prohibited by the funding source. Projects and requirements for the Municipality vary widely, and as a result, rely heavily upon the local business and contractor community to meet its needs; we encourage the local contractor community to participate in the various solicitation processes offered.
 - A local bidder's preference is applied for these local businesses and contractors residing within the corporate boundaries of the Municipality.
 - The use of minority and women owned businesses is encouraged, and participation goals for sub-contracting may be required depending on the source of funding.
- The Purchasing Department offers Municipal Agencies a program which simplifies the way they may order goods and services. The JP Morgan

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Chase/PaymentNet MasterCard Procurement Card (P-Card) program is a fast, flexible alternative for processing low dollar value purchases from vendors that accept MasterCard. The P-Card program is designed to delegate in accordance with Title 7 the authority and capability to purchase low-value items directly.

Budget and Personnel: \$1.8M, 13 FTEs

Recent Accomplishments:

- Past misapplications of Title 7 were identified and remedied. Option years, Amendments and Sole Source past practices have been corrected.
- Documented and published 30 purchasing processes and procedures on Muniverse. This initiative has provided insight to our internal clients about the requirements needed for a successful solicitation and aided in improved communication between the departments.
- Created a collaborative team culture. Team members are encouraged to speak up about any issue and respectfully debate the topic. “Group think” ending in group consciences is a frequent part of team meetings. Purchasing empowers employees to take charge and be accountable for their assignments.
- Position Books for each position have been drafted and six of them have been published, five more will be published by the end of June. These books have detailed instructions of how to perform each aspect of every position within Purchasing. The books have prompted consistency and accelerated learning for new employees and aids others in backing up team members that are out of the office.
- Implemented a more robust onboarding process. Each new team member is set up for success with a detailed training program, ergonomic evaluation, and department expectations.
- In 2024, the P-Card program had a record year. The municipality will be getting \$335,356.20 back to the General Fund. The P-Card program is more robust and continues to grow. All receipts are now uploaded into PaymentNet, and monthly municipality public service announcements are scheduled for the remainder of the year. We track and communicate to the card holders’ transactions that have not been reconciled in a timely manner. We have reviewed each audit finding and are taking steps to improve each finding. The PCard administrator sets an annual goal for increased rebates.
- We have implemented more Shopping Cart trainings than ever before. We offer one-on-one purchasing training when needed. Lunch and learns are offered

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when time permits. P-Card training is offered on a regular basis, and we have implemented an online annual training for each card holder. Recently, we have produced contract administrator training, which is with IT for submission into Litmos.

- The implementation of Electronic Bidding is in progress and will provide for a more diverse bidder pool, which contributes to better prices and higher quality of services. The goal is to launch this by the end of June 2024.
- The Team has reviewed and continually discusses how to correctly apply Title 7. Changes to historical applications are confirmed with legal and communicated with to directors and contract administrators.
- All Position Descriptions (PD) have been updated or are the final step of the process. We hope to have all PDs completed by the end of June 2024. These are reviewed and updated annually as needed.
- We believe in training our team to succeed and to be promoted from within. There have been 11 promotions within our team since July 2021.
- We work to get past “no” to achieve the needs of every department while staying within the boundaries of Title 7.

Opportunities:

- Challenges in filling vacant positions and retention. The positions within Purchasing are demanding, high-volume positions. The work, responsibility, and nature of the complexity continues to grow.
 - The most common recurring reasons for departures have been: lack of remote work, ability to make more money elsewhere and paying for parking. We were denied when I attempted to pay for parking for my team and the motion before the body to pay for parking for all of City Hall employees was not passed. It's difficult to request pay increases for AMEA members to be commensurate with their peers in other industries requests are consistently denied.
 - As a result of the aforementioned issues, we believe we are not getting applicants with contracting and procurement experience. Purchasing recently entered into two contracts to assist with recruiting. We're hopeful that this will help us find qualified and experienced candidates.
- Budgeting constraints.
- The department desperately needs 1 - 2 additional positions: a dedicated receptionist and an administrator that can help with non-PO payments and other duties. With the changes to Title 7 and the increase in requests the workload

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has continued to exceed previous years. Purchasing cannot sustain this momentum.

- The field of purchasing continues to evolve just like any other industry, we have been denied a training budget. Budget to attend conferences and do continuing education would be beneficial.
- Lack of control over auto purchase orders for Title 7 compliance. SAP was created to allow auto purchases orders. This means multiple POs could be automatically generated to the same company, creating violations of Title 7, specifically exceeding the amount that requires Assembly approval.
- Lack of control over non-PO payments.
 - We learned about non-PO payments and the extent of the issue and due to the lack of funding for a position we have been unable to do anything about it. Non-PO payments are payments that can be made to a vendor by the department submitting an invoice or multiple invoices.
 - This not only skips the purchasing process; possibly violating multiple aspects of Title 7 and potentially leading to spending beyond the limits that require Assembly approval. This is something that needs to be monitored and we do not have the manpower to do that. We believe this was done by Purchasing in the past, and the previous director pushed it out to Accounts Payable. Accounts Payable is not able to do this work and to our knowledge there is no one doing the work.
- Occurrence of backlogs may occur, lack of planning and forecasting and communicating that to Purchasing remains an issue. Frequent rush due to lack of planning happens routinely.
- SAP has limited functionality, therefore, reporting functions are difficult or non-existent. There is no contract database to pull information from, which makes it difficult or impossible to retrieve a list of contracts that are open or closed or pulled by category.
- Limited functionality in SAP requires some manual processing, e.g., there is no contract.
- I recommend an invitation to bid be put out to provide recruiting services to fill positions.
- Quarterly training specific to Title 7. Continued training for the municipality on all Purchasing processes. Getting the training on Litmos for ease and accessibility.
- Electronic Bidding will streamline solicitations and provide more consistency to Purchasing.

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- Documented and published Purchasing processes will help maintain consistency and accelerate learning.
- Working weekly with the IT department on improvements needed from the current SRM module for the 2025 S/4 Hana upgrade.
- Have the opportunity to influence the new Hana S/4 version of SAP to improve SAP functionality for Purchasing.
- Improve SAP functionality for Purchasing by influencing the new Hana S/4 version of SAP.
- Support from all directors and the mayor regarding the mission and responsibility per charter and code of for the Purchasing department.

Potential Challenges:

- Despite Purchasing offering multiple training and documents being posted on Muniverse, there remains a consistent lack of knowledge from municipality departments of Purchasing processes and purpose. This is attributed to several factors: 1) “This is the way we have always done it.” There is a lack of understanding that things have been or may have been done incorrectly; 2) Turnover in other departments and new employees not encouraged to participate in Shopping Cart and other training offered by Purchasing. 3) Long-time municipality employees are resistant to change within the Purchasing Department.
- Lack of communication between municipality departments, administration, and Assembly. Purchasing has experienced departments, the administration and the Assembly seeking input and advice regarding purchasing processes and Title 7 from others that are not a part of Purchasing. This results in the information seeker frequently being advised incorrectly and denying themselves the opportunity to have strategic input from Purchasing.
- Consistent lack of knowledge of violations of Title 7, from all departments even from the Assembly. The current team within Purchasing is extremely knowledgeable and maintains a high level of integrity. No member of the team will engage in violations of Title 7. Purchasing has experienced multiple departments circumventing purchasing and obtaining goods and services.
- There is an assumption that Purchasing sees and approves work orders. Purchasing does not approve, see, or upload any work orders. Purchasing does not give the go ahead to vendors to purchase goods and services.

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- Additional changes to Title 7 without having open communication with the Purchasing department to identify potential mistakes and for the Assembly to fully understand the impacts of the changes.
- Losing the Purchasing Director. As stated by the current Chief Financial Officer, “Rachelle has been able to establish a cohesive department workforce over the time she has been at the municipality. While the entire municipality workforce has gone through its fair amount of recruitment and retention challenges, with Purchasing not being an exception, she has been able to consistently find, employ, and train a dedicated staff most of which are new employees over the term she has been the Director. She has been able to lead them through very difficult work conditions and changing priorities and mold them into a cohesive workforce that work in unison and dedication across every employee all while being able to increase the work production of the entire staff.”
- Open communication with the Mayor and Assembly around the accusations that sparked the emergency orders in January 2023. The Purchasing department has not been given an answer about what was done incorrectly or nefariously. The Purchasing Department asked for a work session in February 2023 to fully understand the problems and take corrective action and was declined.
- Forecasting for seasonal contracts for winter 2024/2025 and Spring 2025 should be put out to bid as soon as possible.

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49th State Angel Fund and C-PACER

Director Melanie Lucas-Conwell, 907-343-4898

melanie.lucasconwell@anchorageak.gov

Mission:

49th State Angel Fund (49SAF)

- Provide an evergreen source of capital to high-growth businesses to promote entrepreneurship and foster innovation, creating jobs and economic benefit for Anchorage.
- Strengthen Alaska's risk capital and entrepreneurial ecosystem.
- Assist early stage and disadvantaged businesses.

Anchorage Commercial Property Assessed Clean Energy & Resilience (C-PACER)

- Enable owners of commercial and industrial properties to obtain low-cost, long-term financing for energy efficiency, renewable energy and resilience improvement projects and then pay the costs back over time through a voluntary assessment on the property tax.

Core Services:

49th State Angel Fund (49SAF)

- The Anchorage Angel Evergreen Fund was created in 2016 through MOA Ordinance No. 2016-148 for monies received as a return of principal or return on investment made by 49SAF, to fund operations.
- Match private investments into qualifying Alaska-based companies, dollar-for-dollar, between \$10,000 and \$400,000 as a venture capital investment.
 - Evaluate existing investors and investment terms to understand long-term business success, reasonable terms, lack of conflicts of interest, and compliance with Federal SSBCI guidelines.
 - Must be based in Alaska or have a significant economic impact on Alaska.
- Support Alaska's risk capital and entrepreneurial ecosystem through programs like the Alaska Angel Conference and Alaska Entrepreneurship Week, as well as participating in startup community events.

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Anchorage Commercial Property Assessed Clean Energy & Resilience (C-PACER)

- Anchorage C-PACER allows commercial and industrial property owners within the Municipality of Anchorage to implement clean energy and resilience measures to their property by connecting them to financing provided by private lenders. The loan is paid back through a voluntary special assessment through the Municipality of Anchorage, as a lien on the property. These improvements help Anchorage's building stock and encourage building owners to make improvements that often are too costly or can't be financed through standard loans. C-PACER loans cover most soft and hard costs associated with these types of projects.

2024 Budget and Personnel: \$367,300, 2 FTEs

Recent Accomplishments:

- Created the Co-Investment Fund II and increased the maximum check size from \$100,000 to \$400,000 to deploy all remaining SSBCI funds and attract more mature companies looking for growth capital.
- Closed 7 investments in the last 12 months, with 6 investments approved by the 49SAF Advisory Committee and currently going through legal review.
- Addressed a funding gap for businesses who aren't eligible for loans or are deemed too risky by traditional funding sources, including for businesses owned by members of underserved communities. Over 49SAF's lifespan, investments have attracted more than \$71 million in private sector financing – for every dollar invested by 49SAF, the private sector ultimately invests 7.3, on par with the national average and showing that these investments catalyze further private market activity.
- Since Anchorage C-PACER's launch in 2021, closed \$16.75M in C-PACER loans in Anchorage and have built strong relationships with lenders, property owners, contractors, out-of-state entities as well as other Alaska government entities to grow the program. The program received PACE Setter Awards for Program Design & Implementation (2021 & 2023) and Innovative Deal of the Year (2024).

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Opportunities:

- Showcase Alaska's startup investing potential to grow our portfolio companies' business and attract future investors, thereby increasing our return potential.
- Strengthen Alaska's entrepreneurial ecosystem, educating about venture capital investments and technical assistance opportunities through partnerships and programming.
- Increase awareness of the C-PACER program among property owners and leverage upcoming federal infrastructure and energy dollars to fund projects, particularly smaller sized ones.

Challenges:

- Administrative processing can create hurdles and delays for closing deals for early-stage businesses with a time-sensitive need for capital.
- Many of our investments produce returns at the company's next round of financing, however this often requires companies to seek such capital outside of Alaska.
- It has been difficult to find small-transaction lenders for C-PACER projects less than \$500K, which is what Anchorage needs, so loans are currently limited to large properties and projects until a track record is developed and additional lenders are onboarded.
- Investing in early-stage companies has inherent risks as the majority of new businesses don't make it past year two. There is always the threat that 49SAF will lose money. The companies that do make it, however, can produce very high returns on investment.
- Lack of startup technical assistance programs to help founders launch their businesses successfully and make them attractive for venture capital investment.

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Treasury

Municipal Treasurer Glenn W. Cipriano, 907-343-4092,
glenn.cipriano@anchorageak.gov

Mission: Maximize realization of the Municipality's primary revenue sources.

Core Services:

- Bill and collect all types of taxes (property taxes and program taxes).
- Audit and analyze major City revenues and regularly report on realization status.
- Audit and process all City cash receipts.
- Efficiently and timely process utility and municipal tax payments.
- Pursue all types of delinquent collections on behalf of City departments, most particularly the Anchorage Police Department.
- Manage all major municipal receivables and administer various collection related contracts with external service providers.
- Equitably enforce various Municipal Tax Code chapters and update periodically as needed.
- Promote high level of internal controls through implementation and periodic updating of various Policies & Procedures and municipal wide training.
- Print and distribute all municipal checks and safeguard daily deposits and other similar assets.

Budget and Personnel: \$3,462,525, 28 FTEs

Recent Accomplishments:

- Our department provides strong customer service, quality work which is delivered accurately and in a timely manner.
- Our department staff are experienced and knowledgeable.
- We are able to handle high volume work and meet critical deadlines which is highly productive.
- We are attentive to the importance of internal controls, Municipal Code and policies and procedures.

Opportunities:

- Further enhancing effectiveness and efficiency of collection methods.

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- Further E-Gov development to the extent it does not create new time-consuming manual processes on the back end.
- Developing more customized query-based data reporting to provide more accurate revenue forecasting.
- Collaboration across sections and divisions to maximize accuracy of treasury data supplied by other divisions.

Potential Challenges:

- Employee retention.
- Increased span of work due to new or broadened City programs, initiatives or assignments.
- Future budget/people cuts – potentially unachievable operational expectations given resources made available through budget.
- Challenges with maintaining systems that have been built.
- Backlog of core work caused by delays in filling positions city wide.
- Falling further behind with updating computer hardware and software utilized in the workplace.
- Limited resources available when needed from other municipal units.
- The Municipality only provides limited remuneration and staff incentives.
- Mixture of staff labor groups, leading to limited work sharing opportunities.
- Non-timely processing by other departments or divisions (e.g., not entering cash receipts in SAP on time and not reconciling Muni cash and ACH accounts on time).

Municipal Manager Departments

Municipal Manager

Municipal Manager Kent Kohlhase, 907-343-7121, kent.kohlhase@anchorageak.gov

Core Services:

- Oversee overall operations of the Municipality
- Direct oversight of roughly 27 municipal departments and divisions

Budget and Personnel: \$537,497; 3 FTEs

Opportunities:

- Flexible work schedules
- Telework
- Remote work opportunities, especially out of state.
 - Opportunities exist but there are challenges with insurance and worker's compensation requirements.

Potential Challenges:

- See department-level transition reports
- Recruitment and retention
 - Anchorage Police Department sworn officer staffing; 60 vacancies out of a target organization of 450 officers.
 - Vacant director positions at Solid Waste Services, Anchorage Health Department, Development Services Department, Project Management & Engineering Department, Information Technology Department, Public Works Department.
- Homelessness response

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Culture, Entertainment, Arts Venues Division

Principal Administrative Officer Renee Stewart, (MOA Non-Rep), 907-343-4481,
renee.stewart@anchorageak.gov

Core Services:

Under the management of the Principal Administrative Officer, the Culture, Entertainment, and Arts Venues Division provides oversight and contract management of municipal owned facilities accessible to the public for arts, education, entertainment, learning, and gathering to ensure a diverse range of arts, cultural, civic, and entertainment opportunities.

Facilities: Egan & Dena'ina Convention Centers, Anchorage Museum, Alaska Center for the Performing Arts, Ben Boeke & Dempsey Anderson Ice Arenas, George M. Sullivan Sports Arena and the Anchorage Golf Course.

The contract for Tourism Promotion between the MOA and Visit Anchorage funded by room tax is also managed here along with providing staff support to the CIVICVentures Board of Directors.

Egan & Dena'ina Convention Centers

Management Agreement Amount: \$1.6 million (MOA Room Tax- Convention Center Operating Reserve)

Contracted Operators: ASM Global (SMG of AK) thru Visit Anchorage; average of 120 employees with most being scheduled on a per-event basis.

Recent Accomplishments:

- The Anchorage Convention Centers host over 600 events annually, events range from annual conferences/symposiums, national conventions, galas, sporting events and concerts.
- Recently the centers have hosted Arctic Encounters and The Seismological Society of America.
- Full rebound to pre-covid levels from both revenue and staffing levels.

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- Addition of Dena'ina Art & Cultural Displays to share the significance of Dena'ina culture to Alaskans and visitors through art, language, and life (project in construction).

Opportunities:

- Increase national conventions hosted in Anchorage.
- Secure Anchorage as Alaska Federation of Native's permanent home.
- Continue to elevate and innovate the centers' menus and offerings.
- Increase collaboration with Visit Anchorage — to include growing sales presence, co-branding opportunities and marketing initiatives.

Threats:

- Increased venue options in Anchorage and the Valley.
- Hotel availability in summer months.
- Downtown safety.

Anchorage Museum

Contracted Operators – Anchorage Museum Association (Non-Profit)

Director/CEO Julie Decker who serves on the American Association of Art Museum Directors.

MOA 2024 Funding Support- Management Agreement Amount: \$5,711,447 (MOA Areawide General Fund)

AMA Employees: 71 employees (plus 12 contracted security officers and 4 janitorial workers) and a volunteer Board of Directors.

- Food service contracted with Crush/Locally Grown Properties LLC.
- Other contracts for building service and maintenance.

Recent Accomplishments:

- Museum attendance for programs is back to normal pre-covid pandemic levels.
- Internationally known and respected. Partners with other nonprofits, businesses, artists, indigenous communities, universities, school districts and more.
- Museum is a Smithsonian Affiliate.

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- Partners with the Anchorage Parks Foundation, SALT, and others on Indigenous place names and wayfinding projects. Key partner for adding murals and Indigenous identity to downtown.
- Museum's Seed Lab provides a workspace for nonprofits and creatives, and hosts activities.
- Conducting major studies to bring energy efficiency to this facility to continue viable operations in the face of climate changes. Secured seed funding from the National Endowment for the Humanities and the Helen Frankenthaler Foundation to conduct carbon audits.

Opportunities:

- Prepare for a more sustainable future for facility operations. Goal is to start projects related to solar energy and redundancy for its cooling/heating systems by seeking potential funding from the state capital budget.
- Working nationally on issues related to the Native American Graves Protection and Repatriation Act of 1990 (NAGPRA) and associated regulations that govern the return of Native American remains, funerary objects, sacred objects, and objects of cultural patrimony to lineal descendants, culturally affiliated Indian Tribes, and Native Hawaiian organizations. NAGPRA requires federal agencies and institutions that receive federal funds (including museums) to repatriate or transfer Native American human remains and other cultural items to the appropriate parties through designated actions.
- Continue to be a place of aspiration and innovation organizing Design week, North x North, First Fridays, Lunch on the Lawn, Seed Lab and many other community-anchoring events.
- Promote attendance, i.e. initiative to provide free admission to enrolled members of federally recognized tribes, beginning in late July 2024.
- Work with administration and Assembly on securing funding for energy efficiency projects and a passenger elevator.

Potential Challenges:

- Museums have been flashpoints in ongoing struggle over cultural values, civic and national identity, and the ways the past is commemorated. Is a site for protests because of public role and visibility.
- Climate Change - Museums' structural and financial sustainability can be significantly strained by natural disasters and changes to the environment.

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Museums need access to local, state, and federal disaster relief planning and recovery funding.

- Downtown safety.
- High costs of goods, services and utilities.

Alaska Center for the Performing Arts

Contracted Operators – Alaska Center for the Performing Arts, Inc. (Non-Profit)

President/COO Codie Costello

MOA 2024 Funding Support- Management Agreement Amount: \$1,564,092.70 (MOA Areawide General Fund)

ACPA Employees: Volunteer Board of Directors (31 members), Staff (50-60 full and part-time), Volunteer Usher Corps (400+).

Recent Accomplishments:

- ACPA negotiated and secured a prestigious partnership with theatre industry leader The Nederlander Organization to bring a series of major Broadway shows to Anchorage on an annual basis beginning with a 5-year commitment.
 - Broadway Alaska brought over 100,000 patrons, with approx. 10% of those being first time ticket buyers, downtown in its first season. New program has gained major sponsors, both for the full season and for each show.
 - Estimated economic impact for 23/24 is \$30-\$35M.
- \$1.8M appropriated for critical upgrades to the fire panels, and freight/passenger elevators original to the 35-year-old building. Additional \$4M is needed to fully complete the project to include the entire fire suppression system.
- ACPA secured \$200,000 in State Capital budget, pending final approval, to go toward the needed critical life/safety upgrades.
- ACPA increased security and is making patrons, artists and workers safer at the PAC with the acquisition and implementation of the Evolv weapons detection system.

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- Worked with the state legislature and passed HB189, pending final approval, to expand the theater alcohol license which will expand services and revenue for the PAC.
- In 2024, ACPA was recognized for its contributions to Anchorage with a Seymour Award from Visit Anchorage, and President & COO, Codie Costello was inducted into the Athena Society for her leadership and contributions to the community.

Opportunities:

- Continue to submit requests for Alaska Legislative capital grants to replace/upgrade the entire antiquated Fire Suppression System to fully realize the \$4M project.
- Create a new framework provided by HB189 to expand business operations and revenue for the PAC while enhancing the theatre experience for patrons, increasing safety, and aligning with national standards. Management will develop test events over the next few months to fully launch in FY24 Q4 or FY25 Q1.
- Partner with the MOA to conduct a Building Condition Survey and Theater Facility Assessment Master Plan (engineering assessment of civil, structural, architectural, mechanical and electronic components) to help create comprehensive scopes of work for capital improvement priorities at this highly utilized aging MOA-owned facility.
- Partner with the MOA to identify & secure additional funding sources in order to implement critical capital projects to upgrade the PAC's infrastructure, systems, patron experience, and equipment, i.e. bonds, legislative grants etc.
- Expand partnerships, broader marketing, and resident company collaboration.
- Continue commitment to workforce development, expanding opportunities for youth and performing arts career tracks including, but not limited to:
 - Partnership with UAA and their Event Production Certificate
 - Development of PACU, a training initiative that includes internship opportunities and training for high school students (aligning with the ASD Academies model), college and vocational students.
- In process of securing a new tenant for lease of the retail space, tentatively coming online this in fall of 2024.
- Expand Ushering in the Arts volunteer corps to include a youth program to engage our young people and create a sense of support and community for the Arts.

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- Continue to work with AKIMI and partners to brand Anchorage as a Music City, driving investment development and production to support development of the industry that keeps our artists in our community and putting Anchorage on the map as a creative economy and destination.
- Continue to work with Visit Anchorage to develop and contribute to a Winter Festival (starting this fall), showcasing Anchorage as a winter destination for the Arts.
- Expand marketing and outreach efforts to meet the community where they are and create more points of access to engage with and in the Alaska Center for the Performing Arts and Downtown.
- ACPA has proposed for consideration to update management agreement to model like Anchorage Museum, for FY26 and beyond. As the nonprofit founded to manage, maintain and operate the Alaska Center for the Performing Arts, a management agreement that is in perpetuity like the museum will increase their ability to drive major investment and bring on long-term partners and funding sources.
- Place the arts at the forefront of identity and all branding for Anchorage.
 - Let the arts take up its space and place in the "why" people should choose Anchorage to live, work and play.

Potential Challenges:

- Developing a funding timeline that will serve the end-of-life trajectory for aging and failing equipment and systems.
- Securing adequate funding to address the significant major upgrades, replacements, and repairs required for this 35+ year-old facility including the fire suppression and HVAC systems. The PAC capital reserve funding cannot support all of the capital needs and thus additional resources must be sought.
- High cost of security, utilities, labor, benefits, insurance, and advertising.
- Downtown safety of patrons and staff requiring increased security, and facility vandalism.
- Qualified labor shortages.
- The economy and where the arts fit when it comes to patrons and the share of wallet.

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Ben Boeke & Dempsey Anderson Ice Arenas

Contracted Operators – O’Malley Ice & Sports LLC.

Budget: Forecasting an NOI of \$223,008 for 23/24.

Recent Accomplishments:

- LED lighting upgrades at both Boeke and Dempsey replacing original lighting.
- Capital projects for Boeke Entry Door Replacements, BB.DA Heat Exchanger & Compressor replacements.
- Established a use agreement with the Anchorage Wolverines hockey team for long-term use of the Ben Boeke Ice Arena for hockey games and events, as well as for advertising income generated at both Dempsey & Boeke providing a steady source of revenue for the arenas.

Opportunities:

- Expand tenant opportunities and partnerships.

Potential Challenges:

- Building up the capital reserve fund in order to perform needed improvements and upgrades to the aging Boeke Arena and also at the Dempsey Arena.
 - Upgrades and repairs to include: purchase two Zambonis, replacement of old valves and plumbing fixtures, and renovate locker rooms.
- High cost of utilities.

George M. Sullivan Sports Arena

Contracted Operators – O’Malley Ice & Sports LLC.

Budget: MOA funding support for utilities 1 of 2 years - \$461,344.

Forecasting NOI of \$120,500 until 2024 actuals to date are reported.

Recent Accomplishments:

- Returning the arena back to a fully operational sports and event venue adopting the slogan “The Sully is Rising”.

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- MOA made necessary repairs, replacing components, and deep cleaning to allow the facility to be re-opened to the public.
- Successful installation of ice used by multiple hockey groups and associations.
- Installation of a new state of the art LED “visual wall” for instant replay display and performers’ close-ups.
- Implementing successful marketing strategies and outreach to promote the facility and revenue generation booking major events to include but not limited to:
 - NHL Legends, Veterans Small Business Exp, Sonic Boom, Sully is Rising Music Fest, Global Lifestyle Festival, Jurassic Empire, AK Gun Collectors Shows, martial art competitions, and the upcoming major concert from classic rock band Lynyrd Skynyrd.

Opportunities:

- Original antiquated lighting being replaced this summer with LED lighting by the MOA which will result in significant energy savings.
- Increase revenue generation through seeking more advertising.
- Continued marketing outreach and formation of partnerships to sponsor major events.

Potential Challenges:

- Funding constraints for capital improvements until the capital reserve funds are replenished.
- Building up the capital reserve fund to allow adequate funding for future capital improvements, upgrades and repairs to include: repair/replacement of main sound system, purchase or rebuild Zamboni, renovate north concession area, renovate locker rooms and showers, and renovate VIP room.
- High cost of utilities.
- Competing with other local venues for events and concerts.

Anchorage Golf Course (O’Malley Rd.)

Lessee – Anchorage Cleek Corporation, GM/President Rich Sayers

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Self-Sustaining Lease Agreement: Surcharge of \$3.00 per 18 holes and \$1.50 per 9 holes to MOA; 3% permit fees to MOA capital reserve account. Only reports revenues.

Cleek Corporation Employees: Approximately 135 full-time and part-time employees during the summer and approximately 40 during the winter.

- Ages range from 16 – 80 years old.

Recent Accomplishments:

- Hosted the first USGA National Championship in Alaska - 2022 U.S. Senior Women's Amateur to compete. This championship brought women from 39 states and 13 countries.
- Started Anchorage Golf Legacy nonprofit 501(c)(3). Raised close to \$800,000. This funding assisted with holding the USGA Championship and provided another source of funding for course improvements.
- Major course improvements completed: Renovated 16 of 18 holes. Built a practice facility with a practice green and two bunkers.
- Worked with the national organization, Youth on Course, to provide juniors golf for \$5.
- Major economic driver for the community and also known as a gathering place for weddings, reunions, celebrations of life, meetings, and holiday celebrations.

Opportunities:

- Potential to host another USGA National Championship.
- Pending plans for a 6-hole short course, 'Little Bears', which would serve new golfers, youth, Special Olympic Athletes etc.
- The purpose of the original surcharge was to pay off a 1999 bond. Bond was paid off in 2006 and the surcharge continued to be paid by the Lessee but deposited into the golf course capital reserve account for future improvements and upgrades under Amendment #6.
 - The 3% permit fees for rent have also continued to be paid to the MOA and deposited into the Areawide General Fund. Under the lease, the MOA may contribute a portion of the rent towards future improvements at the golf course as well.
 - The Lessee is recommending use of the rent revenue to help support critical capital improvements (thought to be the intent) rather than being entirely absorbed into the MOA Areawide General fund.

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Potential Challenges:

- High-cost for needed major improvements/upgrades and the capital reserve does not provide adequate funding to fully support these projects.
 - The original Clubhouse roof and HVAC system need to be upgraded.
 - The 38-year-old irrigation system consisting of brittle PVC pipes is original to the course and well past the normal life cycle. Upgrades/replacements to the irrigation system are needed to maintain the golf course properly and for successful operations.
 - The original fire prevention system needs to be replaced and upgraded. Old system has been grandfathered in, but AFD wants plans created to replace it.
 - Identify funding to create projects to address the needed upgrades to the Clubhouse.
- Cost of machinery and equipment has far outpaced the CPI changes and the capital reserve cannot support all of the high cost of these purchases. Further, major equipment now needs to be ordered 2 years in advance of the delivery date.

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Office of Emergency Management

Director Amanda K. Loach, 907-343-1406, amanda.loach@anchorageak.gov

Mission: To support the Municipality of Anchorage by coordinating the preparation for, response to, mitigation against and recovery from all-hazard emergencies and disasters. This includes establishment and enhancements of all-hazard plans and procedures that delineate essential services, emergency expectations of partners, and above all provide for the safekeeping of the residents, facilities, and environment in the Municipality of Anchorage.

Our vision for Anchorage is a more disaster-resilient community centered around a capable Office of Emergency Management which supports people of all ages, backgrounds, and cultures.

Core Services:

- Preparedness Culture — Provides communities an orderly means to reduce suffering and losses that accompany disasters. This includes engagement with community stakeholders to support the following functions and activities: coordination of planning activities, identification of hazards, analysis of risk, establishment of organizational structure, resource management of appropriate staff, supplies, and equipment, resourcing public information, training, and exercises.
- Response Readiness — Emergency Operations Center (EOC) is the municipal owned facility intended to be maintained in a constant state of readiness for sustained coordination of emergency and disaster response activities. Response includes the capability necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. Responder focus is on ensuring that the Municipality of Anchorage can effectively respond to any threat or hazard, including but not limited to: cascading effects, saving and sustaining lives, stabilizing the incident, rapidly meeting basic human needs, restoring basic services and community functionality, establishing a safe and secure environment, supporting the transition to recovery.
- Expedited Recovery — During recovery, restoration efforts occur concurrently with regular operations and activities. The recovery period from an incident can be prolonged. Recovery encompasses timely restoration, strengthening, and

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revitalization of the infrastructure; housing; a sustainable economy; and the health, social, cultural, historic, and environmental fabric of a given community affected by an incident.

- Mitigation Strategy — Mitigation is a collective effort to reduce or eliminate the long-term risks to life, property, and wellbeing of community members. Mitigation focuses on the premise that individuals, the private sector, communities, critical infrastructure, and the whole community are made more resilient when hazard consequences are anticipated, and we take deliberate action to significantly reduce or eliminate threats.

Budget and Personnel: \$649,672, 7.5 FTEs.

- Current staff 7.5 FTE's personnel cost: \$854,000.
- 3 FTEs are funded by areawide funds: \$405,438.
- 4.5 FTEs are funded by federal grants (2.5 FEMA and 2 HUD): \$448,562.
- Average non-labor budget over the past 5 years has been: \$46,071.42.

Labor	\$405,438
Non-Labor	\$24,203
Travel	\$3,607
Transfers to other Fund	\$8,497
Debt Service	\$223,760

Recent Accomplishments:

- Increased number of OEM staff: 4 FTEs (2019) to 7.5 FTEs (2024).
- Increased number of grant programs administered: 2 (2019) to 6 (2024).
- Completed approvals and capability requirements to originate emergency messages through the national [Integrated Alert and Warning System \(IPAWS\)](#).
- Revitalized [Anchorage Local Emergency Planning Committee \(LEPC\)](#) as a community based, experienced, all-hazard functional working committee.
- Updated the [MOA All-Hazards Mitigation Plan](#) (2022), [MOA Emergency Operations Plan](#) (2023), and the OEM Continuity of Operations Plan (2024).
- Updated Anchorage Continuity of Operations Planning (COOP) guidance to endure essential government functions. Held workshops with departments. Ongoing technical assistance offered.
- Completed full-scale catastrophic earthquake regional exercise, March 2024 AlaskaEx with Southcentral partners with the Emergency Operations Center

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(EOC) voluntary Emergency Response Team (ERT).

Opportunities:

- Post-disaster residents and decision makers are interested in investing in increasing local emergency management capabilities.
- [Department of Defense Community Infrastructure Pilot Program](#), with the Joint-Base Elmendorf Richardson Command, supports up to 70% of costs for a new EOC. The building that houses the primary EOC was built in the 1940s. The facility is unable to support sustained recovery and response activities. It is under equipped with regards to parking, bathrooms, warm storage, logistics, audio-visual equipment, and communications equipment. OEM recommends that a new facility be planned and funded with available funding while public interest in this investment is still high. We also recommend that this new facility serves as a multi-faceted public safety facility.

Potential Challenges:

- Insufficient prioritization of integration of existing data and resources for all phases of emergency management causes gaps in service delivery and duplication of effort.
- Insufficient funds to maintain EOC operations. Need funds for additional equipment and supplies, overtime and backfill for staff for 24/7 Duty Officer, funds for qualifying EOC staff (including training and exercise).
- Strategic/Significant Issue(s), July-December 2024
- [Emergency Management Accreditation Program \(EMAP\)](#) Baseline self-assessment (August) and onsite evaluation (September) for compliance with [ANSI/EMAP5-2022 standards](#). Process is grant funded and first in Alaska in over 15 years to participate.
- Public Safety Spatial Data Strategy prioritization and workplan approval by MOA Geographic Information System Advisory Group (September).
- Preparedness
 - Alert and warning system (RAVE) funding model needs to be reviewed and identified in 2025.
 - Updating standard operating guidelines for: Integrated Public Alert and Warning System (IPAWS), EOC Public Information Officer
- Recovery
 - Working with CFO for a complete financial review of COVID-19 prior to closeout of this disaster to ensure documentation is complete. Lessons

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learned and improvement activities are currently under draft.

- 2018 Earthquake permanent work and response cost recovery reimbursements are ongoing. Is currently underfunded by approximately \$5M.
- Mitigation
 - Initiating All-Hazard Mitigation Plan update with all-hazard risk analysis and land use plan integration.
 - Initiating wildfire mitigation hazard analysis and fuels management project.
 - Language Access public outreach project completed.

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Risk Management

Deputy Risk Manager Amber Cummings, 907-343-2520,
amber.j.cummings@anchorageak.gov

Core Services: Risk Management handles all claims regarding damage to municipal property and handles claims pertaining to municipal damage to third parties and/or property. Risk Management handles all workers compensation claims for municipal employees. Risk Management also approves and can answer questions regarding all third-party insurance requirements, and identifies and secures insurance coverages for the Municipality as a whole.

Budget and Personnel: \$13.47M; 6 FTEs

Recent Accomplishments:

- Recovered just under \$2 million in money owed to the Municipality from property damages claims and Workers' Compensation recovery in 2023.
- Working with the Civil Law department, we have resolved/settled a lot of larger litigation cases, at lesser costs than projected trial outcomes.
- Last year, we were able to hire an experienced time-loss worker's compensation adjuster, which allowed us to bring all worker's compensation claims back in-house, and we were able to stop utilizing a third-party company. This allows a better relationship between injured co-workers/Municipal employees and Risk Management.
 - Handling claims in-house is financially beneficial to the Municipality as a whole, as well. The cost of a third-party company was estimated at costing the Municipality over \$1 million dollars a year for adjusting.
- Risk Management handles obtaining Notary Certifications for the Municipality as a whole, and we have streamlined the process to make it more accessible to the various municipal departments.

Opportunities:

- Hiring a full-time support staff position would be beneficial. Creating the position has been on-going for over a year. We are budgeted for this position and

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working with HR to create the position for an office administrator/claim assistant.

- Having our liability claim Notice of Claim form available for members of the public to access as an online form, and a downloadable form. This would expedite and make submitting a claim with the Municipality more accessible to members of the public and modernize the process.

Potential Challenges:

- Earlier in 2024, we were experiencing a high rate of agitated members of the public coming to City Hall, Risk Management to file claims. During this time people would yell and make threats to staff. Risk Management has no public counter/window, or security measures, other than a pin-code door, so we have no physical protection or degree of separation from agitated people. We have recently posted a sign asking to call our main line to set up appointments and provided the Notice of Claim forms outside of our door, with a drop box, to hopefully minimize contact with agitated individuals.
- We have been working with OMB and the CFO's office to complete our self-insurance application/requirements for worker's compensation for the State of Alaska. There have been significant delays in the 2022 Annual Comprehensive Financial Report, which is needed to remain self-insured.
 - Risk Management is not involved heavily in preparing this report but utilizes it to prove financial responsibility to the State of Alaska, as well as other insurance companies when we renew existing insurance policies (which happens yearly). We anticipate the issue to be resolved before July, but this project might bleed into July 2024, and we could also be facing a similar issue next year.

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Health and Safety

Director of Health and Safety Kelly Carothers, 907-343-7126,
kelly.carothers@Anchorageak.gov

Mission: To develop and implement MOA-wide health and safety compliance throughout the MOA.

Core Services:

- Disseminate written policies and procedures and provide employee training. Monitor MOA-wide occupational safety and health compliance systems to ensure their effectiveness.
- Conduct periodic self-inspections of occupational safety and health compliance systems and conduct or direct the internal investigation of occupational safety and health issues or complaints.
- Assist the MOA safety coordinators with workers' compensation injury claims as needed and as appropriate.
- Oversee and coordinate with department-assigned safety managers to ensure MOA-wide department compliance and reporting.
- Disseminate resources to safety managers, who are directly responsible for developing and managing safety programs.

Budget and Personnel: \$597,715; 2 FTEs

Recent Accomplishments:

- Successfully fulfilling the ongoing AKOSH settlement agreement with monthly and quarterly reporting of OSHA recordable injuries and monthly reporting of OSHA potential recordable injuries, which are subject to the SVEP program of potential AKOSH enforcement visits at their discretion.
- Continued operations to conduct and mainstream a productive safety culture to reduce OSHA enforcement visits throughout the organization and proactively work to remove the Municipality from the OSHA Severe Violators Emphasis Program.
- Have reduced the visits of AKOSH enforcement from 100% continued enforcement from 2021 to 2022 to less than 26% of visits from enforcement for 2023, and 2024.

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- Established the first MOA safety group and accountability for safety.
- Created the MOA safety group which is represented by each MOA department safety coordinator/ safety representative. The group meets at a minimum every quarter to discuss current safety ideas and or concerns and offers a support system to safety personnel. The group includes a safety group folder under the Municipal Manager G: Drive for all safety information per department that can store the critical information for health and safety and assist in disseminating information for safety culture and compliance.
- Established a monthly injury report for all safety coordinators to have access to view their departments' reported injuries and potential OSHA recordable injuries. Previously the safety coordinators have never been provided access to view their department's injuries to effectively report OSHA 300 logs/summaries. Using an Excel program and having one person accessing the risk database (Claim Pilot), all safety coordinators can view the information.
- Established identical base training for compliance for all departments to utilize to add cohesion to the training matrix (also developed) across the MOA.
- Safety Software – the process for purchasing, much-needed safety software for the entire MOA is in the final stages with purchasing. Purchasing the required software will finally introduce all departments to a safety culture of proactive health and safety which includes, proper reporting of Key Performance Indicators to comply with an Assembly Order, providing a culture of training material for all departments with accountability, allowing a real-time snapshot dashboard to all the leadership for compliance.
- Near miss and Hazard reporting for the MOA. The near-miss and hazard reporting program was not fully implemented upon my hire. There were on average of 3 to 4 near miss reports per year for 2021 reported across the MOA.
 - By the end of 2022, and with the promotion of the reporting system, there were twenty-one near miss/hazards reported.
 - The year 2023 showed over 42 near misses and hazards were reported.
- Safety inspections have greatly increased with responsibility to department safety coordinators and supervisors with accountability every quarter. The inspections aid and assist each safety coordinator in identifying potential OSHA violations in the workplace and offer training on OSHA compliance.
- Designed by the MOA safety charter for the safety committee and the delegation of officers to run the MOA safety committee.

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Opportunities:

- Reorganize safety coordinators to align directly under the municipal manager's office, which would greatly assist the MOA in accountability and to ensure all coordinators are adhering to the MOA policies and procedures for health and safety.
- For the MOA safety group to meet with all union presidents regarding health and safety, discuss priorities for all employees and know the union expectations.
- Hire an industrial hygienist for the MOA to ensure that monitoring for all respiratory protection, hearing conservation, and asbestos and lead abatements are completed according to OSHA standards.
- Require mandatory quarterly meetings with the directors of all enterprises including Public Works, Parks, and recreation, AFD, and APD, to discuss safety and compliance concerns if there is no reorganization of safety coordinators. This will ensure everyone's needs are being met for a MOA-wide health and safety program.
- Possibility for the unison of all safety coordinators with accountable action items for a safety culture and health and safety performance indicator reporting.
- Allow access to the Risk Department Claim pilot or the safety software to match injury reporting across the MOA so the safety coordinators have access to injury reports in real-time which should include all vehicle accidents. Currently no safety personnel including the Director of Health and Safety have access to vehicle accidents in the MOA.

Potential Challenges:

- With each department continuing to perform its own health and safety accountability and not addressing employees' complaints will allow for continued enforcement from AKOSH, which will not allow the MOA to get out of the Severe Violators Emphasis Program (SVEP).
- Not having more than one person addressing a safety culture and SVEP program is not sustainable and holding one person accountable to the entire MOA and how the departments react or treat compliance is not beneficial to the organization.

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Transportation Inspection

Transportation Inspector Carrie Belden, 907-786-8525,
carrie.belden@anchorageak.gov

Core Services: The Transportation Inspection (TI) division is tasked with enforcement of Municipal Code and oversees vehicle for hire companies using vehicles 15 passengers or less, taxicabs, taxicab dispatch companies, and chauffeur licensing. This is important and necessary work to ensure the citizens are riding in mechanically safe and appropriate vehicles with chauffeurs vetted by criminal background checks and good driving records. Of equal importance is the enforcement of Title 11 of the Municipal Code and ensuring continued compliance of the permit owners and chauffeurs. The Transportation Inspector sits as the secretary to the Transportation Commission and provides guidance to the commission.

Budget and Personnel: 2 FTEs

Description	2024 Budget	2024 Actuals
Labor Modified Accrual	316,133.00	108,786.29
Non Labor	21,146.00	2,646.23
Travel	1,634.00	
Direct Cost Modified Accrual	338,913.00	111,432.52
Intra Governmental Charges	135,938.00	317.89
Functional Cost Modified Accrual	474,851.00	111,750.41
Revenue Accounts	(432,298.00)	(510,774.50)
Balance	42,553.00	(399,024.09)

Recent Accomplishments:

- In 2024, the division has put ten new vehicle for hire companies into business, and 23 new companies since 2022. These vehicle for hire companies are

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non-emergency medical transports, elderly transports, tourism, and specialty transports.

- The division has issued 73 new vehicle for hire permits to new and existing vehicle for hire companies since May 2022.
- In 2024, this office conducted approximately 280 vehicle inspections. In recent years, this office averages about 400-500 inspections a year on permitted vehicles.
- Absorbed the enforcement duties for the extra 85 taxicab permits that have been issued periodically in the recent years.
- Passed the State of Alaska and FBI audit for Criminal Justice Information allowing the office to continue to run the MOA chauffeur licensing program.
- Resolved citizen complaints with-in five workdays or less at a rate of 88% or above for the past two years.

Opportunities:

- Continue to enforce AMC Title 11 by ensuring companies, permit owners, and permitted vehicles are in alignment with Title 11 requirements and the vehicles are mechanically safe.
- Continue to issue chauffeur licenses to eligible applicants and enforce Title 11 for chauffeur non-compliance.
- Continue INFOR Database Modifications - The TI office uses INFOR as one of its main databases for tracking regulated vehicles, vehicle for hire permits, taxicab permits, and chauffeurs. There are several modifications that would increase efficiency in workflow as well as data management and review.
- Senior Code Enforcement Officer position - The senior code enforcement officer position needs to be reviewed and updated. The minimum qualifications coupled with the pay scale makes recruitment and placing a successful and appropriate candidate in the position extremely difficult. Job turnover is frequent, and the hiring pools are extremely small.
- Work with the new administration to fulfill their vision and projects.

Potential Challenges:

- Low membership on the Transportation Commission threatens its quorum ability and service to MOA.
- Low staffing within the division, the code enforcement position needs to be filled. This division has lost significant staffing over the last five years and is

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down to two full time individuals. This is especially problematic because the municipality has issued over 150 permits in the past several years.

- The number of operational wheelchair accessible taxicabs are decreasing and are currently critically low. This poses a problem for the disabled population needing rides as well as the wheelchair taxi cabs themselves.
- During the annual market report the Transportation Commission voted to not issue new taxicab permits for 2025 and not to conduct a market report for 2024. The Anchorage Assembly will need to be notified of this decision within the next 30-45 days.
- The vacant code enforcement position needs to be filled.
- Appoint new members to the Transportation Commission to make the board whole.

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Anchorage Fire Department

Fire Chief Douglas Schrage, 907-267-4945, douglas.schrage@anchorageak.gov

Mission: To serve our community before, during and after an emergency.

Core Services:

- Administrative and Support Services
 - Field 911 emergency calls, provide pre arrival care and instruction, and dispatch responders.
 - Public information and outreach.
- Emergency Medical and Behavioral Crisis Services
 - Basic and advanced life support and ambulance transportation to hospitals.
 - Emergency response to and treatment of individuals in behavioral crisis (Mobile Crisis Team).
- Fire Control and Rescue Services
 - Fire control and suppression.
 - Hazardous materials response.
 - Rescue trapped or endangered victims from fires, collapses, environmental, and other emergencies (Urban Search and Rescue Team, Water Rescue Team, Front Country Rescue Team).
- Fire Prevention
 - Code enforcement and certificate of occupancy inspections.
 - Building plan fire code review.
 - Fire origin and cause investigations.
 - Collect Community Right to Know hazardous materials inventories.
 - Wildfire planning and mitigation.

Budget and Personnel:

\$115,987,448	Approved operating budget
\$3,268,206	FEMA staffing (SAFER) grant (year 2 of 3)
\$682,948	USFS Wildland Mitigation Grant (year 1 of 4)
<u>\$185,531</u>	FEMA Assistance to Firefighters grant – resilience program (year 2 of 2)
\$120,124,133	Total operating budget

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Authorized FTEs	Actual	
5	4	Mobile Crisis Team
349	354	EMS & Fire/Rescue Operations *
14	14	Fire Prevention
22	22	Dispatch
1	1	Public Information & Outreach
10	10	Shop
<u>26</u>	<u>24</u>	Administration, Training, and Data Systems
427	429	Total

*Includes 18 Staffing for Adequate Fire and Emergency Response (SAFER) funded firefighters.

Recent Accomplishments:

- Completed and launched a five-year strategic plan (2023-2027) including identifying core values, mission, and vision.
- Launched a pilot program in which the Mobile Crisis Team is expanded to 24 hours per day, three days per week. Indications are positive and demonstrate around-the-clock demand for services.
- Implemented an employee resilience program involving a licensed physical therapist and strength and conditioning coach on staff, funded by a two-year federal grant (2023-2024).
 - This program has reduced severity of injuries and appears to be reducing workers compensation expenses.
- In cooperation with Chugach Electric, activated 18 transformer-mounted early fire detection systems on the Anchorage Hillside. These detectors monitor for changes in heat, air quality and humidity to alert potential wildland, structure, and vehicle fires.
- In cooperation with the State of Alaska, began implementation of a replacement EMS records management system at very low cost to the department. This system will standardize the patient care records among the Anchorage, Chugiak, and Girdwood fire departments.
- Employed 18 firefighters on a FEMA SAFER grant for three years (2023-2025), establishing four fire companies with minimum staffing conforming with National Fire Protection Standard 1710.

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- Received \$4M federal earmark for reconstituting the wildfire mitigation office.
- Instituted PulsePoint community-wide to improve citizen engagement in saving lives from cardiac arrest and facilitate a more informed community.
- Instituted a software solution for improved record keeping of fire protection systems inspection, testing and maintenance at no cost to the MOA.
- Assisted in the implementation of retroactive fire sprinkler requirements in assisted living facilities.

Opportunities:

- The AFD is in a unique position to provide Mobile Integrated Health Care to the community of Anchorage. Aligning fire department and community medical resources could provide better patient-centric solutions, especially for vulnerable populations and lower acuity 911 requests.
 - Reactivate the Community Outreach Referral, and Education (CORE) Team to provide assertive community outreach for homeless and housed individuals, as well as the vulnerable adult population, that over utilize the EMS system due to a lack of resources. Data indicate eight out of the top 10 of these individuals are currently experiencing homelessness.
 - Develop an overdose/opioid response team to provide immediate treatment in the field, follow-up, and access to community resources. The State of Alaska has many grant opportunities to assist with this potential service.
 - Recruit and deploy an Advanced Practice Provider (Nurse Practitioner or Physician Assistant) to respond to low acuity calls that could be appropriately treated in the field.
 - Expand the Mobile Crisis Team to 24/7. The pilot program has proven its use and community demand at night.
 - Consider an additional Mobile Crisis Team unit during the day/peak hours.
 - Supplemental Emergency Medical Transport (SEMT) reimbursement funds could be used to create a capital fund for programming future AFD needs (facilities, apparatus, and vehicles) without the need for bonding.
- Move AFD servers to the MOA OIT managed South Anchorage Data Center to improve safety and security of the system.
- Repurpose the old SWS shop facility for AFD use, as the AFD shop is no longer adequate for today's fleet.

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- Institute an in-house paramedic school in conjunction with UA to address paramedic attrition at reduced cost. We currently sponsor prospective paramedics to attend out-of-state schools.
- Assume management of Anchorage Safety Patrol to better align the continuum of care. In conjunction with creating single-role emergency medical technician positions in the AFD, this could improve service and opportunity, recruiting, and diversity within the workforce.
- Expand State of Alaska deferred jurisdiction for providing fire prevention services in the portions of the MOA not within the Building Safety Services Area (Eagle-River, Chugiak, Peters Creek, Girdwood).
- Dedicated Human Resources specialist assigned to the AFD.

Potential Challenges:

- Calls for emergency medical services are increasing year over year without a corresponding increase in population. This is compounded by a lack of adequate mental health services and the unavailability of Anchorage Safety Patrol in many areas. Hospital emergency departments are overcrowded. Some AFD crews are experiencing excessive call volume, low morale, and burnout.
- Fire fatalities exceed national averages and are increasing in Anchorage. AFD must strategize on how to more effectively focus fire prevention efforts to reduce those numbers.
- The MOA continues to experience a deterioration in the maintenance and quality of multi-family housing. Many apartment owners are failing to maintain minimum housing standards including standards for fire and life-safety.
- Staffing for the AFD Wildfire Mitigation Office is critical to addressing the threat of wildfire in the Municipality of Anchorage and comply with specified benchmarks in our USFS grant. We are nearing one full year into the four-year grant timeline with minimal progress.
- Extended time frames for audited MOA financial reports (ACFR) have rendered it impossible to comply with reporting deadlines established in State regulation. Continued ACFR delays may jeopardize future SEMT reimbursements, approximately \$23M annually.
- Aging information technology infrastructure (hardware and some software) in some cases is unsupported and is at great risk of failure due to an inability to find repair parts or receive vendor updates and patches.

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- Bond “holidays” in past years have reduced the reliability of our fleet to the point we are unable to pull front-line apparatus from service for preventative maintenance. There have been many days when we did not have an apparatus for crews to respond with.
 - There are numerous new engines and ambulances in various stages of construction, but long lead times, component shortages, and increased costs beyond available funding have created a situation where we haven’t been able to get back on replacement schedule. This is exacerbated by increased call volumes, adding to maintenance and repair needs.
- Reduced staffing in other MOA departments has slowed administrative processes.
- The Fire Prevention Division lacks sufficient staffing to meet the requirements of our State of Alaska deferred jurisdiction and we fall short of meeting the requirement of inspecting each occupancy every two years.
- The U.S. Department of Justice gave notice in May, 2024 of an investigation into the AFD’s recruiting and hiring practices as they relate to certain underrepresented demographics.
- The MOA and AFD are defendants in a wrongful death suit, Fonoti v. MOA and AFD, related to medical care.
- The MOA, including the AFD, is a defendant in a wrongful termination suit, Galligan v. MOA, relating to employment at the AFD and Library.
- Lack of supervision at the vehicle shop has resulted in poor morale, Internal Audit findings, union grievances, an unsubstantiated OSHA whistleblower complaint, the appearance of FMLA and Workers Compensation misuse, and a settled lawsuit.

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Anchorage Police Department

Police Chief Bianca Cross, 907-786-8595, bianca.cross@anchorageak.gov

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

Core Services: Public Safety

Budget and Personnel: \$140 million; 539 FTEs

Recent Accomplishments:

- Implementation of the Mobile Intervention Team (MIT) program appears to have reduced calls for service for mental health emergencies and persons experiencing crisis.
- Records department is 90% staffed.
- Grant award success rate was 91%. Applied for \$7,995,888 in grant funding and received \$7,280,608; assisting with budget issues.
- Maintained training by sending over 100 employees, sworn and non-sworn, to out of state courses.
 - Internally provided more than 40 hours of formal, in-service training.
- Initiated a wellness assessment from an outside entity to maintain mental health benefits for employees.
- Hosted the Women's Ambassador luncheon to enhance female recruiting.
- Ordered more than \$4 million in vehicles to APD fleet.

Opportunities:

- Continue to build the department as a reflection of our diverse community.
- Communication has been identified as an internal weakness. We are working toward better top-down communication, as well as improved communication to the public.
 - Media relations need to be improved. We will be posting for a Community Relations Director, Video Specialist and potentially a Deputy Director.
- Educate the public on Internal Affairs investigative processes, this could be implemented in the Citizen's Academy.

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- Development of enhanced Community Service Officer (CSO) positions to relieve patrol of non-emergency duties and increase response times and proactivity.
- Completed staffing cultural survey which highlighted areas for improvement within the department – communications, goals, and promotion processes.

Potential Challenges:

- Staffing continues to drop as hiring is not significantly increasing. The lack of manning presents morale problems and diminishes proactivity.
 - Personnel retention management contributes to difficulty with an increase in retirement. The lack of historical knowledge and experience continues to decrease with retirements and separations.
 - Staffing issues presents a problem to new Intelligence Unit becoming fully advantageous
- Fleet management is improving; however, budget constraints threaten consistent improvement and our aging fleet requires more vehicle maintenance, money and keeps officers and vehicles out of service.
- Processing times of records requests are lengthy.
- Implementation of new report writing system, Hexagon. Project is being delayed due to execution issues.
- Succession planning is nonexistent. A career track needs to be developed to entice advancement and retention.
- Reliance of the public on Body Worn Camera or other footage as a problem solver.
- Misdemeanor crimes are unlikely to be prosecuted due to low attorney staffing. This adds to morale issues as officers see repeat offenders free.
 - Video and redaction specialist needed for releasing BWC footage; plans to request assistance with funds/ position from the administration.
- Budget is insufficient for towing due to an increase of abandoned vehicles, vehicles used as shelters, and towing to aid in snow removal.
- Reduction of health and emergency services for those experiencing homelessness complicates law enforcement response

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Anchorage Health Department

Acting Director Kimberly Rash, 907-343-4634, kimberly.rash@anchorageak.gov

Core Services:

- Develop and maintain coordinated emergency response capability for pandemics, natural disasters, and bioterrorist events.
- Safeguard public health by:
 - Preventing, detecting, and treating communicable disease
 - Assuring a safety net of services for vulnerable citizens
 - Monitoring and enforcing air quality, sanitation, noise, childcare, and animal control regulations.
- Strengthen the community's ability to improve its own health and well-being by:
 - Informing, educating, and empowering people about health issues
 - Mobilizing community partnerships to identify and solve public health problems.
 - Developing plans and policies that support individual and community health efforts.

Budget and Personnel:

- \$20,642,509 operating
- \$21,900,479 through Alcohol Tax
- \$10,459,559.07 through State of Alaska grants
- \$1,012,500 through federal grants.
- \$28,117,498 federal Housing and Urban Development grants.
- 124 FTE.
- Personnel costs are funded through variations of Operating, State of Alaska grants and Alcohol Tax (ATAX).

Recent Accomplishments:

- Decreased vacancy rate from 37.93% in July 2023 to 17.7% in April 2024.
- Upgraded software for the Environmental Health team for data analysis and extraction to occur without manual counting of inspections and complaints.

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- Secured new contractor for the Anchorage Safety Center and Patrol with expansion of services after concerns and issues were raised with prior contractor.
- Worked collaboratively with Anchorage Assembly members and the Planning Department to develop the requests in the December 2023 HUD CDBG-PRO Housing (Pathways to Removing Obstacles to Housing) application.
- Formed the Anchorage Opioid Task Force, aka Anchorage Opioid Community Resource Network and development of a plan for utilization of funds through exhibit e of the settlement. Additionally, AHD will be hosting the first ever town hall to bring together community partners and those with lived experiences focusing on making a positive impact in our community.

Opportunities:

- Funding strategy for the main AHD Building.
- Mechanisms to recruit and retain critical staff, including Public Health Nurses, Nurse Supervisors, and Advanced Nurse Practitioners through continuing education, training, and leadership.
- Establishing a comprehensive strategic plan for the department as well as planning for the National Accreditation as a Local Health Department including the implementation of MAPP 2.0 (Mobilizing for Action through Planning and Partnerships) resulting in a community health (needs) assessment and a community health improvement plan.
- Addressing health disparities within the community through partnerships and funding opportunities to identify and reduce public health problems.
- Making evidence-based and informed by best practices decisions to regain public confidence and trust in AHD.
- Streamlining application processes and transparency of HUD funding opportunities and continuation of collaborating for strategic impact on housing and homelessness with HUD and community partners.

Potential Challenges:

- Flat grant funding from the State of Alaska of critical services; Women, Infants & Children (WIC), Child Care Licensing and Public Health Emergency Preparedness are a few programs funded at the same rates of FY24. If additional needs are required within the community, it will require more staffing and

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increased service levels, and braiding of internal or external sources will be required to meet or exceed the need.

- Continued reduction of State of Alaska funding for the essential human service projects whose unavailability would subject persons needing the services to serious mental or physical hardship offered through the Human Services Community Matching Grant program. This grant requires a 30% matching fund requirement of the Municipality of Anchorage. FY24 House Finance subcommittee proposed cuts in the amount of \$300,000.
- Potential reduction of Alcohol Tax funds coupled with zero fund balance will determine future funding strategy and process to create equity and sustainable programs in the three areas of Child Abuse, Sexual Assault, and Domestic Violence; Homelessness; and Substance Abuse/Misuse. Additional staffing is required as more funding is appropriated to AHD annually.
 - End of a 2-year ARPA funding cycle that provided utility assistance payments to seniors 60 years and older. FY23 assisted 126 households with \$67,129 and in FY24 assisted 50 households with \$17,570 so far.
- The Anchorage Animal Care and Control contract for several years has increased by 2.5%, of which are contractual requirements. This has reduced the ability to upgrade the facility or increase staffing capacity. The Anchorage Assembly requested information regarding the contract, capacity and euthanasia data and would like to see future funding available for shelter upgrades to include increased capacity.
- The 2025 Proposed Budget request will include a request for electrical upgrades at the 825 L Street location, which will require a Capital Improvement Project and funding, as well as a funding request for carpet replacement including asbestos remediation.
- Funding will be required and requested for continued operation of the Anchorage Safety Center and Patrol contract in 2025. Additionally, looking at the current service area, supporting data and collaboration with AFD, APD, Airport Police & Fire, and contractors to ensure the area fully represents the geographic landscape of need.
- Funding for low to no barrier shelters whether year-round or during the declared emergency cold weather activation of Title 16.120, including funds for wraparound services and food. Additionally, revisiting shelter licensing to implement a path forward to compliance.
- Increasing availability of licensed child care facilities and homes through the revisions of Title 16.55. Potential changes will align areas within State of Alaska

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Child Care Licensing requirements, therefore, reducing barriers to new or existing administrators.

- Next steps for the Alaska Center for Treatment and utilization of the Golden Lion location as outlined in the ML&P sale.
- Complex Behavioral Health Needs Community Task Force implementation next steps and integration of action plan requiring additional staffing, funding, and community resources.

Human Resources Department

Chief Resource Officer Tyler Andrews, 907-351-9412,
tyler.andrews@anchorageak.gov

Mission: The Municipality of Anchorage Human Resources Department provides employment services, maintains records and benefits for current and past employees, and assists departments and employees in delivering quality services to the public. It is also responsible for assuring compliance with all employment related rules, regulations, laws and agreements. It works closely with the various employee unions in the development and administration of collective bargaining agreements and promotes positive relationships through the use of progressive human resource principles, practices and programs.

Core Services:

- Labor Relations.
- Recruitment.
- Employee Relations.
- Benefits.
- Payroll.
- Compliance.
- Classification.
- Compensation.

Budget and Personnel: \$7 million; 41.5 FTEs

Recent Accomplishments:

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- Labor Relations: Successful contract extension through 12/31/2027 with APDEA (IBEW general government contract renewal is pending Assembly approval on 6/25/2024).
- Recruitment: Streamlined processes, added Recruiter position to increase resources, added external recruitment resources, initiating community job fairs throughout the year.
- Incorporated Assembly Personnel Rule changes to the drug & alcohol program.
- Successfully implemented Assembly changes to add 2 new holidays into the collective bargaining agreements and prioritizing reconfiguration of SAP schedules.
- Configuring and implementing with Unum and internal Leave Administrator Paid Parental Leave for Non-Reps./Exes. and APDEA, additionally following the other bargaining units.
- Negotiated and successfully implemented winter maintenance Agreements with IBEW-Techs, AMEA and L302.
- Employee Relations: Increasing training resources through staff development.
- Benefits: Successful renewal of programs with minimal increases for employees, retirees and the Municipality (2023).
- Payroll: Successfully implementing changes to pay plans, bargaining unit increases and Municipal wide cost of living adjustments.
- Compensation: Received Assembly approval in March 2024 for improvements to the Non-Represented Employee and Executive Service Pay Plans.
- Human Resources became fully staffed in 2024.

Opportunities:

- Discuss options for mid-term negotiations with IAFF that expires 6/30/2025 and AMEA that expires 12/31/2025.
- Get guidance on open contract renewals for L71 expires 6/31/2024 and IBEW Techs that expires 12/31/2024.
- Continuing to focus recruitment efforts upstream into the 18 to 24 age group by working with ASD and by developing Muni specific programing.
- Successful contract renewals with pending bargaining units Local 71, in particular.
- Benefit renewal and plan design changes for 2025.
- Benefit programs contract renewals for 2025.
- Developing a consistent and positive Safety Culture across the operating units; a culture that prioritizes people and protects Municipal assets.

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Potential Challenges:

- How the Municipality is staffed continues to be an ongoing source of opportunity as addressed above.
- Being able to receive guidance from OMB on the resources available to reach sustainable bargaining unit agreements at contract renewal.
- No experienced Labor Attorney (inside or outside) for guidance on collective bargaining, grievances, unfair labor practices, arbitrations, mediations, and employment related matters.
- Need a consistent and positive Safety Culture across the operating units; a culture that prioritizes people and protects Municipal assets.
- Budget considerations to offset rising costs for existing personnel services and programs.
- Continued SAP changes for 2025 that impact the SAP upgrade to S4Hana.
- Strategic cost containment initiatives to protect 603 Fund (Medical/Dental Self-Insurance Fund).
- Develop working relationships to provide department leadership with the HR tools, resources, and understanding of current policies and personnel rules, collective bargaining agreements, and provide support in managing continued operations of all MOA departments.

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Information Technology Department

Acting Director Philippe Brice, 907-343-6897, philippe.brice@anchorageak.gov

Core Services:

- Administration Division
 - Provides strong leadership and strategic direction to the IT department, ensuring alignment with the mayor's mission. Oversees budget management, seeking cost-saving measures while maintaining service quality, and continuously updates IT policies and procedures to adapt to evolving technologies and best practices, with a focus on accessibility and effective communication to relevant stakeholders.
 - Optimizes resource allocation within the department to maximize productivity and cost-effectiveness, with regular assessments guiding appropriate investments in technology, training, and personnel.
 - Enhances administrative process to reduce the bureaucratic hurdles, enabling the team to focus on strategic initiatives.
- Application Services Division
 - Offers expert software configuration, administration, development, analysis, and maintenance services to all municipal departments, ensuring seamless operations. They provide reliable production support to swiftly troubleshoot and resolve application and database issues, minimizing downtime. Monitoring applications guarantees optimal performance and smooth functionality, while developing and deploying interfaces enhances operational efficiency and responsiveness to citizen needs.
 - Safeguards municipal data assets against breaches is prioritized, fostering a data-driven culture and integrity. Human-centered design methodologies are employed to create user-centric applications, improving residents' quality of life.
 - Leverages technology-based solutions enhances service delivery, streamlines processes, and optimizes resource allocation, leading to cost savings. Open data platforms are provided, promoting transparency and engagement by allowing public access to government data for various purposes.

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- Facilitates data sharing between departments, enhancing collaboration, efficiency, and data-driven decision making-making.
- Establishes Key Performance Indicators (KPIs) to measure the performance of government initiatives and services, ensuring accountability and improvement.
- Empowers employees to implement creative solutions within their respective departments, fostering a culture of innovation and continuous improvement.
- Direct Services Division
 - Collaborates closely with each municipal department to understand their unique computing needs and requirements. Provides customized computing environments tailored to the specific functions and workflows of each department.
 - Offers efficient and responsive Help Desk support to all MOA agencies and staff, they address IT-related inquiries, issues, and incidents promptly to minimize downtime and ensure smooth operations. Comprehensive desktop services and support are provided to ensure employees have reliable and secure workstations, including managing software installations, updates, and security patches.
 - Proactively monitors computing environments to identify and address potential issues before they escalate, while managing the lifecycle of hardware and software assets ensures timely upgrades and replacements.
 - Properly disposes and recycles outdated equipment, alongside maintaining and accurate inventory of IT assets, including computers, peripherals, and software licenses.
- Enterprise Security Division
 - Leads in developing, delivering, and maintaining a comprehensive information security program for the municipality. Aligned with industry best practices, regulations, and the mayor's mission, this program ensures a robust security posture.
 - Proactively measures safeguard municipal information assets from unauthorized use, disclosure, modification, damage, or loss. Regular risk and vulnerability assessments identify potential security gaps, addressed effectively through updated cybersecurity policies and procedures. A vigilant monitoring system detects and responds to cyber threats

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- promptly, supported by a robust incident response plan to mitigate breaches and minimize downtime.
- Offers regular cybersecurity training programs to increase employee awareness of security risks and best practices. Additionally, cybersecurity risks associated with third-party vendors and contractors are assessed and managed, with implemented security requirements to protect municipal data and assets.
 - Stays up to date with the latest cybersecurity trends and technologies ongoing protection and resilience against evolving threats.
 - ERP Technology Center (SAP) division
 - Offers end-to-end software services, including configuration, administration, development, and ongoing support to all municipal departments. They ensure the ERP system meets departmental needs and aligns with municipality goals, establishing a dedicated Production Support Center for SAP.
 - Implementing, integrating, and testing SAP ERP functionalities ensures seamless operations, with proactive troubleshooting to identify and resolve issues promptly. System performance is monitored and optimized for enhanced efficiency, with responsive support services addressing user inquiries and issues. Staying updated with the latest SAP ERP developments and best practices, they implement continuous improvement initiatives to maximize system benefits and streamline processes.
 - Strong data security measures protect sensitive information, while collaborative relationships with municipal departments optimize the ERP system to enhance efficiency and user experience.
 - Infrastructure, Network & Enterprise Architecture Division
 - Ensures seamless communication and connectivity for all municipal departments by providing reliable and high-performance voice and data network services. Enterprise-level computing services meet diverse needs and ensure scalability for critical business operations.
 - Responsive network access and support enable efficient and secure resource access, with appropriate access controls safeguarding sensitive data.
 - Robust data backup mechanisms protect critical municipal data, while a scalable and resilient datacenter(s) host essential applications and

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services securely. Proactive operational and technical support strengthens the municipality's cybersecurity posture.

- A comprehensive enterprise architecture plan guides technology integration and alignment with long-term goals, supporting IT operations. Disaster recovery plans are developed to ensure the municipality's ability to recover from unexpected disruptions.
- Business Management Division
 - Leads a streamlined and efficient IT and MOA procurement approval process, collaborating with IT managers to ensure compliance with MOA Title 7 and approval of IT purchases.
 - Administers enterprise software compliance and licensing such as Microsoft, Adobe, or DocuSign, implementing a centralized software asset management system to track licenses and monitor compliance status.
 - Oversees all IT contracts, ensuring they are well-negotiated, properly managed, and aligned with the municipality's needs and goals.
 - Implements effective vendor management practices to foster positive relationships with IT vendors and service providers.
- Business Solutions Group
 - Provides comprehensive IT project management services to both the IT department and other municipal departments, ensuring projects are executed efficiently, on time, and within budget, while meeting desired objectives.
 - Develops well-structured project plans outlining objectives, scope, deliverables, timelines, and resources requirements, collaborating with stakeholders to create realistic schedules and milestones.
 - In-depth feasibility studies assess project viability and potential impact, with proactive risk mitigation strategies developed. Clear communication with stakeholders includes regular updates and progress reports. Project prioritization aligns with strategic goals and potential benefits, with post-project reviews identifying lessons learned and areas for improvement.
 - Overall, IT projects align with the municipality's strategic objectives and support the mayor's mission.
- Records and Information Management Division

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- Implements efficient and systematic records management practices to ensure the proper organization, maintenance, and accessibility of MOA records.
- Develops and enforces a comprehensive record retention policy aligned with legal requirements and municipal code, prioritizing vital records critical to the municipality's operations and continuity. Preservation strategies, including backup and disaster recovery plans, safeguard vital records from loss or damage, while secure and compliant disposal procedures ensure sensitive information is properly destroyed.
- Produced training and awareness programs for municipal employees on proper management practices are provided, with the records management program regularly updated to remain current with legal, regulatory, and municipal code.
- Collaboration with municipal departments ensures understanding of specific records management needs, facilitating effective implementation.
- Reprographic Services Division
 - Offers high-quality print production, digital copying, and graphic design services to municipal agencies, ensuring professional and timely delivery of materials.
 - Creates visually engaging materials for various projects and campaigns, enhancing their impact.
 - Secures and reliable courier services facilitate timely and confidential delivery of documents and materials between municipal agencies, supporting efficient operations and communication.

Budget and Personnel: \$14M; 88 FTEs

Recent Accomplishments:

- Established transparency by creating a user-friendly open data website. This platform allows the public to easily view, search, and understand all city financial information in a centralized location.
- Replaced two end-of-life F5 network firewall appliances at the South Anchorage Data Center (SADC) to ensure continued security and support.
- Updated OrgPublisher to the latest version. The previous version was unsupported and running on outdated Windows 2003 servers. This application

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is vital for HR, SAP, and MOA managers/supervisors to view internal organization charts.

- Developed improved reporting mechanisms for residential dwelling inventory for ADUs.
- Collaborated with the state DOH to automate the WIC application process.
- Completed phase 1 of the Desktop Refresh to prepare the Municipality of Anchorage for the Windows 11 migration.
- Deployed Microsoft Defender for advanced malware and threat protection for municipal devices and Office 365 applications.
- Deployed Varonis, providing comprehensive data access and classification views, reducing exposure to sensitive data.
- Purchased new Dell servers at a significant savings (45%) for the SAP upgrade to replace outdated systems while supporting IT infrastructure services in consolidating mission critical data and supporting disaster recovery.
- Reduced the number of servers lowering the need for expensive Broadcom (VMware) coverage.
- Improved support contracts on existing servers, reducing annual operating costs.
- Enhanced the data storage backend for most General Government production loads, increasing speed from 10 Gbps to 100 Gbps.
- Deployed a modern Computer Aided Dispatch and Record Management System (NICE) to replace the aging 9-1-1 and emergency systems (Stancil).
- Successfully updated networking hardware to ensure compliance with current industry standards and technologies.
- Implemented JustFOIA, a record request management system.
- New reprographics equipment and functionalities:
 - Enabled in-house production of vinyl wall graphics, custom die-cut stickers, and more with an automated cutter.
 - Facilitated more affordable and rapid envelope production with an envelope printer, reducing both costs and turnaround times.
- Implemented presorted daily metered mail, achieving cost reductions of 25-30% when mail volumes allow for proper sorting.

Opportunities:

- Upgrading our current SAP ECC to SAP S/4HANA on premises will extend SAP's useful life through 2040. We recently submitted an RFP for S/4HANA

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conversion project to the purchasing department for review, aiming to engage qualified service providers.

- Streamline and unify application usage across departments to eliminate redundant software, thereby reducing overall costs and enhancing operational efficiency. This approach simplifies maintenance, improves data consistency, and foster better collaboration through the use of standardized tools.
- Provide municipal staff with guidance on secure practices to navigate the increasingly challenging cybersecurity landscape.
- Increase server consolidation to reduce capital footprint and operational maintenance costs.
- Reduce licensing costs by transitioning from Microsoft products to more affordable, enterprise-grade alternatives where appropriated.
- Develop a Wireless Metropolitan Area Network to give MOA direct ownership and control of its networking infrastructure, reducing reliance on vendor services.
- Secure approvals for updates to the Policy and Procedures 52 Series.
- Continue developing expertise in fillable forms and graphic design principles to facilitate the shift from traditional to digital communication mediums. This will help eliminate unnecessary printing costs and serve both departmental stakeholders and taxpayers more efficiently.
- Implement a large format latex printer and laminator to produce expensive items like vehicle wraps and corrugated plastic signage in-house, resulting in substantial cost savings and reduced turnaround times.

Potential Challenges:

- Inconsistent network services provided by ACS and GCI pose a significant risk.
- High turnover in IT has led to a loss of historical knowledge, slower response time, and reduced quality of service.
 - The departure of upper management and key personnel across departments is hindering project progress.
 - About 30% of IT staff are new and lack industry experience and training.
 - FLEX work schedules and full-time remote opportunities considerations are needed to address staffing needs effectively.
- The IT department, including the ERP Technical Center will experience a significant wave of retirements over the next 3 to 5 years as several PERS Tier III (defined benefit) employees reach retirement age.

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- Increasing sophistication and frequency of cyber-attacks, including ransomware, phishing, and malware targeting government systems.
- Unwanted and unexpected saturation of network bandwidth can disrupt regular services.
- Insufficient funding for necessary IT upgrades and cybersecurity measures, leading to heightened risk exposure.
- Windows 10 Enterprise support ends on October 14, 2025. All devices running this OS must be upgraded to prevent work stoppages.
- Rapidly increasing software costs, with many critical tools moving to subscription models requiring operating funds. Additionally contract clauses mandating annual cost increases of more than 5% are becoming more common.
- Policies and procedures dating back to 1986-1990 are outdated and need revision.
- Support is needed for a legally responsive records and information management program and proactively manage the Municipality's record assets throughout their lifecycle.
- There is a need to foster a closer partnership between MOA General Government IT and Public Safety IT (AFD, APD) to clarify responsibilities and identify areas for improvement.
- Rapidly increasing paper costs due to industry consolidation and global economic trends create significant budgetary pressures.
- Rising postage costs continue to threaten mail processing volumes and operational capability despite ongoing cost-saving measures.

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Library

Library Director Virginia McClure, 907-343-2975, virginia.mcclure@anchorageak.gov

Mission: To provide a welcoming and inclusive space for all community members in Anchorage to learn and grow, through access to diverse resources, innovative programs, and knowledgeable staff.

Core Services:

- Administration provides departmental leadership and vision, as well as the library support services including marketing and communication, budget preparation and analysis, staff time and leave administration, staff training, public services coordination, facility management and room rentals.
- Adult Services provides reference and computer use assistance to the public, crafts and executes a variety of adult oriented programming, provides outreach programs and services to bring library services out into the community, assists in maintaining and selecting items for the adult print collection throughout the system, contribute ideas and input on the overall vision of the department.
- Automation Support provides support for library specific technology and software.
 - Works with the MOA IT department for installation deployment of internet and wifi. Supervises the Circulation division.
- Branch Libraries provide library services, including reference, adult and youth programming, and computer and wifi access, to neighborhoods around Anchorage.
- Circulation Services provides patron services including checking out books, issuing library cards, processing fine payments and purchases. Receives shipments and packs items to be sent out to other libraries. This department also process book returns, assess book status and repairs or removes damaged books and media, sends books to other library locations, and shelves books at the Loussac location.
- Collection Management Services Provides collection services for the library system in the form of overseeing the selection and purchase of all physical and digital materials.
- Technical Services provides processing services for all physical materials. Receives new items and enters the information into the catalog.

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- Youth Services provides youth reference and computer use assistance, crafts and executes a large variety of youth-oriented programming, including daily storytime presentations, provides outreach programs to bring library services to schools and daycares, assists in maintaining and selecting items for the youth print collection throughout the system, contribute ideas and input on the overall vision of the department.

Budget and Personnel: \$9.5 million; 75 FTEs

Recent Accomplishments:

- Loussac Youth Services staff held the annual Reading Rendezvous on May 18, welcoming about 2,300 patrons to the event and signing up around 1,200 people for the Summer Discovery summer reading program.
- Reached 65% phase for Alaska Wing renovation drawings, with very positive public feedback. The drawings for the 95% stage of the project will be ready in early July.
- Wilda Marston Theater upgrades in process, including new curtain for the stage.
- New self check stations and security gates to be installed at all five locations by August.
- Finalized funding for Loussac Library HVAC panel replacement.
- Finalized funding for Mountain View Security Camera capital project.
- Stabilized library budget after tumultuous 2021 and 2022 budget periods when staff vacancies included an open budget coordinator position. Caught up on payments to vendors, renegotiated contracts or solicited new contracts through RFP and ITB, allocated resources to critical safety and facility issues, and updated equipment.
- Transitioned to a new book vendor.
- Submitted three positions for overdue reclassification (1 finalized, 2 in progress)
- Held a successful staff Development Day which will segue into a strategic planning session in the fall.
- Prioritized staff training
 - Staff attended out-of-state conferences for first time since COVID
 - Providing in-person Crisis Intervention Training for all staff

Opportunities:

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- Utilize Alcohol Tax funding (already assigned) for three new library staff members to work with vulnerable populations. The staff position numbers have been assigned to another department so new position numbers will need to be created.
- Revise Library Code to increase room rental rates (not updated since 2017)
- The downtown library project is fully funded, including operational costs and $\frac{3}{4}$ of labor costs for ten years and is on track for the next feasibility study soon. The project is waiting for the final agreement between the MOA and the Library Foundation.
- The Alaska Wing renovation is on track and has support from the community. More fundraising is necessary, but the final plans will be ready by the end of the summer and should generate support for the project. The design meets the requests and findings of the task force created under the Berkowitz administration to determine what the community wants in the space.
- Build on success of the library materials pick-up locker model currently in place at Dimond Center Mall to increase automated service points throughout the Municipality.
- Joint project with the transit department to relocate Muldoon Library out of a leased facility into a new Muldoon Transit hub. Project in early stages, RFP just submitted for initial steps.
- Expand services to other parts of Anchorage with more remote lockers, converting empty MOA spaces in South Anchorage, or a mobile library. The five library locations serve the north, east, and midtown areas of Anchorage but there is a lack of service for south Anchorage other than the Girdwood location.
- Revitalize Loussac spaces to increase services to the public. Innovate with how spaces are used by the community. The Loussac renovation was envisioned as two parts. The first part was completed before 2020. Phase two of the renovation needs to be updated to account for technology needs and different ways patrons interact with the building.
- Update departmental organizational chart. The Library department organizational chart has morphed over the years into a less efficient structure. This has happened through downsizing some departments while creating new positions to meet the changing needs of the community.

Potential Challenges:

- Loussac Library's renovation-related lawsuit has a current estimated cost to the library \$50,000 in outside legal fees, which will negatively impact the library budget and thus the library services to the community.

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- Aging Loussac building in need of infrastructure repair and renovation.
 - Need new windows to be more energy efficient. Replace leaking skylight.
 - Outdated HVAC system. Several MOA buildings had similar HVAC systems, the Loussac building is one of the last still in need of a new, more efficient HVAC system.
 - Old carpet and outlets causing trip hazards at Loussac.
 - The elevator upgrade at Loussac requires additional funding. Bond money is not sufficient to complete the project. Existing funds are short \$275,000.
- Unhoused library patrons are in need of special services.
 - The library has not been able to provide specialized services for vulnerable adult patrons since early 2022.
 - Public facing library staff don't have the training to meet these specialized needs but do their best, causing stress and burnout, affecting employee retention.
- The Library Advisory Board has not been able to meet for several months, removing an important advising body that provides public feedback. This board also advocates for the library with the community. Several positions remain open.
- The library budget has normally been supplemented by grants from the Alaska State Library. That budget has been cut meaning libraries throughout the state will all receive fewer grant dollars.
- Over the years, the library has lost a significant number of staff while trying to maintain the same level of service. This is not always possible and at times service points are not staffed during all hours. This also impacts the number of programs the library can offer to the public as well as the ability to staff new locations.
- Security issues have steadily increased over the last ten years and the library does not currently have the budget to increase the number of guards in the security contract.
- The library is having communication issues with contract enforcement and post orders for Allied Security Company.
- Managing grants to outside organization:
 - Responsible for grant to Anchorage Library Foundation
 - Responsible for Alcohol Tax grant to Best Beginnings
- A 1% for Art installation that needs some repair and renovation. Communication around this project has been stalled.

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Parks and Recreation

Director Michael Braniff, 907-343-9810, michael.braniff@anchorageak.gov,

Core Services:

- Park and Community Development
- Park Maintenance and Operations
- Recreation Facilities and Services
- Healthy Spaces
- Anchorage Memorial Park Cemetery

Budget: \$24,588,109; 82 FTEs; 250 PTEs/seasonal employees

Recent Accomplishments:

- Incorporation of geospatial tools and vehicle monitoring software and hardware
- Developed a strategic plan for developing play assets across the municipality in an equitable way.
 - New inclusive playgrounds at Elderberry Park and William B Lyons Park.
 - Eagle River is developing a state of play for their service area to help inform development priorities.
- The Fairview Recreation Center (FRC) strategic plan helped identify needed improvements at FRC. Link: [Fairview Strategic Plan](#)
- Carried out successful yearly events:
 - Bike Rodeo, Family Skate at Westchester Lagoon, Mayor's Marathon, Haunted and Enchanted Trails, Solstice Celebration at Cuddy Family Midtown Park, Boo at the Beach, Bear Paw Festival and Winter Wonderland.
- Safety Coordinator hired May 2024.
- Maintained key partnerships.
 - Public/private partnerships: Anchorage Park Foundation, Boys and Girls Club
 - Governmental agencies and organizations: Anchorage Metropolitan Area Transportation Solutions (AMATS), Alaska Department of Transportation (AKDOT), Alaska Fish and Game, and Alaska State Forestry

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- Cooperative Use Agreement partnerships: Nordic Ski Association of Anchorage, Single Track Advocates, Chugiak Mountain Bike Riders, Chugiak Aquatics Club, Northern Lights Swim Club, Little Leagues, and Anchorage Racing Lion

Opportunities:

- Develop a partnership with YMCA at Bettye Davis East High School pool
- Anchorage Metropolitan Area Transportation Solutions pavement rehabilitation program
- Master Planning at Chester Creek Sports Complex, Mirror/Edmonds Lake Master Plan, Kincaid Park Master Plan, Potter Marsh Watershed Park Masterplan, Goose Lake Master Plan
- Staff Development and Retention opportunities through converting seasonal positions into full-time positions with benefits. Professional development series and strategic planning with all divisions.
- Public outreach, areawide events, partnerships with community garden organizations, community councils, and other organizations for Parks and Recreation Property and Assets

Potential Challenges:

- L71 and AMEA labor contracts suppressing wages below the level of the market
- Ship Creek to Coast Trail Connection jeopardized by a change in property ownership at the small boat launch.
- Wildfire and fuels management of 11,000 acres, Point Woronzof coastal erosion
- Increased popularity of trails combined with increasing speeds of e-bikes and other new forms of motorized recreation threatening trail safety.
- Aging, assets, and fleet.
- Reduced recreation facility hours and outdoor maintenance intervals due to staff shortages.
- Operation of McDonald Center transitioning to P&R.
- US Supreme Court ruling on Johnson v. Grants Pass.

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Public Transportation

Director Jamie Acton, 907-343-8484, jamie.acton@anchorageak.gov

Mission: To serve residents and visitors by providing public transportation that emphasizes quality, safety, cost effectiveness, and economic vitality.

Core Services:

- People Mover is the largest transit system in the state and provides service that connects our community with a reliable transportation option for work, education, grocery, medical, and leisure trips.
 - Maintains a fleet of 67 fully accessible buses that transports about 2.7 million riders annually.
 - Operates 14 transit routes (4 frequent routes, 5 standard routes, 4 neighborhood routes, and 1 commuter route) that serve the Anchorage and Eagle River areas.
- AnchorRIDES is a contracted, shared ride service that provides trips from origins and destinations by advanced reservations. Eligible riders include people with disabilities that prevent them from using People Mover, senior citizens (60+), and Medicaid recipients authorized for NEMT or HCB waiver trips.
 - Premium service area covers most outlying areas of Anchorage. Service in Eagle River is provided through a competitively bid contract with the Chugiak Senior Center.
 - In 2023, AnchorRIDES provided 150,053 total trips, serving 7,237 eligible riders, at an average operational cost per trip of \$45.20.
- RideShare provides carpool group subsidies and contractual oversight of COMMUTE with Enterprise for the Municipality of Anchorage (MOA) commute area. A carpool is a group of five or more riders who work and travel at agreed upon times, days, and locations.
 - In 2023, more than 5.2 million lbs. of CO2 emissions were eliminated and congestion on the Glenn Highway was reduced by removing over 219,094 single-occupancy vehicle trips saving more than 6.8 million vehicle miles traveled.

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Budget and Personnel:

Programmed Local Tax Dollars for PTD Labor/Non-Labor is \$30.5 million

Division	Labor	Non-Labor	FTEs	Vacancy
Operations	\$14,888,609	\$2,282,725	131	10
Vehicle Maintenance *	\$908,119	\$1,186,300	36	3
Non-Vehicle Maintenance (Site Enhancement Team) **	\$188,946	\$85,837	3	1
Administration	\$1,313,319	\$204,516	8	2
Customer Service	\$407,760	\$50,300	4	0
Planning/Marketing/RideShare ***	\$232,619	\$99,807	1.39	1
AnchorRIDES ****	\$161,192	\$5,464,803	1	2
TOTAL	\$18,100,564	\$9,374,288	184.4	19

*Vehicle Maintenance Labor is off-set by the use of grant funds. Total labor is \$3,885,529 of which \$2,977,410 is funded with federal grants in form of IGC.

**Non-Vehicle Maintenance Labor is off-set by use of grant funds. Total labor is \$275,263 of which \$188,856 is funded by 2024 Q1 Budget Revision supporting two (2) Site Enhancement positions. The remainder is off-set with federal grant funds in the form of IGC. 2 PCNs funded with local tax dollars. 3 PCNs funded by federal grants.

***Planning/Marketing/RideShare Labor covers 1.39 positions. Six (6.61) positions funded with federal grants.

****AnchorRIDES Labor covers one (1) position. Three (3) positions funded with federal grants.

Recent Accomplishments:

- Fulfilled community and staff requests for Transit Security as identified in [Transit on the Move](#).
 - This program has reduced the number of direct calls and responses required by the Anchorage Police Department, the Anchorage Fire Department, and the Anchorage Health Department's (Anchorage Safety

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Patrol saving critical response and staff time, and financial resources for the various departments.

- Initiated the Downtown Transit Center Site Selection Study to determine the best location for a transit center in Anchorage.
- Selected the Chinook Lot site for the Downtown Transit Center.
- Released the [2023 System Report Card](#)- which analyzes how PTD's three transportation services performed from January 1, 2023 to December 31, 2023.
- Initiated a triannual rider survey with record participation and notable increases in positive feedback across various aspects including safety, cleanliness, timeliness, and ease of use.
- Received and prepared new 15 People Mover buses for service which contribute to improved reliability and rider experience.
- Successfully secured full operating funding for Route 85 which maintains service to the Loussac Library.
- Introduced innovative technologies to improve communication and transparency with riders. PTD officially introduced and rolled out the mStop app, and upgraded its bus tracking technology, allowing riders real-time access to bus arrival times, receive personalized notifications about detours and schedule changes, and track buses on a map.
- Replaced and implemented a new workforce dispatching system which integrates with SAP and the CAD/AVL system.
- Successfully coordinated and closed out the Federal Transit Administration (FTA) Triennial Review for the period of 2019-2023. This 6–8-month, MOA wide effort reviews 23 areas of federal compliance of all federally-funded transit activities.
- Assembly unanimously passed [AO2024-20\(S1\)](#) expanding and clearly defining legal protections for public transit workers.

Opportunities:

- Expand UPASS Program, outreach to major employers along system ex: GCI, Fred Meyer, Carrs/Safeway.
- Transit-oriented development (TOD) in Muldoon/Debarr area with library, housing, community space, public health, and a transit center to improve safety and provide amenities to community.
- Rebrand People Mover, after the successful [system overhaul in 2017](#) the department is positioned to make updates to its current brand to better reflect who we are and aim to become.

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- Continue to implement the community priorities outlined in [Transit on the Move](#) as additional funding is identified.
- Attracting riders back after COVID (2019 was the first year of increased ridership in 10 years, rider capacity limits cut ridership by 50%).
 - Despite progress made in 2023, ridership challenges remain from the impact of the pandemic.
 - Ridership has increased 14% compared to 2022, however still lags pre-pandemic levels by -19% in 2023.
- Easy Park/ACDA offer a “[Downtown Employee Discount Program](#)” for individuals who work retail or at restaurants in downtown and make less than \$45,000 annually.
 - Discounted rates for parking lots and garages range from \$25.50-\$52.50 per/month. Currently the Assembly approved fare structure for a 30-day pass is \$60 for full fare and \$30 for a half fare (seniors 60+, Youth 5-18, individuals with Medicare cards, and Veterans).
 - PTD should incentivize People Mover as a competitive transportation option for Downtown Employees.

Potential Challenges:

- Contract with AnchorRIDES service provider, MV Transportation, expires December 31, 2025. Contract may be extended for two options of two year contracts, with the contract terminating December 31, 2029. The cost to provide the federally required paratransit service is extremely expensive.
 - PTD plans to conduct a third-party planning effort to assess the potential benefits, costs, and an implementation plan for bringing this federally required service in-house and no longer contacting out the service.
- Contract with Chugiak Senior Center- cost increases and increased service demands.
- MOA Central Services support and processes.
- Increased Work Comp and Protected Leave (FMLA/AFLA) claims.
 - MOA Safety Program and Alaska Department of Occupational Safety and Health (AKOSH).
- Ongoing Downtown Transit Center closure due to ACDA 6 Avenue Redevelopment project.
 - Development agreement in place, MOU, old lease, paying for space and utilities that are not being utilized.

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- Aging facility infrastructure at the John S. Parks, Transit Administration Building requiring frequent repair and replacement.
- Underground storage tank (UST)/soil remediation, aging UST on transit campus requires immediate attention due to environmental concerns. Multi-phase project beginning spring 2025.
- Obstacles to recruitment and retention due to national and local shortage of CDL bus operators and mechanics. Losing skilled CDL required staff to private sector industries paying higher wages.
 - The local shortage of CDL bus operators is impacting People Mover's ability to maintain a reliable service schedule. As a result, the October 28, 2024 service change will initiate a reduction of People Mover service and potentially AnchorRIDES. The service reduction will improve service reliability and the customer experience for riders, provide adequate rest and time off for bus operators between shifts, and will reduce the amount of programmed and forced overtime.
- Additional recruitment and retention obstacles due to:
 - Wage disparities (internal to MOA departments, private sector competition).
 - Lack of schedule and remote work flexibility and disparities for all levels of the MOA workforce (internal to MOA departments, private sector competition).
 - No defined benefit for retirement (MOA Tier 1-4 are all vastly different and cause recruitment and retention issues).
 - Loss of "flex" positions (bring someone in at a lower grade and then provide movement and growth as they develop skills without having to reclass a job, which avoids employee turnover due to seeking a higher pay grade).
- Winter maintenance and sidewalk accessibility to transit stops, hubs, and centers.
- FTA certifications and assurances need to be signed by MOA Attorney and Municipal Manager before any FTA grants can move forward. FTA annual closure, all grant activity for federal fiscal year 2024 will be wrapped up by August 2024 for September fiscal closure.

Utilities/Enterprise Activities

Anchorage Hydropower

Deputy Municipal Manager/Acting Hydropower Kolby Hickel,

907-343-7110, kolby.hickel@anchorageak.gov

Core Services: The Anchorage Hydropower Utility is an enterprise function of the Municipality of Anchorage (MOA). Its mission is to provide safe energy that is reliable to meet outlined agreements.

Budget and Personnel:

- 1 FTE
- 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. 2024 Revenue projected to be approximately \$5 million with expenses at \$4.7 million.

Recent Accomplishments:

- Completion and submission of the Fish and Wildlife Program to Governor Dunleavy as outlined in the 1991 agreement.

Opportunities:

- Continue outreach to educate the public on the program.
- Governor Dunleavy to decide on the proposed program in October 2024.

Potential Challenges

- Possible dam removal, which would render the utility useless.
- Governor rejects proposed program.

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Anchorage Water and Wastewater Utility

General Manager Mark Corsentino, P.E., 907-917-6551,
mark.corsentino@awwwu.biz

Mission: Provide safe and reliable water and wastewater services today and into the future.

Core Services:

- Operate five treatment facilities, two water and three 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.
- Serve an estimated 243,000 people via nearly 56,700 customer accounts. The certificated sewer service area is larger, encompassing nearly all of the Municipality.
- Anchorage Wastewater Utility (ASU) currently provides sewer service to approximately 252,500 people via approximately 57,600 customer accounts.
- AWWU receives regional landfill leachate and domestic sewerage from on-site septic systems on lots in areas not directly connected to the sewer system.

Budget and Personnel: 284 FTEs; 10 PTEs

2024 Budgeted Revenues: \$141.2M (\$71.8M AWU; \$69.4M ASU)

2024 Capital Budget: \$52.8M (\$24.6M AWU; \$28.2M ASU; plus an additional \$8M in grant funded projects was approved for AWU but not appropriated; that will occur once the grant dollars are received)

Full Time: 284 budgeted

Part Time: 10

Recent Accomplishments:

- 2023 NACWA Gold Awards for compliance for Asplund and Eagle River WWTF's and Silver for Girdwood WWTF.
- Perfect compliance with the Safe Drinking Water Act (SDWA).

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- Installation of renewable hydroelectric power generating turbines in two of our water distribution facilities that can generate enough electricity to power our facilities and dozens of homes, offsetting natural gas.
- Maintained AA+ Bond rating.
- Provided rate relief for low-income households on the order of \$500k through the State/Federal Low Income Household Water Affordability Program (LIHWAP)
- Enhanced safety culture with comprehensive and refined training and comprehensive operational safety policies.
- Successfully secured grant funding through the Alaska Congressional Delegation with a combined intake of over \$50 million with a high probable request of an additional \$70 million to address public health concerns.
- Successfully in procuring and maintaining high quality equipment to support water distribution and wastewater systems. This is due to the information tracked and maintained within our Maximo work management system, preventive maintenance procedures and the efforts and effectiveness of our expeditors and fleet maintenance staff.
- Maintained a strong community favorability (89.5% positive community feedback based on a 2021 survey). In addition, AWWU consistently places higher in overall customer satisfaction when compared with other local utilities in customer surveys. The next AWWU customer survey is scheduled for December 2024. AWWU also maintains a healthy relationship with the Development Community and is not viewed as an impediment to progress but rather as a partner.

Opportunities:

- Waste to Energy (WTE) and Deep Well Injection (DWI) are transformational opportunities that need to be further evaluated and continued to provide local solutions to PFAS, leachate, biosolids and hazardous waste disposal with the benefit of renewable firm power with WTE and a stable revenue stream with DWI if done for regional/statewide needs. Provide exceptional partnership opportunities with JBER and other MOA Departments.
- Re-establishing the AWWU Board Authority to benefit the public health of the MOA and its water and sewer customers to allow for a sustainable environment. stewardship through autonomy and flexibility to respond to ongoing environmental regulatory and financial challenges and staffing changes and could provide for a path to deregulation to allow for even more rapid adaptation and evolution to meet the community's needs.

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- Facility consolidation at our King St. Facility to provide a more cohesive working environment for staff which would open up a large tract of prime real estate in Spenard for redevelopment for the private sector
- Develop necessary partnerships with professional and vocational training programs like AVTEC, Job Corps, the Plumbers Union and the University of Alaska to build a critical skills job bank.
- RCA case involving AWWU's petition to remove bulk unfinished water sales to bottlers that are an operational and security liability to Anchorage's primary water supply at Eklutna.
- In anticipation of a January 2025 submission to the EPA, Asplund WWTF 301(h) permit re-application effort is undergoing rigorous scientific data collection, studies and collaboration with regulators and stakeholders.
- Working with MOA Labor to changes to allow for a Federal Job Corps program to provide qualified candidates for AWWU Union jobs and to re-classify SCADA positions to IT
- Program Management Office (PMO) contract going through the procurement process to supplement AWWU staff to be able to implement the millions of dollars of federal grant awards
- AWWU is actively working on a Utility wide Strategic Plan Update to guide us towards "Sustainable operations in a transformative era."
- AWWU is a critical stakeholder in the Eklutna Hydro Owners Fish and & Wildlife Study, which is going through an active public review process

Potential Challenges:

- The ability to contract services and materials through procurement in a timely fashion is threatening our ability to meet our essential community service levels and eroding staff morale and leading to burnout.
- The ability to recruit, retain or reclassify staff through the recruitment and reclassification process in a timely fashion is threatening our ability to meet our essential community service levels and eroding staff morale and leading to burnout and a significant backlog of work.
- AWWU has a significant amount of equipment that must be housed in a warm storage building in the cold winter months. The current King Street Warm Storage building is undersized for the quantity of equipment in use.
- Difficult to attract labor and fill vacancies with current pay rates, retirement package, and lack of remote work options for represented employees.

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- The lack of a comprehensive management and disposal strategy for fats, oils and greases (FOG) and landfill leachate is a threat to ongoing compliance.
- All AWWU wastewater permits are up for renewal in an era of rapid environmental regulatory changes; additionally, the drinking water regulatory landscape has rapidly changed and our pristine water source at Eklutna Lake is in the middle of a complex water re-allocation evaluation as part of a Federal Fish and Wildlife Study.
- Defining and maintaining affordability in our rates for our customers is an ongoing challenge in this time of rapid regulatory change.
- Increasing regulations for AWU such as the EPA Lead and Copper Rule, regulatory limits for per- and polyfluoroalkyl substances (PFAS), ADEC Compliance Order by Consent (COBC) for the Girdwood Water System, and uncertainty over the future of the Eklutna Lake and River with regards to AWU's ability to continue to use the Eklutna Water Treatment Facility as the primary water source for the Anchorage bowl and Northern Communities. Detection of PFAS in a number of AWU's high production water wells has reduced the availability of ground water to supplement AWU's surface water sources.
- Increasing regulations for ASU such as the pending ADEC Human Health Criteria regulations and EPA PFAS regulations for wastewater. In addition, ASU has ongoing permit renewal processes at each of its three wastewater treatment facilities. Some of these permits have been administratively extended for nearly two decades and efforts are underway to renew them. Significant financial liabilities are associated with these permit renewal efforts.
- Ongoing loss of key personnel due to retirement, work schedules, short staffing, general dissatisfaction in some work groups, and inability to hire qualified personnel to fill vacancies in wastewater collection, water distribution and operational technology hinders our ability to maintain a healthy workforce and results in a high vacancy rate for AWWU. This places additional burdens on remaining employees and supervisors who must pick up the extra workload.
- As a municipal department, AWWU's association with the MOA, which is on OSHA's severe violators list, limits our ability to join programs like SHARP, despite AWWU having a strong safety record.
- Cybersecurity threats to the utility can disrupt services, compromise water quality, and endanger public health and safety.
- Several software application systems are deprecated and no longer supported by the vendors. Those applications are rev-locked and applying Microsoft

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security patches or updates is no longer possible. One example is AWWU's Customer Information System.

- AWWU maintains several enterprise software systems for essential business needs (CIS, Maximo, SCADA, GIS, SAP, AMIS, etc.), all of which have invaluable data that don't readily provide necessary information needed to make strategic business decisions. We have an ongoing level of service (LOS) and key performance indicator (KPI) effort underway to transform our data to information that can replace PVR's and provide real time decision making dashboards
- Market prices, decreased pool of contractors and long lead times for supplies, equipment, vehicles and services continue to escalate causing budgeting issues and delays in rehabilitation and repair of our water and sewer assets.

Appendix:

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 we share one workforce, AWWU operates as two separate economic and regulated entities: the Anchorage Water Utility (AWU) and the Anchorage Wastewater Utility (ASU).

AWWU is environmentally regulated by the Environmental Protection Agency (EPA) and the Alaska Department of Environmental Conservation (ADEC).

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Airports | Merrill Field Airport

Deputy Municipal Manager/Acting Airport Manager Kolby Hickel, 907-343-7110,
kolby.hickel@anchorageak.gov

Mission:

- Provide an environment that meets the needs of the general aviation community
- Encourage private business
- Promote economic development
- Maintain a viable financial position and
- Be a good neighbor within our community

Core Services:

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

Budget and Personnel: \$2.2M; 11 FTEs

Recent Accomplishments:

- Recruited an experienced Airport Manager.
 - Start date: June 17, 2024.
- Recruited an Airport Maintenance Tech II to fill vacancy.
- Runway 7/25 Rehabilitation Design 100% submittal.
- Instrument Flight Procedures.
- Currently working on closing the Operational portion of FAA CARES Act Grant.
- Received a Period of Performance extension for the Development Addenda to accomplish one more project (Snow Removal Equipment Building Roof) via the FAA CARES Act Grant.

Opportunities:

- Access federal redevelopment or “brownfield” funds for improvements to airport property on or near the old landfill.
- Continue to enhance relationship with UAA to expand aviation related University and vocational education.

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- Strengthen relationships with nearby residents.
- Educate and involve community council leadership via MAAAC Commission meeting

Challenges:

- Current leaseholders and future land uses are affected by methane emissions and other impacts from the old landfill.
- Potential loss of airport acreage from future Glenn Highway expansion.
- Retain quality airport management.
- Improve relationships with community councils.

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Don Young Port of Alaska

Director Steve Ribuffo, 907-343-6201, steve.ribuffo@anchorageak.gov

Mission: Don Young Port of Alaska is a Municipality of Anchorage owned facility that serves all of Alaska and the nation. It is Alaska's most versatile port that handled 5.2 million tons of fuel and freight in 2022, including containers, liquid bulk, dry bulk, break bulk, and cruise ships too.

Core Services:

- Provide a maritime industry standard facility that ensures the safe and efficient execution of commercial operations for all port users.
- As a Commercial Strategic Seaport and member of the National Port Readiness Network, supports U.S. Army – Alaska and the Department of Defense as directed when directed.
- Support both the Federal Emergency Management Agency and the State Department of Homeland Security and Emergency Management if, and when, disaster response and recovery support is needed.

Budget and Personnel: \$16 million; 21 FTEs

Recent Accomplishments:

- Revenues and expenses continue to be in alignment with forecasts; the Port continues to successfully meet its MESA and Dividend obligations.
- Port of Alaska Modernization Program (PAMP) continues on track as laid out in the planning documents. Continued program support from the municipal administration is essential to maintain the momentum.
- Obtaining notice-to-proceed from MARAD for the second year of work on PAMP North Extension Stabilization Phase 1 (NES1). This now allows full use of our 2022 PIDP grant award of \$68.7M, as well as State matching funds. Both result in NES1 costing the port users and Alaskans nothing extra.

Opportunities:

- A significant financial boost for PAMP (up to \$367M) when the MARAD lawsuit appeal ruling is made.

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- Three more years of IIJA infrastructure money opportunity. The Port applies for all applicable federal grants as a means of reducing required debt service to cover PAMP costs.
- Opening the Petroleum-Cement Terminal (PCT) to fuel operations by the end of summer.
- Concurrence from HR to increase Port staffing by one FTE to create an additional engineering technician to help manage the administrative aspects of all ongoing engineering services.
- Working to solidify the design of the cargo terminals with costs and financing over the next 1-3 years.
- Relieving the Port of its annual MESA and/or dividend obligations and directing those dollars be obligated as the local contribution to PAMP.
- High potential of being selected as the host port for the commissioning of the USS Ted Stevens (2026).
- Finalizing a design selection for PAMP Terminal 2 (Once this is done, the PAMP path is set for at least the next 10 years)
- Approval of “plus-ing” up the Port staff by 1 FTE for engineering/project management oversight and administrative support
- Assuming the Municipality has an appetite to keep the Ship Creek Small Boat Launch in operation, find a means that either: 1) does not involve the Port, or 2) involves the Port but not its traditional user fee budget.

Potential Challenges:

- Too much influence over port operations and PAMP design in the hands of port users, while limited credibility is given to the opinions/positions of the Port staff.
- Continuous Municipality Department staff shortages/inexperience in Legal, IT, Comptroller, and Purchasing directly impact the timeliness of Port activity execution. These are services for which we pay IGCs, but for which we are not getting our money’s worth.
- Municipality inability to define a long-term plan for the Ship Creek Small Boat Launch may continue to keep it as a burden on the Port, where port user fees would continue to be diverted from their legitimate purpose to operate and maintain a facility from which the Port users get no benefit.
- Loss of port staff operational and management experience because of an administration change.

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Solid Waste Services

Acting Director Kelli Toth, 907-343-6289, kelli.toth@anchorageak.gov

Core Services:

- Enterprise Utility operation and management of Refuse Disposal at the Anchorage Regional Landfill, Central and Girdwood transfer stations.
- Operation and management of Refuse, Recycling, and Organics Collection within a defined service area in Anchorage.

Budget and Personnel:

Overall Budget: \$52,959,431 FTE: 118.3

Disposal Budget: \$28,649,935 Disposal FTE: 58

Refuse Collections Budget: \$12,154,748 Refuse Collections FTE: 26.5,

No Admin Budget because it gets allocated to both of the other utilities Admin FTE: 33.8

Recent Accomplishments:

- Opened two new facilities:
 - The Anchorage Regional Landfill Administration building and shop that was replaced from the 2018 Earthquake destruction.
 - The Central Transfer Station opened in September 2023, providing a state of the art facility that encourages more diversion of items, more access to the household hazardous waste facility, recycling of used oil, a reuse store for free item pick-up, and recycling of household appliances more efficiently.
 - Queuing times are much shorter, safety is increased due to separated traffic patterns.
- Awarded \$400,000 USDA Compost Food Waste Reduction grant, to begin in June 2024.
- In collaboration with the Anchorage Fire Department, SWS will soon open the new Central Wood Lot located at the Materials Recovery Facility at the (MRF). Anchorage residents particularly on the south side of Anchorage have experienced a closure of the southside wood lot, opening this new facility

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three days a week is a small first step.

- SWS opened the new Materials Recovery Facility by relocating the organics transfer site from the Anchorage Regional Landfill.
 - This new program increased organics diversion from the landfill by over 50% last summer. Because of the new MRF, commercial haulers with curbside programs doubled their number of available customers, increasing from 100 to 300 curbside customers.
 - Relocating the Organics Transfer to midtown resulted in decreasing environmental impact, GHG emissions, created efficiencies of savings in time and money for refuse collections who do not have to daily make trips out to the Anchorage Regional Landfill.
- As part of a Department of Energy grant, SWS took delivery of two 520ev garbage trucks set to integrate into the existing collections fleet in June, 2023.
- Successfully hired key staff including CFO, and Customer Service Supervisor.
- Finalizing construction of an additional leachate pond and infrastructure upgrade.
- Three significant policy changes were updated including the lithium battery policy- all lithium batteries must be routed through household hazardous waste, SWS will not accept any PCB containing materials.
 - Similar policy, but written more clearly due to increased pressures of certain contractors of demolition projects, and the 50% recycling credit for large scale commercial recyclers with residual materials to dispose of in the landfill.

Opportunities:

- The Materials Recovery Facility was promised when the concept of opening the new facility began. This summer, SWS plans to open to the public 3 days a week Thursday, Friday, Saturday for organics collection, both food scraps and landscaping debris, open a Central Wood Lot with the support of the Anchorage Fire Department, and collect plastics, free to residents, for Alaska Plastic Recovery that makes “Grizzly Wood” a recycled plastic lumber, and reMade will move in to collect furniture, collectibles, antiques and other items otherwise destined for the landfill.
- SWS, in partnership with members of the newly formed Anchorage Compost Coalition, will teach 5 backyard and 5 vermicomposting classes along with advanced courses for those interested in teaching. Members of the compost

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coalition include Anchor Gardens, and Yarducopia as well as other interested gardening and composting enthusiasts.

- Increasing group tours at the new Central Transfer Station, developing a school program for sustainability including recycling, energy conservation and composting.
- Anchorage's recycle rate is one of the lowest in the nation, public discussions about recycling, entrepreneurial opportunities, and the importance of lengthening the life of the landfill is a tremendous opportunity for growth of the diversion programs including recycling, reuse and composting. SWS provides a recycling trailer to be showcased at several public events.
- Recent preliminary notice of the Congressional Delegation Award from Senator Murkowski for \$13 million, in conversations with JBER and Doyon regarding a Leachate Injection Well feasibility of project and test well drilling.
- SWS is looking toward a new request for information on Waste to Energy options.
- SWS received an additional Waste to Energy Advisory grant from the National Renewable Energy Lab.
- RFI is forthcoming for a feasibility project to scrub landfill gas to produce Renewable Natural Gas and contribute to the Gas pipeline nearby.
- The Department of Energy and the National Renewable Energy Laboratory dignitaries will visit SWS in July, in conjunction with our Department of Energy Grant.

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Potential Challenges:

- Changing Federal and State regulations may impact SWS's various permits directly related to landfill operations which could adversely impact the city. Changing regulations may impact the landfill, air quality, and the permitting relating to leachate. SWS has already finalized a zero tolerance to PFAS and PCB acceptance at the landfill to mitigate any future liability for SWS should permit requirements change.
- SWS is subject to State and Federal Regulators regarding the permitting of the landfill, air quality, and leachate management. Reporting requirements are stringent and require staffing levels that strain the department.
- SWS continues to recruit for the Chief Engineer position that has been vacant for almost a year.
- SWS has several vacancies that must be filled, limiting administrative capacity. Several applicants have declined offers, no-show at interviews, or declined interviews. SWS must be quick to respond to applicants otherwise we lose qualified applicants and currently lack the ability to offer competitive wages and benefits.
- Opening a new facility (MRF) creates uncertainties particularly to staffing, pressure to increase hours, and ability to move large volumes. Keeping up with demand is a concern.
- The Cell 9 Seep project result is unknown. Meaning, when the trash is peeled back from the liner and inspection occurs, the outcome and next steps are unknown, contingent upon whether a hole in the liner is found or if any other results indicate the leachate seep.
- SWS installed a Battery Charging System for the EV trucks. Unfortunately, the cabinet was installed under a canopy, and the internal components do not meet several national standards and requirements under the jurisdiction of our Fire Inspector.
 - Discussions with the manufacturer, a Canadian company, are ongoing regarding trouble shooting the internal components to meet inspection.
 - Relocating the battery charging system to another municipal department rather than incurring another approximately \$200K for relocation may be necessary.

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- The historic landfill at Merrill Field continues to seep liquid. A test de-watering well will be drilled this year to mitigate liquid seepage onto 15th Ave, which is problematic for drivers in the winter.
 - The liquid seep along with an aging gas migration system may require an upgrade to a gas collection system. For now, SWS will install a gas probe for data collection and analysis. SWS is being monitored by Alaska Department of Environmental Conservation regarding requirements to monitor and analyze both issues on a specific timeline and regularly report progress.
 - SWS is collaborating with Street Maintenance, AWWU and PM&E to solve the issue.
- A large fire broke out in 2020 in the same area as where leachate seep was discovered last fall at the Anchorage Regional Landfill. Currently, the outcome of the Cell 9 seep project is unknown.
 - SWS will begin digging down through 3 years of Municipal Solid Waste to inspect the landfill liner for damage and repair if necessary, construction begins hopefully at the end of June first week in July.
- A lack of stable leadership in the Director role has caused strain on the department across programs.
 - A breakdown of communication and oversight of the Safety program resulted in over \$400,000 in alleged fines to SWS in five separate investigations from AKOSH. The result was three of the investigations were resolved, some were accepted by MOA some were deleted by AKOSH resulting in \$10,311.70 fines to be paid through investment in Safety programs. Two citations will advance to a legal hearing.
 - SWS is in the process of standing up a new Safety Advisory committee to review accidents, injuries and near misses as well as any identified hazards or concerns on a quarterly basis.
 - SWS posted and offered the position to a new Safety Coordinator who accepted, then informed SWS he is no longer able to fulfill the role, thus, SWS will be posting the position again. In the meantime, SWS will work with contractors to improve workplace safety programs and training.
- SWS has several vacancies in the department. While working to fulfill all positions, SWS has been unable to compete due to low hourly wages.
 - The department needs to fulfill key roles including the Director, Expediter, Chief Engineer, Working Foreman at the Landfill, Mechanics, Utilitymen, Journeyman, Customer Service representatives, laborers

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etc.

- The Cold Weather Shelter that was located at the vacated Administration Building at SWS is in severe need of repairs, including a complete roof replacement before winter. The Roof replacement bid Request for Proposal resulted in one bidder for \$1.4 million dollars, about \$500K more than was encumbered and budgeted for the project. Interior repairs must be completed before winter.
- As a component of the Compliance Order By Consent, under our Title V Air Quality Permit, SWS will upgrade the Gas Collection and Control System, GCCS, and destroy up to 4,000 scfm landfill gas, adding an additional flare and blower no later than September 30, 2028. SWS is working toward this requirement.

Community Development

Development Services Department

Acting Director Greg Soule, PE, 907 343-8443 (desk),
gregory.soule@anchorageak.gov

Mission: To promote robust, responsible, and sustainable development in the municipality, to enforce building safety, to ensure land uses conform with the adopted codes and municipal rights-of-way are safe for the traveling public.

Core Services:

- Permitting Division is responsible for the intake and processing of permit applications for all earthwork, construction, and change-of-use activities in the municipality of Anchorage and performs the cashiering functions for Development Services, Planning, Fire, Traffic and Fire departments.
- Engineering Services performs structural, electrical, architectural, plumbing, and mechanical plan review for permitting.
 - The On-site Water and Wastewater section is also included under Engineering Services responsible for the permitting and inspection of all private well and septic systems.
- Right-of-Way (ROW) Enforcement oversees permitting and inspection of all construction occurring within municipal ROW and municipally controlled easements and ensures proper and legal uses of the rights-of-way by administering and enforcing Anchorage Municipal Code Title 24.
 - Land Use Enforcement (LUE) administers and enforces Anchorage Municipal Codes for safe construction, rental housing, and responsible development. They ensure continuity of business licenses through inspections of liquor, marijuana, and towing premises, and perform Zoning inspections for all permitted construction. Addressing provides Addresses and Street name approvals and address and street mapping data for Emergency Services (911).

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- Inspections Division includes the Building Safety section which inspects all permitted construction within the Anchorage Building Safety Service Area (BSSA) to ensure compliance with the adopted building codes (Structural, Electrical, Plumbing, Mechanical).
 - They perform code compliance inspections for existing buildings, and include staff dedicated to inspections of all elevators and escalators.
 - The Code Abatement section responds to issues regarding dangerous buildings, vacant and abandoned buildings (VNAs), complaints related to work performed without permits, building code violations, unlicensed contractors. They perform code compliance inspections of damaged structures and enforce Titles 9, 10, 14, 15, 21, 23, 24, 25, and 26.
- Private Development administers development agreements, performs civil engineering plan review, and provides construction oversight for privately funded infrastructure projects within public rights-of-way.
 - They work closely with the Planning Department to ensure infrastructure improvement requirements are fairly imposed on new subdivisions in accordance with Title 21 and work with individual property owners to develop access to existing lots for development. Additionally, Private Development performs the civil site plan review, flood hazard plan review and Stormwater Pollution Prevention Plan (SWPPP) review and inspection for all commercial permits.

Budget and Personnel: \$12.14M; 70 FTEs

Recent Accomplishments:

- Significant efforts to coordinate the demolition of derelict vacant and abandoned (VNA) properties with federal funds addressing 13 priority problematic properties for APD, AFD, Code Abatement and their surrounding neighborhoods.
- Increasing efforts to enforce more “junk” property clean up by hiring contractors to perform the work and subsequently liening the property.
- Pursuing replacement of our current permitting, inspection, and enforcement case tracking software.
- Initiating the process to adopt the 2024 ICC codes. The MOA skipped the last update in 2021 so we are still on the 2018 version of the building codes.
- Processes for 3rd party plan review for commercial development.

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- Respond to community roof trusses failures due to heavy snow loads with notification & guidance.

Opportunities:

- Identify additional ways to streamline review and inspection processes to lower developer costs.
- Work with developers to resurrect/complete former failed developments.
- Identify undeveloped rights-of-way to prioritize on the MOA Life and Safety Road Improvement project list to promote development in currently inaccessible areas and/or existing “paper platted” subdivisions.
- Dedicate an attorney from MOA Legal staff to follow up on Code Abatement and Land Use Enforcement cases for a period of six months to allow staff to catch up with the current caseload.
- Adoption of the International Code Council’s (ICC) Property Maintenance code would simplify Code Abatement and LUE efforts to compel landlords and derelict property owners to maintain safe and habitable properties.
- Expand the Code Abatement section by two full time officers is critical to furthering our blight reduction efforts and to improve the safety and quality of life for low-income renters and assisted living occupants by forcing derelict landlords to bring properties into code compliance.
- Contract with a professional elevator inspector to reduce the backlog of inspections since the recent departure of our lead elevator inspector.
- Focus on closing the backlog of existing open permits.
- Work with Human Resources to establish an electrical plan review position to be staffed by a current member of the electrical inspection team to shore up electrical plan review.
- Revamp our fine collection protocol by assessing unpaid fines to property taxes.
- Hire an MOA Grant writer to seek out and apply for state and federal grant opportunities.
- Internal audit review of department finances to ensure all department revenues are staying in the department.
- Updating and consolidation of the multitude of Development Services Policies, Procedures and Handouts is needed to reflect recent changes to code and design criteria.
- Translation of key policies, procedures and handouts to critical languages is needed.

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- Currently pursuing federal grant money in cooperation with Anchorage Community Development Authority (ACDA) for acquisition and demolition of many more VNA's to spur redevelopment and create additional affordable housing.

Potential Challenges:

- The revenues generated from permitting and inspection fees do not cover labor expenditures. The fund deficit is now over \$15M and increasing annually. Recent actions to reinstate a small mill levy in the BSSA will offer relief on the current deficit.
- Continuous turnover of Permit Counter staff reduces efficiency and increases stress on staff.
- Lack of qualified applicants for vacant positions at Permit Counter, Engineering Services and Elevator inspection positions.
- Retirements in next few years (22%-28% of Division staffing) and loss of institutional knowledge.
- Increased frequency and severity of vehicle maintenance due to extremely high mileage vehicles reduces ability to deliver timely service.
- Previous construction seasons have shown that the surety industry is becoming risk averse with respect to issuing performance bonds to contractors with smaller capitalization. This eliminates competent contractors from bidding on larger Private Development projects resulting in less bidding competition, and ultimately, higher development costs.
- Permitting software (INFOR) is outdated with insufficient technical support, resulting in plan review and inspection inefficiencies, and hundreds of wasted staff hours finding workarounds. We are working to get an RFP for the INFOR replacement to Purchasing in 2025.
- Sprung Structure to finalize the permitting in the event the building does get shipped up and erected for shelter or related purpose.

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Planning Department

Director Craig Lyon, 343-7996, craig.lyon@anchorageak.gov

Mission: To guide Anchorage land use development and community resources to meet the quality of life, economic, social, environmental, and physical needs of present and future residents.

Good planning makes for livable neighborhoods, a safe and healthy community, and a sustainable economy. How land use fits in with housing, transportation, community and economic development gives Anchorage its character.

Core Services:

- The Planning Department provides professional, technical, and analytical expertise that assists the community in identifying goals, policies, and objectives governing growth and future development within the Municipality of Anchorage. The department develops and implements area-wide, district, and neighborhood plans that meet community desires, needs, and expectations for our winter city community.
- Current Planning
 - Processes zoning, platting and other development applications requiring land use actions and staff support to four (4) adjudicatory/regulatory boards: Planning & Zoning Commission, Platting Board, Urban Design Commission, and Zoning Board of Examiners and Appeals. They develop ordinances to amend codes and regulations as needed to respond to market needs and public safety.
- Long Range Planning
 - Creates, updates, coordinates, and implements the Anchorage Comprehensive Plan (Anchorage Bowl, Chugiak/Eagle River/Eklutna, and Girdwood/Turnagain Arm); They prepare and implement district and neighborhood plans, conducts planning studies; and draft policy guidance and ordinances to amend code as needed to implement plans.
 - Administers and maintains Anchorage's Wetlands Management Plan and issues wetlands permits per COE guidelines. Prepares and updates the Land Use Plan Map to include assisting the public in the development and construction of residential, commercial, and industrial projects

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consistent with the Municipality's Comprehensive, District and Neighborhood plans.

- Provides staff and support to the Historic Preservation Commission, the Geotechnical Advisory Commission, and the Watershed and Natural Resource Advisory Commission.
- Transportation Planning
 - Supervises and coordinates the AMATS (Anchorage Metropolitan Area Transportation Solutions) Program through a cooperative, coordinated, and comprehensive planning process with a core service to develop and implement a multi-modal transportation system for the Municipality of Anchorage.
 - Maintains eligibility for Federal Assistance for road, transit, trail, port, freight, and air quality improvements and coordinates the preparation of updates to the Transportation Improvement Program (TIP), as well as updates to the Metropolitan Transportation Plan (MTP) and Non-Motorized Transportation Plan.

Budget and Personnel:

- Current staffing is 29 FTEs. Personnel cost is \$3,346,083.
- 5 of the 29 FTEs are Transportation Planning/AMATS positions and funded by federal funds.

Recent Accomplishments:

- In the last 18 months, the Planning Department has processed and implemented 23 code changes to Title 21. Examples include:
 - Amendment to eliminate minimum parking requirements.
 - Chapter 11 Downtown amendments.
 - Rewrite of Accessory Dwelling Units (ADU) regulations.
 - Adoption of the Our Downtown Anchorage District Plan.
 - Clarifying and simplifying application for Special Land Use Permit (SLUP) for Alcohol.
 - Providing flexibility for Floor to Area Ratio (FAR) in commercial business in B-1A district.
 - Three and four plex amendment to residential.
 - Reducing required open space.

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- Site access amendment.
- Simplifying requirements for changes in the direction of conformity.
- AMATS Safety Plan adopted March of 2024.
- AMATS 2050 MTP adopted February of 2024 with final approval by FHWA/FTA May 2024.
- AMATS UMED Transportation Demand Management Study and Toolkit adopted September 2023.
- AMATS Transportation Systems Management and Operations Strategic Implementation Plan December 2023.

Opportunities:

- The development community has suggested the existing residential design standards cause unnecessary increases in the cost of construction and have asked us to remove them entirely. The Planning Department is working on revisions to help mitigate the burden in a manner that is consistent with our adopted plans.
- Planning has been working with the Anchorage Community Development Authority (ACDA) and AWWU on the creation of a program that will help with infrastructure costs for development (water, sewer, roads) while incentivizing construction of multi-family housing. The high cost of infrastructure improvements has been identified as a significant barrier to both new and infill housing projects. This project should be a top priority.
- Relationships with the development community and our Assembly partners need to improve in order to work together effectively on matters of joint concern. Restore respect for the roles of each branch of government within the daily functioning of our local government.
- CDBG-Disaster Recovery (DR) funding for various land use planning projects to include an updated Municipal Housing Forecast, Buildable Lands Capacity Study, and Chugiak-Eagle River Comprehensive Plan Update.

Potential Challenges:

- Staffing challenges related to low pay rate and telework availability. Pay scale in the private sector typically starts at where our pay scales top out. Several good candidates have either not accepted positions or left the Planning Department due to inability to work a hybrid schedule.

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- Some positions have been vacant since September of 2023, despite actively recruiting.
- The relationship with Assembly must improve to solve challenges collaboratively.
- A lack of training opportunities for staff disincentives employees to achieve or maintain professional credentials due to lack of compensation for membership fees and continuing education credentials, Increasing the training budget to allow for attendance at conferences and trainings could boost employee qualifications.
- ROW Management Study
- Manufactured Housing Communities Feasibility Study
- Spenard Parking Corridor Study
- Downtown Streets Engineering Study
- Community Council Boundaries 10-Year Review
- AMATS Climate Action Plan
- AMATS Complete Streets Plan
- HOME Initiative (Assembly Sponsored)
- Site Access ordinance revisions

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Project Management & Engineering

Acting Director Melinda Kohlhaas, P.E., 907-343-8110,
melinda.kohlhaas@anchorageak.gov

Mission: Project Management and Engineering's (PM&E) principal mission is to deliver public capital road and drainage improvement projects vital to maintaining and improving Anchorage's transportation network and storm drain system; and to protect the quality of all Anchorage's streams and waterways to comply with federal and state regulations, specifically the Alaska Pollutant Discharge Elimination System (APDES).

Core Services:

Services support internal and external department needs and include technical engineering review and design, surveying, land record management, right-of-way acquisition, GIS technology, geotechnical evaluations, and construction materials laboratory testing.

Budget and Personnel:

- Current staffing is 29 FTEs (5 vacant). Personnel cost = \$4.2M.
- 23 FTEs are funded by Anchorage Roads and Drainage Service Area (ARDSA) bond funds. These positions deliver or support delivery of road and drainage projects. Personnel cost = \$3.5M.
- 6 FTEs (3 WMS and 3 GIS staff) are funded by general operating funds. Personnel cost = \$0.7M.
- The average ARDSA bond package over the past 5 years (2019 – 2023) has been about \$36M. The 2024 amount of \$47M is 36% higher than the previous year.

Recent Accomplishments:

- Successful delivery of the 2023 construction program with contract amount of \$33M. Projects included neighborhood roadway and drainage projects; Downtown Signal and Lighting Upgrades, 32nd/33rd Avenue Upgrades, 100th Avenue Resurfacing, Lake Otis Parkway Resurfacing; and several pedestrian safety and traffic calming projects.
- Coordination with Alaska DOT&PF to leverage federal funding (MOA match is 9.03%) for Anchorage streets through the Anchorage Metropolitan Area Transportation Solutions (AMATS) program. 11 projects underway.

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- Emergency sink hole repair at Debarr Road near the Bragaw Road intersection last fall.
- Developed a stormwater assessment methodology to efficiently evaluate drainage infrastructure rehabilitation needs. Chester Cr completed and Campbell Cr underway.
- Completion of triannual road rideability survey of all paved roads in the MOA in 2023.
- Successfully passed an APDES program audit by Alaska Department of Environmental Conservation (ADEC) in 2023 with zero corrections.
- Developed application process and review for Emergency Snow Disposal sites for ordinance AO 2024-6.
- Completed 2024 update of Municipality of Anchorage Standard Specifications.
- Rolled out [Project Center Dashboard](#) and Right-of-Way (ROW) acquisition platform.
- Engineering Manager traveled to Helsinki and Oulu, Finland to attend Cycling Urbanism Masterclass facilitated by the Winter Cycling Federation.
- Engaged with public at Transportation Fair, Job Fair and Bike to Work Day treat station.

Opportunities:

- Coordinate with AMATS & Alaska DOT&PF to establish procedures for MOA to design projects using bond funds and construct projects with Federal funding.
- Partner with the Winter Cycling Federation in development of the Winter Cycling Planning Guidebook to inform future planning and design criteria updates.
- Change bidding timeframe to fall with a spring NTP for large projects to allow for long lead items and take advantage of entire construction season.
- Explore separating Director & Municipal Engineer positions to avoid the need for long-term acting responsibilities. Historically the Director has assigned the duties of the Municipal Engineer to the Engineering Manager as acting responsibilities.
- Obtain grant funding to modernize the vertical survey datum for accurate data.
- Explore changes to the Road Improvement District (RID) component of Title 19 to improve viability by reducing assessment costs.
- Ensure active participation by PM&E staff in transportation planning activities such as the ROW Management Plan, the AMATS Complete Streets Plan, Long-Range Transportation Strategy and Downtown Streets Engineering Study.

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Potential Challenges:

- Inability to amend A/E contract rates for phased work or long durations is impractical.
- Aging storm system has potential for more failures and costly rehabilitation.
- Capital needs exceed \$2B. Loss of state grant funding adversely affected our ability to address deferred maintenance and new infrastructure requirements. Between 1997 and 2014, MOA received about \$512M in state grants for PM&E and drainage projects. Since then, PM&E has received \$2 million in state grants for capital construction.
- Degradation of the Municipal Benchmark System. The MOA benchmark network is antiquated. The physical marks are deteriorating and incompatible with GPS.
- Succession planning and loss of institutional knowledge due to pending retirements within WMS and PM&E.
- Coordinate with Purchasing to explore strategies to streamline procurement timelines.
- Consider changes to AMC 7.15.040 Assembly Approval of Contracts thresholds to expedite size execution of small to medium size construction contracts.
- Consider changes to Title 7 to allow for the changes to A/E rates with amendments.
- Utilize the A.I.M. process that allows construction to continue work in the event of a large change (beyond the change order authority) and go back to the assembly afterwards.
- Positions requiring specific engineering or survey credentials are open for many months without receiving any qualified applicants.
- West Anchorage snow site Phase 1 expected to bid this fall with Phase 2 bid in 2025.
- Possible organizational changes to move personnel responsible for inspections of construction stormwater controls back into Watershed Management Services.
- Performing due diligence on 2012 project to defend against lawsuit by 4001 Lake Otis Parkway property owner claiming damages to on-property storm drain system.

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Maintenance & Operations

Director Shay Throop, 907-343-8269, shay.throop@anchorageak.gov

Core Services:

- Maintenance & Operations consists of five divisions with separate areas of responsibility, all integral to the functioning of the city.
- Street Maintenance is responsible for snow removal, pothole repairs, street sweeping, and maintenance on 1,404 lane miles of municipally owned streets, cleaning and maintenance of 22,565 storm drain structures, maintenance on 10,814 streetlights, and other tasks related to street maintenance.
- Fleet Maintenance provides essential maintenance and repairs for over 416 Municipal vehicles and 130 pieces of heavy equipment to include the Anchorage Police Department fleet of an additional 571 vehicles.
- Facility Maintenance provides the maintenance of over 132 municipal buildings (approx. 3M sq/ft) 32 facilities and 211 park facilities.
 - Maintenance responsibility includes all facets of building maintenance including HVAC, carpentry, electrical, plumbing, mechanical, welding, painting, graffiti removal, and roof repairs.
- Communications & Electronics operates and maintains infrastructure with a replacement value of over 60 million dollars.
 - That includes the Anchorage Wide Area Radio Network (AWARN), the 2-way radio system used as the primary field communications tool by all Municipal agencies with over 3,000 handheld and mobile radios. Also supported are the 9-1-1 centers and the microwave systems that link all the infrastructure assets together.
 - They also maintain various other devices and systems such as the 300+ Wi-Fi access points the Muni operates, Police and Fire robots, PA systems and the paging system used to alert Anchorage Fire Department personnel.
- Capital Projects provides project management services on major general government building renovations and new construction capital projects.
 - This section is responsible for new construction, major renovations, and remodels such as APD Downtown Headquarters, Egan Solar Array, new skylight and interior renovations at the Anchorage Senior Center, and numerous LED lighting upgrades throughout the city.

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- They are also responsible for all maintenance projects, which include roof replacement, lighting, fire control systems, painting, heating, and any other miscellaneous projects related to facilities.

Budget and Personnel: \$111,931,989; 153 FTEs; 6 PTEs

Recent Accomplishments:

- Opened the Golden Lion for housing while working on an extremely compressed schedule.
- Reopened the Sullivan Arena to the public after the building was used as a shelter during the COVID pandemic.
- Opened the former SWS Admin building as a shelter while working on an extremely compressed schedule.
- Responded to the worst winter weather conditions ever for snow removal, with street maintenance crews working 2.5 months straight during the second snowiest winter on record.
- Installation of APD body cameras and associated vehicle mounted apparatus.

Opportunities:

- Explore changes to Title VII, specifically to increase dollar limits for different procurement methods.
- Explore funding solutions for fleet and facilities capital purchases.
- Explore ways to streamline hiring of represented workforce.
- Consider restructuring of Street Maintenance to allow more seasonal (Winter) employees to capitalize on seasonal availability of workforce.

Potential Challenges:

- Budget constraints in every division due to historic inflation.
- Imminent collapse of the ability of the Municipality to provide basic government services (APD, Street Maintenance) due to the aged state of the fleet without additional funding replacement.
- Loss of vast institutional knowledge due to retirement at Street Maintenance and Communications.
- Development of an additional snow dump site near Northwood Street Maintenance Facility.

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- Need intense management of the Fleet to move toward industry norms of fleet utilization.
- Recruiting and retaining staff at Street and Fleet Maintenance.
- Addition of 12 buildings into the roster of buildings that Facility Maintenance provides maintenance for, including the Sullivan Arena, Ben Boeke Arena, Dempsey Arena, and the Golden Lion, with no additional funding.

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Traffic Engineering

Director Bradly Coy, 907-343-8070; bradly.coy@anchorageak.gov

Mission: To promote safe and efficient area-wide transportation that meets the needs of the community and the Anchorage Municipal Traffic Code requirements.

Core Services:

- The Administration Division assists with permits and traffic control review for special events, answering phone calls, and greeting visitors to the department's main office.
- The Safety Division performs safety evaluations, project and development review (including variances), and permit and traffic control review for special events. This group also manages the traffic calming program and school area traffic safety and safe walking routes. Staff in this group work with law enforcement to resolve on-street parking and other travel way issues. The Paint and Sign Shop is part of this division.
 - The Paint and Sign Shop maintains roadway signage and striping, crosswalk and intersection markings, bus stop signs, and other signage in the municipal rights-of-way.
- The Signals Division performs signal timing and management of the centralized signal communication system (including state-owned signals that comprise two-thirds of the region's traffic signals but are operated with Municipal signals as a complete system).
 - Oversees operations of the flashing school zones and emergency signal preemption service and responds to requests for traffic camera video footage, principally for traffic and criminal investigations.
 - The Signal Maintenance Shop is part of this division.
 - Maintains all the region's traffic signals and flashing school zones. The Signal Maintenance Shop is managed by the Traffic Signals Manager.
- The Data Division performs data collection and analyzes trends and statistics for annual reporting and project evaluations and studies.

Budget and Personnel: \$6.7M; 36 FTEs; 6 seasonal employees

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- Approximately \$1.8 million of our operating budget is from the State of Alaska through a transfer of responsibilities agreement (TORA) for operating and maintaining the state-owned traffic signals

Recent Accomplishments:

- Installation of Phase 2 (6th Avenue and A Street) of Anchorage's Protected Bike Lane Pilot Project. This is a joint effort with the State of Alaska Department of Transportation and Public Facilities and is 100% federally funded. Information is available at www.anchoragepbl.com.
- Restart of the Municipality's Vision Zero Program.
- Design/construction of bond-funded traffic calming and school walkway projects.
- Emergency repair and replacement of structurally damaged or aged signal system equipment affecting foundation, poles, overhead mast arms, and/or signal heads.
- Multiple collaborative efforts with other departments and community partners to link crash data with traffic related citations, trauma registry to help improve safety and better understand impacts.
- The Federally funded Non-Motorized Safety Campaign has been providing education and safety equipment to vulnerable transportation users, especially in areas with low equity.

Opportunities:

- Learn from the current Protected Bike Lane Pilot Project, Downtown Streets Engineering Study, and Right-of-Way Management Strategy for new opportunities for a multimodal transportation system, including updating department policies related to speed limits, traffic impact analyses, etc.
- Develop additional safety partnerships to collaborate through the new Vision Zero Program.
- Add traffic camera locations to support traffic management and law enforcement requests.
- Expand traffic calming program to include increased number of projects each year and increase neighborhood traffic safety (special interest area of various Assemblymembers).

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- Improve emergency service and response times with equipment and technology upgrades to the signal system's high priority service and to the many affected emergency vehicles.
- Upgrade controller cabinets due to age/inability to sufficiently house signal equipment.
- Expand multi-modal count facilities.

Potential Challenges:

- Loss of key personnel due to retirement and other employment opportunities, particularly senior staff. Data Group has been staffed at about 50% for the last 2.5 years.
- Vehicle operability and maintenance issues of an aging fleet (including time they are in the shop waiting to be serviced) negatively impact ability to successfully complete work responsibilities.
- Potential safety risk to field operation due to degradation of old signal equipment.
- Increasing demands of law enforcement, agencies, and the public for video capture from cameras.
- Inability to keep up with increased demand for signage, markings, school walkway improvements and traffic calming.
- Increased design and construction costs due to increases in materials and contractor costs.
- Lost opportunities to receive federal funding due to budgetary constraints for matching funds.
- Repair or replacement of expensive field equipment which has been vandalized, stolen or destroyed. This is an ever-increasing problem for traffic count equipment.
- Ongoing issues with recent upgrade to Lucity software, our signs/markings inventory system.
- Replacement of Paint & Sign Shop facilities. This 1960's military surplus building has numerous issues: electrical, roof leakage, communication, parking lot drainage, suspected groundwater contamination, an outdated fire alarm system, etc.
- Salary range adjustments for some non-rep managers with unique skills either through a market-rate adjustment to be more competitive or other means. (i.e., Associate Traffic Engineer /Signals Operations Manager position has been

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unfilled for 3 years). Recent HR, Administration, Assembly actions to add 6 additional steps in non-rep pay scale will provide some relief.

- A path forward for replacing aging vehicles (which are our most critical pieces of equipment).
- Potential policy and programmatic changes to our department and Municipal-wide operations as the Vision Zero Program proceeds and lessons learned emerge from pilot projects and studies.
- National Association of City Transportation Officials (NACTO) affiliation and involvement opportunities consistent with forward-looking options that help Anchorage consider and potentially implement the Safe Systems Approach, Vision Zero policies, and multimodal improvements.
- Loss of connected crash information from law enforcement due to HEXAGON implementation. Issues include lack of necessary information, transfer protocol, or testing time to ensure seamless change or reduction of significant record lag.

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Real Estate Department

Director Tiffany Briggs, 907-343-7525, Tiffany.Briggs@anchorageak.gov

Core Services:

- The two divisions within Real Estate manage all municipally owned land, both uncommitted and under management authority of municipal agencies, in a manner designed to benefit present and future citizens, promotes orderly development, and improvement of lands for municipal purposes.
- Except as Anchorage Municipal Code (AMC) provides otherwise, the Real Estate Department has exclusive authority and responsibility to negotiate, administer, prepare and secure the execution of all real estate transactions, such as contracts, easements, leases, conveyances and other documents pertaining to the acquisitions, management and disposal of real property for the Municipality.
- Real Estate Services
 - Maintains a current inventory of all municipal land.
 - Acquires, sells, and leases land for other municipal departments; manages and pays for those lease payments in the Real Estate Department budget.
 - Manages all municipal land for which no other managing agency has been designated.
 - Manages the mortgage foreclosure registry.
 - Collects delinquent property taxes and administers the foreclosure proceedings for delinquent real estate property taxes and/or special assessments in accordance with state law and municipal code.
 - Disposes of private sector properties that the MOA has taken Clerk's Deed as a result of delinquent property taxes and/or special assessments.
- Heritage Land Bank (HLB)
 - Manages approximately 12,700 acres of municipally owned real estate in the HLB inventory, consistent with the HLB Work Program and Five-Year Management Plan (Plan), in a manner designed to benefit the citizens of Anchorage and promote orderly development.
 - Holder and manager of all MOA-recorded Conservation Easements, maintenance and protection of MOA lands and improvements, to include

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prevention and cleanup of hazardous conditions. Provides reporting for existing Conservation Easements held or managed by the HLB.

- Facilitates the execution of Conservation Easements on appropriate HLB and non-HLB parcels to offset the impacts associated with public improvements that meet specific needs of the community as identified in local planning documents.
- Staffs the HLB Advisory Commission who provides recommendations to the Assembly on HLB inventory actions including, acquisition, disposal, transfer, the HLB Plan, etc.

Budget and Personnel: \$10,792,141; 5 FTE

Recent Accomplishments:

- Rezone of Tract B Cook (Archives property) for mixed use development.
- Finalization and recording of Holtan Hills Subdivision Tract Plat.
- Transfer of Tracts 1 & 2 Holtan Hills Subdivision to CY Investments.
- Acquisition of 716 W. 4th Ave (APD Headquarters).
- Held first disposal of Clerk's Deed properties since COVID-19 pandemic.
- Assembly approval for acquisition of parcels to create Potter Marsh Watershed Park.

Opportunities:

- Request for Interest is ready to be released for a future City Hall facility.
- Request for Interest is ready to be released for development of Tract B Cook (Archives Property).
- The Former Native Hospital Site, at 3rd Ave & Ingra, is positioned to issue an RFP for residential and/or mixed-use development.
- Reviewing options for the Girdwood Industrial Park and how best to proceed with development and/or disposal.

Potential Challenges:

- Historic buildings.
- Lease payment increases without corresponding funding.
- Vacancies in leased properties (i.e. Old City Hall, Former Golden Lion, Clitheroe).
- The former Golden Lion facility is currently being leased to Henning for the purpose of providing a shelter with the current term expiring 06/30/2024.

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Month-to-month options to extend are available. A determination for future use of the facility needs to be made.

- The Permit Center building lease expires Jan. 2025 with options to extend, however JL Properties will still have a ground lease under the building for another 25 years. The determination to extend the lease will need to be made.
- The City Hall lease expires Dec. 2026 with no options to extend. A determination on the future location of City Hall will need to be made.

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Managed by Board of Directors

The Anchorage Community Development Authority

Executive Director Mike Robbins, 907-519-9191, mrobbins@acda.net

Mission: Serve as a catalyst for economic development by delivering quality private/public projects and innovative parking mobility services within the Municipality of Anchorage.

Core Services:

- Identify development opportunities and promote to the development community to cause action.
- Find and secure funding from state and federal grant programs to support development.
- Conduct parking operations as authorized by municipal code.
- Manage authority-owned garages and provide safe and secure parking within those garages.

Budget and Personnel: \$8,437,891; 26 FTEs; 1 PTE

Recent Accomplishments:

- A previous Administration and Assembly passed an incentive for a 100% tax abatement through SB179, which was later deemed to be invalid under then current Alaska law.
 - ACDA took the initiative and worked with former City Manager Bill Falsey, Senator Dunbar, Representative Coulombe, and others to propose a change to the State of Alaska statute that would allow a municipality to offer a 100% abatement for economic development purposes. It also allows the municipality to determine the length of the abatement.
- Received a land use permit from HLB and is proactively exploring the redevelopment of the former Alaska Native Service Hospital property, responding to the needs and desires of local community groups. ACDA is actively exploring constructing an RV resort on the property.

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- This visionary project would provide much-needed accommodations for visitors to Anchorage and incorporate meaningful community amenities such as an Alaska Native memorial, an amphitheater, restaurants, a laundromat, and pickle ball courts.
- Leading a collaborative effort, the Anchorage Neighborhood Redevelopment Initiative, to address the housing challenge by accessing vacant and abandoned properties (V&A Properties) in Anchorage.
 - Collaborating with Anchorage Water and Wastewater Utility (AWWU), MOA Planning, MOA Real Estate, and MOA Code Enforcement, ACDA has applied for a \$500,000 planning grant through the US Department of Commerce Economic Development Administration (EDA) to construct the business plan used to secure 45 million in federal funding.
 - This initiative can add an estimated 2,000 housing units by refreshing already available land.
- In 2023, ACDA represented Anchorage at “The Arctic Circle Assembly” in Reykjavik, Iceland. Thanks to Senator Murkowski, we achieved our goal of meeting the President and COO of IcelandAir. We discussed a return to Anchorage, which would mean millions in tourist dollars for our city.
 - At the same event, ACDA represented the Mayor at the Arctic Mayors Forum and spoke on a panel regarding the challenges of Development in a winter city. In ACDA’s opinion, the AMF is a vastly underused opportunity for Anchorage as the importance of the Arctic continues to grow.
- Secured ARPA 1 funding for a BID Study within the Midtown Community Council area, which was completed in 2023.
- Applied for ARPA 2 funding to create a new district plan for the Midtown area encompassing the following three Community Council areas: Midtown, North Star, and Spenard. The plan will be vital in shaping the vision, goals, and strategies for developing and managing these communities.
- The return of the Weekend Market to downtown Anchorage after a three-year absence this year has been a triumph for and a boom for the downtown community. Held in the Chinook Parking Lot, the venue has been instrumental in revitalizing the weekend in Downtown.
- Upgraded parking payment options to include “tap to pay”, “Google Pay”, and “Apple Pay”, and soon “text to pay”.
- Successfully submitted the Authority’s first stand-alone federal grant for \$500,000 from the EDA. Additionally, ACDA was given the authority to negotiate

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with the State of Alaska Division of Community and Regional Affairs Grant Administrator for the remaining \$5.7 million in funds available from a Community Development Block Grant – Disaster Recovery (CDBG-DR) for the 2018 Cook Inlet Earthquake. These funds will support the Fireweed Housing Project.

- In 2023, the finance department recognized an investment opportunity for operating cash. Through collaboration with Northrim Bank, the finance department instituted a sweep program that takes idle cash and invests it overnight for a guaranteed return. This sweep program has earned ACDA an additional \$194,323.29 in interest revenue in just 10 months.
- EasyPark received Board approval and will introduce later this month to the Assembly a disabled parking program that allows free parking for our disabled citizens at any downtown parking meter making it easier for them to get to their destination.
- Transitioned from print to digital parking permits for consumers, instituted an online application, and the renewal of all permits online.
- Began replacing the 1400 on-street meters with the latest and greatest in parking technology. The new meters replaced 20-year-old meters. The goal was to eliminate the “meter not working complaints” and increase parker satisfaction.
- EasyPark replaced its 20-year-old back-office system. This upgrade streamlines operations, leverages modern technology, and enhances the consumer experience. Most services are available on line and no longer require an in-person visit.
- Sold the Sockeye parking lot in an owner-financed transaction. The transaction will net ACDA just shy of three million dollars over three years. As an added bonus, the sale helped aid the 25 million-dollar redevelopment of the Aviator Hotel. In a separate transaction, ACDA leased the Coho parking lot adjacent to the Post Office Mall on a long-term ground lease to MASH, LLC, allowing for the mall's redevelopment into a downtown grocery store, retail, and housing.
- In March of this year, ACDA hosted the grand opening of the largest market-rate housing project built in Downtown in 25 years. The city's first P3 project with Debenham Properties.
- Sold the 716 Building Home to the Anchorage Police Station, ACDA has positioned itself to invest in future development projects while at the same time enabling the Municipality of Anchorage to realize substantial cost savings with the benefit of owning vs. leasing.

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- At the November 21, 2023 Assembly meeting, the Anchorage Assembly approved the sales and transfer of two key parcels of land on Fireweed Lane to ACDA. This land, ACDA funds, and CDBG-DR money will be used to create new workforce housing.
- Initiated the Great Streets Façade Loan Program where downtown, midtown, and Muldoon business districts have been offered loans of up to \$100,000 for building owners and up to \$25,000 for business owners at a 5 percent interest rate over five years.
 - This program empowers local businesses to enhance their storefronts and contribute to the overall appeal of their neighborhoods.
 - \$1M in available funds, made possible through ACDA's partnership with AK SBDC and Northrim Bank.
 - 13 active applicants and 16 more in process, with 2 completed projects.
- Inspired by Roger Brooks' visit, ACDA conducted a comprehensive Area-Wide Plan (AWP) for the six-city block area around D Street from 6th Avenue to 9th Avenue to encourage redevelopment.
- Part of ACDA's code-driven mission is to study and report on the real estate market. In 2023, ACDA selected McKinley Research to complete its first real estate market study on the Incentives for Market-Rate Attainable Housing Development.
- Took the lead in workforce development with the support of the Assembly and the Mayor's office. ACDA's Executive Director championed an initiative to bring over 150 Ukrainian families, representing nearly 600 individuals, to Anchorage, filling jobs and helping our city grow in population and diversity.

Opportunities:

- Develop more P3 partnerships.
- Evaluate needed changes and then execute state and local legislation action plans to pass legislation that will maximize opportunities for development.
- Attract more multi-family housing developers to Anchorage.
- Complete Block 102 transaction to purchase the parcel from the state of Alaska.
- Tear down and redevelop the JC Penny garage.
- Attract more congressionally designated funding.
- Work with DOD on housing and workforce issues.
- Achieve funding goal of 45 million for the Anchorage Neighborhood Redevelopment Initiative.

MUNICIPALITY OF ANCHORAGE

- Evaluate downtown surface parking lots available for development and acquire or collaborate with owners for development.
- Grow parking revenue.
- Update EasyPark and ACDA codes.
- Greater collaboration with Heritage Land Bank.

Potential Challenges:

- Depreciation funding for the EasyPark garages has not been kept up. Due to the age of the garages they will begin to need increasing amounts of maintenance. The threat is to ensure that the corporation continues to have the cash flow to support those maintenance requirements to keep the facility's running and safe and fund depreciation for those projected costs.
- Funding for development has always been a challenge for the authority. It is imperative that ACDA maintain a sensible cash reserve giving it the ability to act when opportunity presents itself. Current reserves will meet the current project demands but attention needs to be paid to future funding.
- Being able to re-establish the Authority's bonding capacity and having the ability of ACDA to gain access to funding sources and mechanisms to ensure the corporation's ability to finance projects moving forward.
- Access to developable land to build attainable housing.
- The impact of homelessness downtown on parking revenue both on and off street.
- Local legislation for incentives must be developed using the newly passed state legislation.
- Establishing a 501 C-3 to apply for Federal Grants to help fund development.
- Being able to continue to increase revenue keeping up with the shortfall in cash flow generated by the sale of the 716 building in 2023.
- Creation of an updated 10-year capital improvement plan for garages.
- Conclusion on the future of the JC Penny Garage and Nordstrom building.
- Strengthening Assembly relationships, interdepartmental relationships and coordination for development.
- Complete evaluation of the 3rd and Ingra redevelopment.
- Technology upgrades to office infrastructure.
- Upgrade security cameras and infrastructure.
- Managing the impact of homelessness on facilities.
- Controlling security costs.
- Staff education and training.

