

# MOA Workforce Survey Report

November 2025

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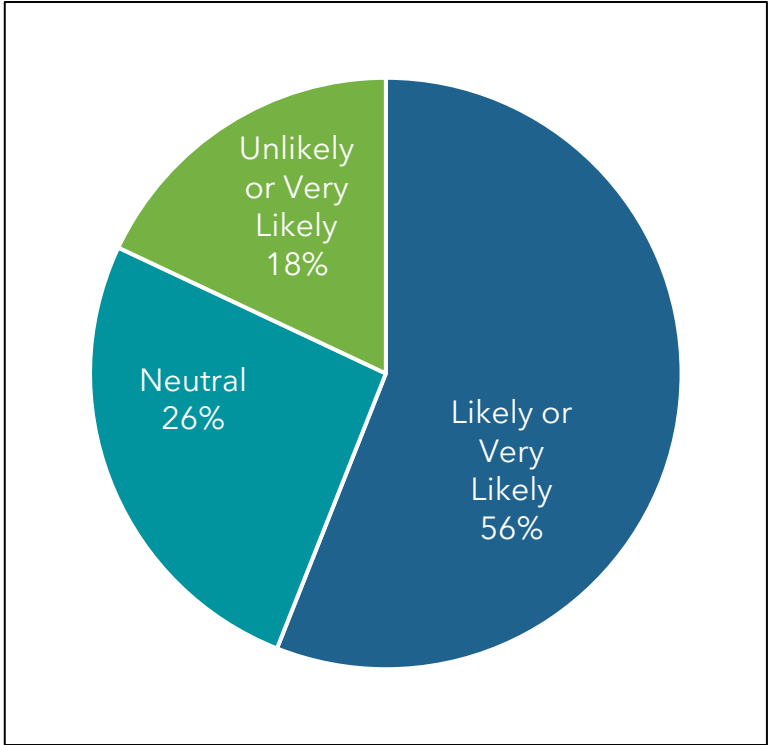
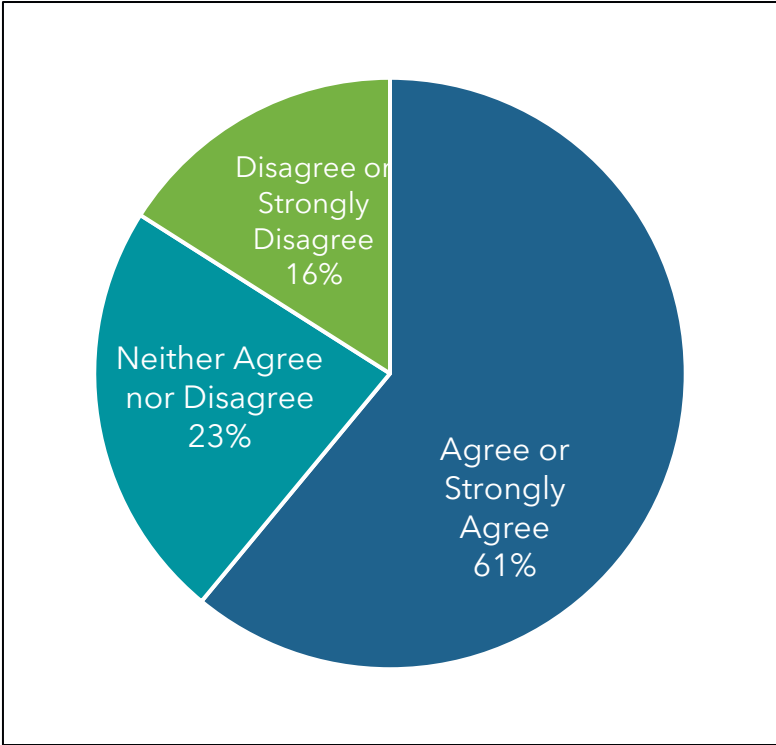
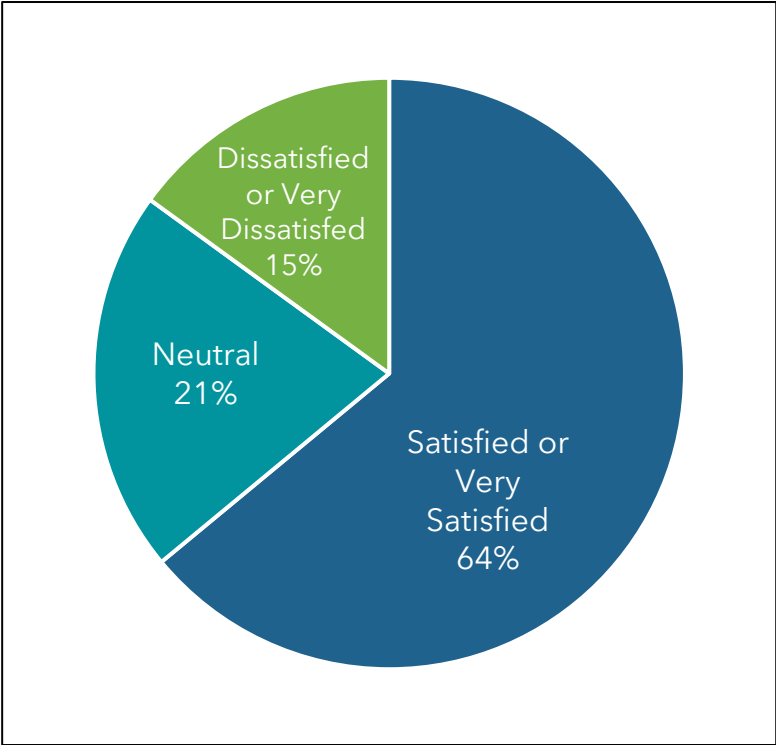
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# Executive Summary

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# Overall Perspectives

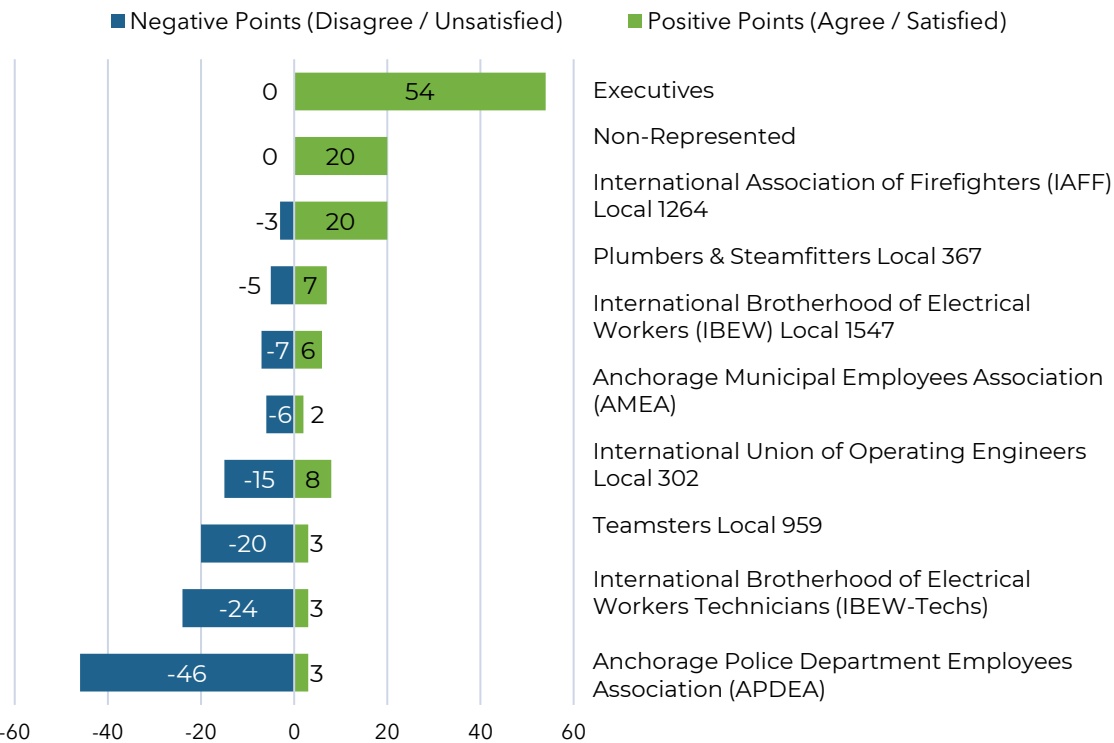
- 64% are satisfied or very satisfied working at the MOA, compared to 52% in 2024 (a 23% increase)
- 61% agree they see themselves working at MOA in 2 years, compared to 53% in 2024 (a 15% increase)
- 56% are likely or very likely to recommend MOA to friends or family as a great place to work, compared to 44% in 2024 (a 27% increase)



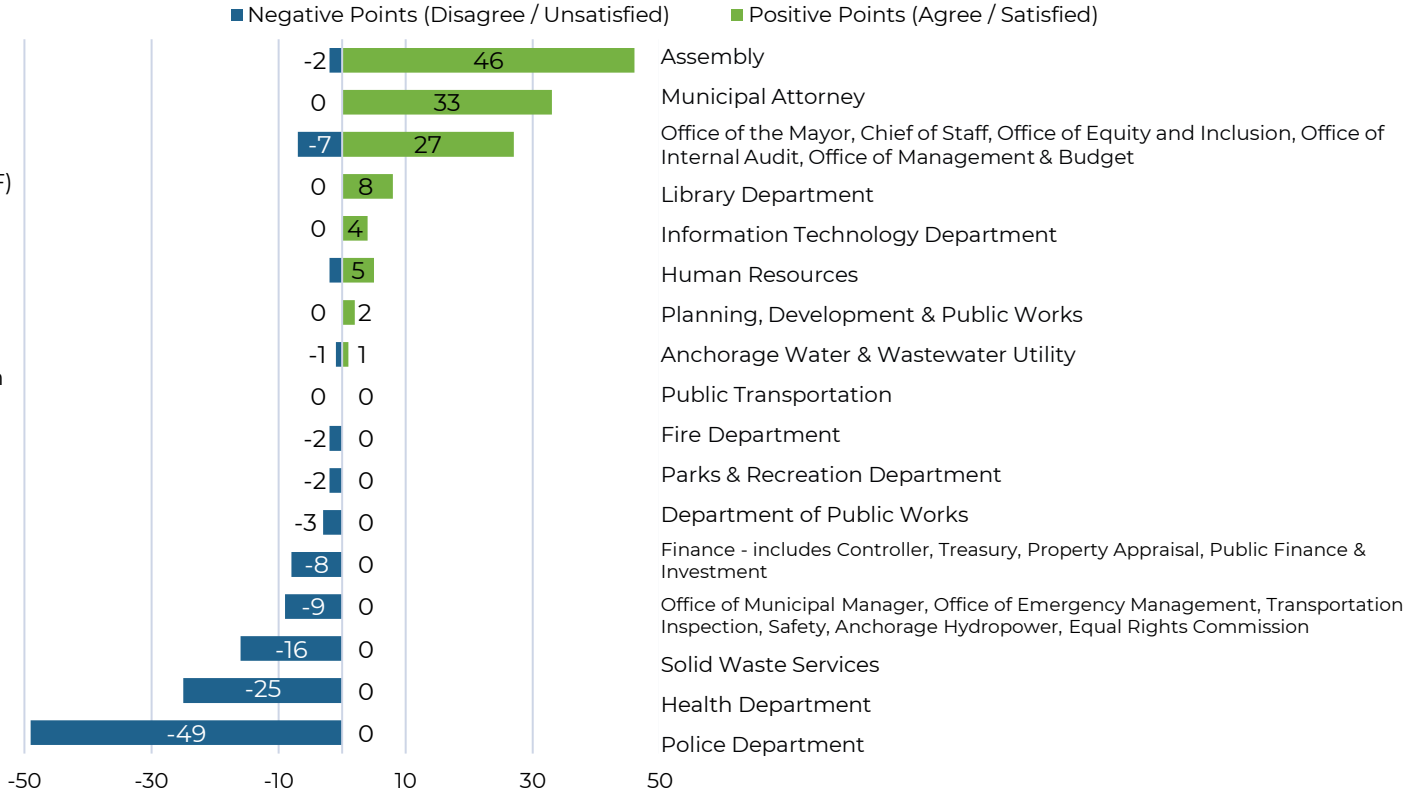
# Overall Perspectives

The most engaged MOA employees are Executives and the Non-Represented, working in the Assembly, Municipal Attorney, or Office of the Mayor, while the least engaged are the IBEW-Techs or APDEA, and those working in the Health Department or Police Department.

Score by Employment Category



Score by Department\*



\*Departments with less than 10 respondents are not listed, these include: Purchasing, Don Young Port of Alaska, Municipal Airports, and Chief Administrative Officer, I-Team, Risk Management and Venues

# What do Employees Enjoy Most About Working at the MOA?

"I feel that we have a renewed sense of accomplishment with the current administration, and this provides our department with the ability to look forward."

"The MOA cares very deeply for all their employees."

"My department is always looking for ways to grow and change, and I really appreciate their mentality for growth."

"Even though there are lots of different departments, I feel like I am a part of the Bigger Team, working together to make our city a better place."

"I am encouraged to seek innovation and develop my professional skills."

"Dream come true, not kidding... an organization with great people and great leadership. Are we perfect? No; but we do a lot of things pretty well. And I genuinely believe that our current administration is doing the best they can. And that's pretty rare to have anywhere you go to work."

"This administration makes me personally feel valued and shows great support for my department and the work we contribute to the whole. It feels way more like a team under current admin!"

"I feel the MOA has more organization and support than I've seen so far in my career. Morale seems to be strong, and management seems to be motivated and caring."

# Overall Perspectives

The 2025 survey results show a significant increase in overall satisfaction and a more positive outlook towards the MOA. People see improvement in the current MOA administration and feel the organization is working together to address concerns with compensation, benefits, and culture. Dissatisfaction still largely stems from a lag in compensation and benefits. Overall, in 2025, employees are seeing a shift towards more structure, better opportunities for career growth, and more communication and transparency in the administration.

Significant Increase	Moderate Increase	Little to No Change
<ul style="list-style-type: none"><li>•44% satisfied with compensation package, compared to 29% in 2024 (49% increase)</li><li>•40% feel confident that their retirement plan will help them save enough, compared to 28% in 2024 (42% increase)</li><li>•50% feel they are paid fairly for the work they do, compared to 38% in 2024 (32% increase)</li><li>•56% likely to recommend MOA as a great place to work, compared to 44% in 2024 (27% increase)</li><li>•60% understand how compensation is determined, compared to 48% in 2024 (25% increase)</li><li>•64% satisfied at MOA, compared to 52% in 2024 (23% increase)</li><li>•58% resources they need to do their job well are readily available, compared to 48% in 2024 (22% increase)</li><li>•60% feel valued employee of the Municipality, compared to 50% in 2024 (21% increase)</li></ul>	<ul style="list-style-type: none"><li>•51% agree their good work is frequently recognized, compared to 43% in 2024 (19% increase)</li><li>•59% feel their employer cares about their wellbeing, compared to 50% in 2024 (17% increase)</li><li>•47% see opportunities to advance, compared to 40% in 2024 (16% increase)</li><li>•61% see themselves working here in 2 years, compared to 50% in 2024 (15% increase)</li><li>•58% employee benefits package offered is competitive, compared to 50% in 2024 (15% increase)</li><li>•34% someone at work talks about opportunities for carer growth, compared to 29% in 2024 (15% increase)</li></ul>	<ul style="list-style-type: none"><li>•41% agree the \$200 incentive to use Vera Whole Health is motivating, compared to 44% in 2024 (6% decrease)</li><li>•59% someone at work gives feedback about job performance, compared to 57% in 2024 (3% increase)</li><li>•66% agree their department is collaborative and has strong teamwork, compared to 65% in 2024 (1% increase)</li><li>•88% see serving the public as a core part of their job, same as in 2024 (0% change)</li><li>•68% health insurance meets current needs, same as in 2024 (0% change)</li></ul>

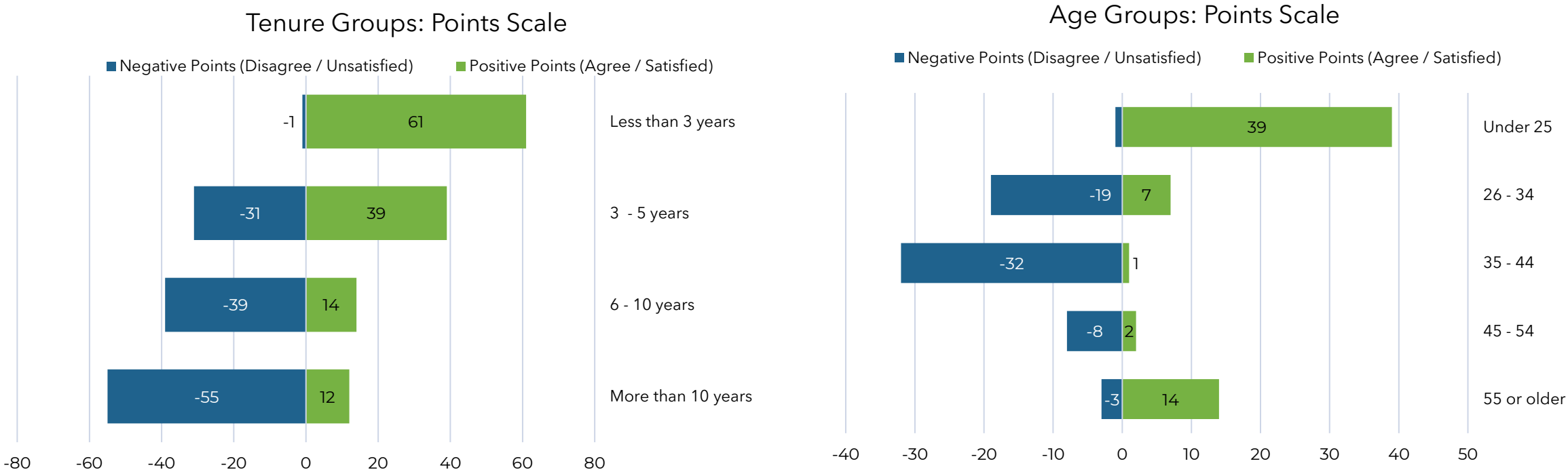
# Survey Findings Detail

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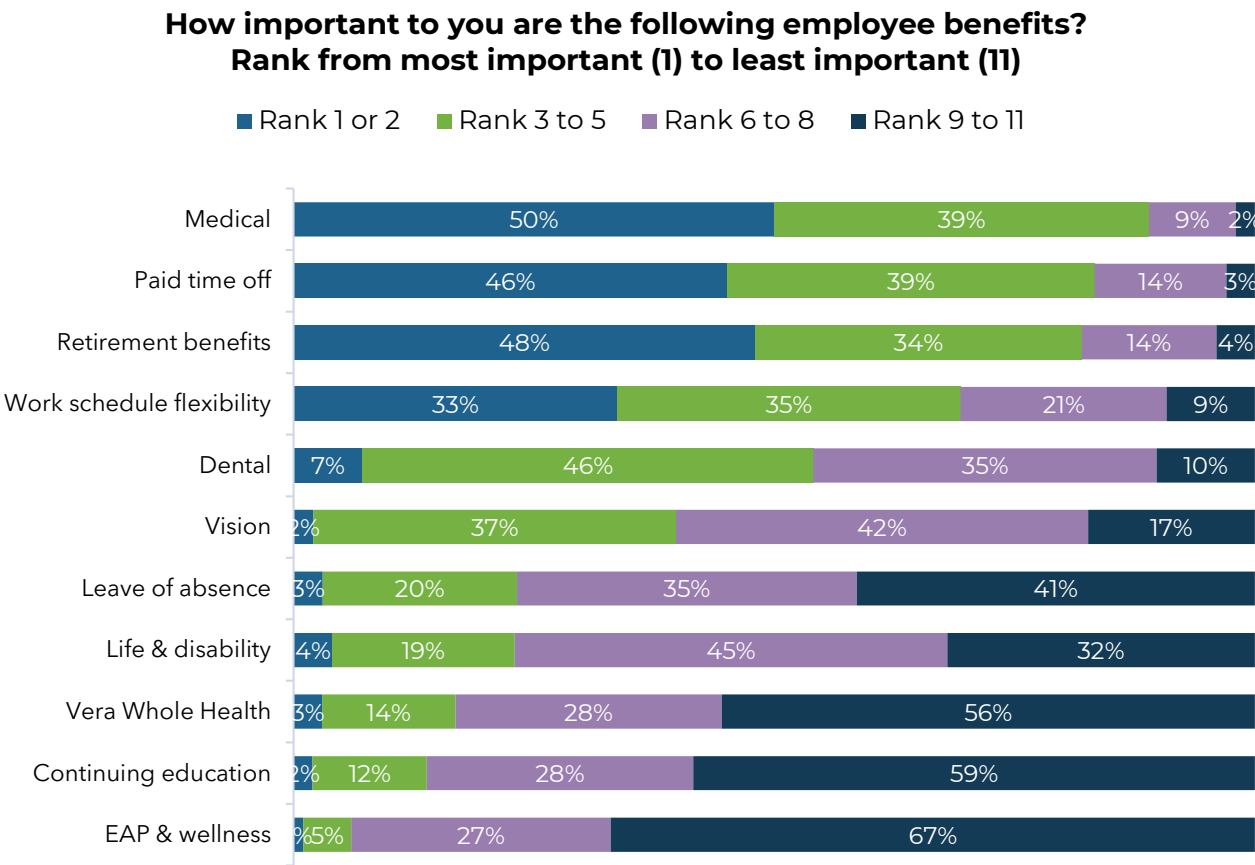
# Employee Perspectives - By Tenure and Age Group

- The most engaged employees are those that have worked at MOA less than 3 years or are under age 25, while the least engaged are those with more than 10 years of work at MOA or are ages 35 to 44.



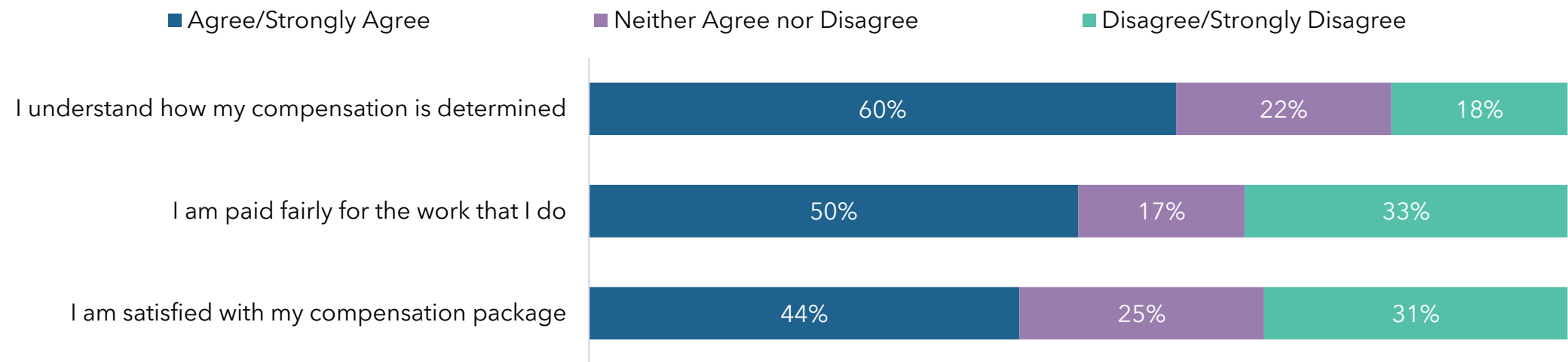
# Employee Perspectives - Employee Benefits

- Similar to 2024, 83% of respondents know what employee benefits the Municipality makes available to them
- 57% of respondents agree the employee benefit package offered to them is competitive, compared to 50% in 2024 (a 14% increase)
- Medical, paid time off, retirement, and work schedule flexibility continue to be most commonly ranked as the most important benefits across age groups, tenure levels, employment categories, and departments.
- **When asked what new benefit employees would want, retirement benefits was the most common response, especially for those aged 45 or older, with 6-10 years of tenure, in Local 1264, in Finance or in the Fire Department**



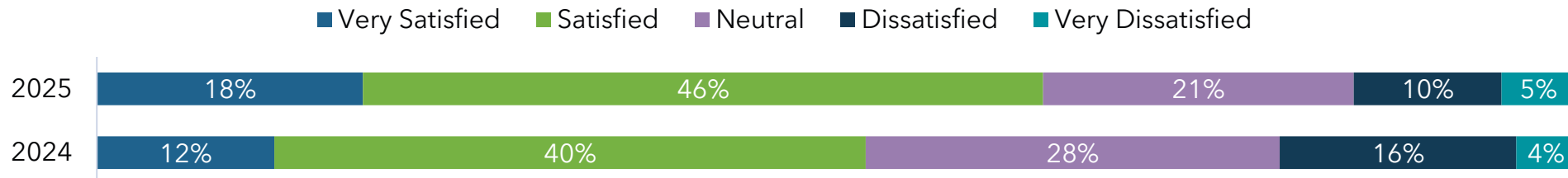
# Employee Perspectives - Compensation

- 60% agree they understand how their compensation is determined, compared to 51% in 2024
- 50% agree they are paid fairly for the work they do at the Municipality, compared to 40% in 2024
- 44% agree they are satisfied with their compensation package, compared to just 31% in 2024



# Employee Perspectives – Satisfaction Working at MOA

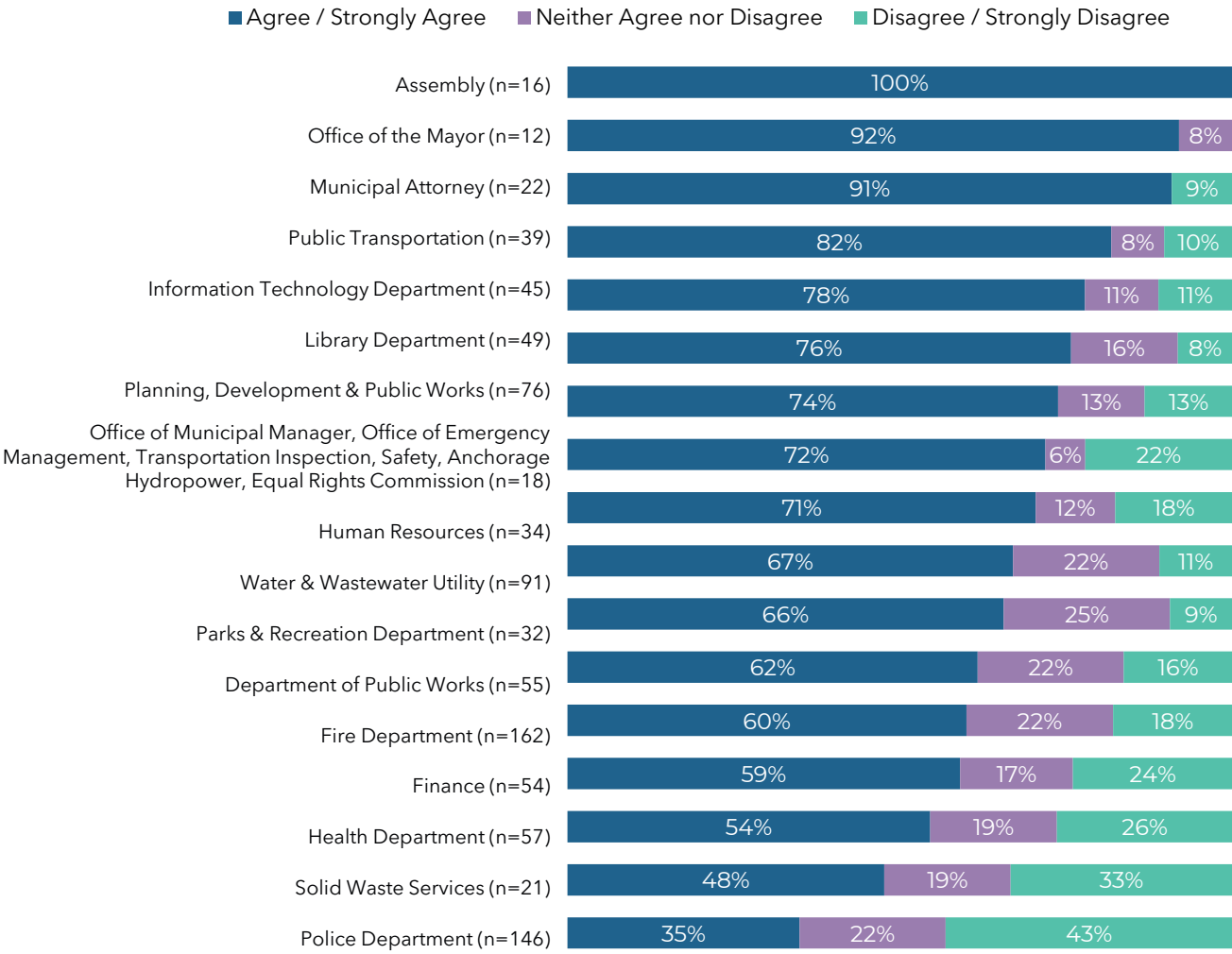
- Nearly two-thirds (64%) of employees surveyed are satisfied working at the Municipality of Anchorage, while 21% are neutral and 15% dissatisfied
  - Satisfaction working at MOA increased from 52% in 2024 (a 23% increase)
  - Satisfaction working at MOA is highest for the oldest and youngest employees surveyed
  - Satisfaction working at MOA also varies by tenure, with those working there less than 3 years having the highest satisfaction rate, and those working for 3 or more years having higher dissatisfaction rates
  - BIPOC employees are slightly more likely to be satisfied (74%) than White employees (68%)
  - Executives continue to be one of the most satisfied groups, followed by Local 367, while the least satisfied are the IBEW-Techs and APDEA
  - The most satisfied departments are the Assembly and Municipal Attorney, while the least satisfied are the Police Department and the departments grouped as Office of Municipal Manager, Office of Emergency Management, Transportation Inspection, Safety, Anchorage Hydropower, Equal Rights Commission



# Employee Perspectives - Engagement and Development

To what extent do you agree or disagree with the following statements?  
"I feel I am a valued employee of the Municipality."

- 60% of respondents feel they are a valued employee of the Municipality, compared to 50% in 2024
- Those aged under 25 are more inclined to feel valued, with 82% agreeing
- Those with less than 3 years service are more inclined to feel valued
- Those who identify as BIPOC are slightly more likely to feel valued, with 70% agreeing compared to 66% of white respondents
- Employment categories most likely to agree are the Executives and Non-Represented, while those most likely to disagree are IBEW and APDEA
- In terms of departments, the Assembly, Municipal Attorney and Office of the Mayor most agree that they feel valued, while the Police Department and Solid Waste Services most disagree

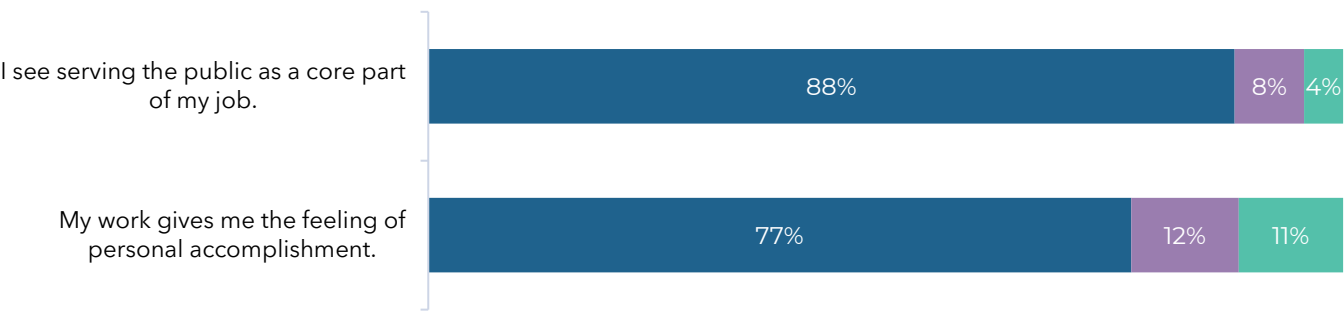


# Employee Perspectives - Engagement and Development

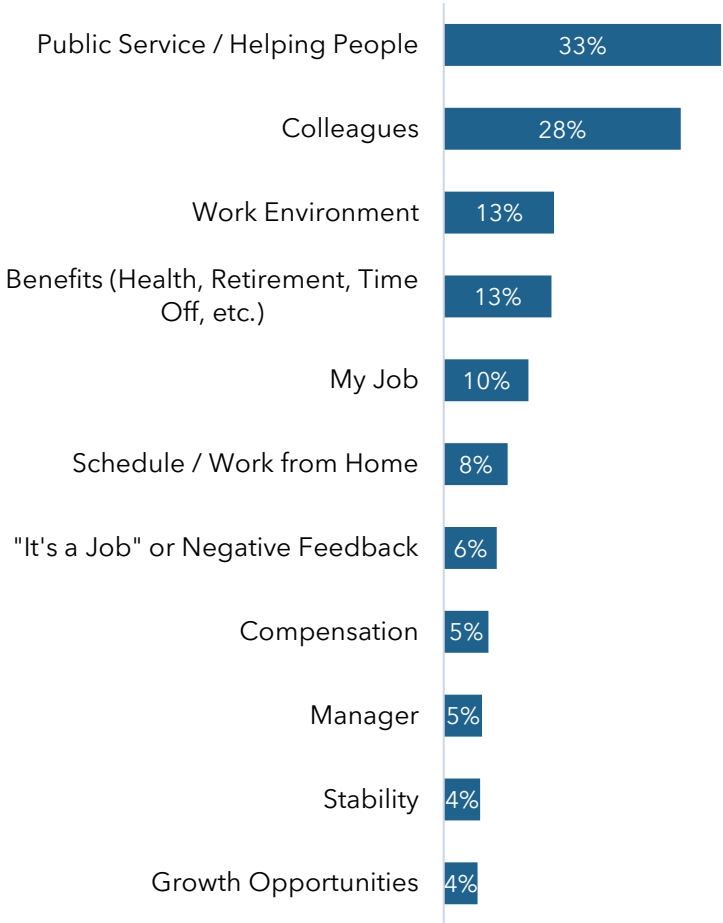
- Most employees continue to take pride in helping people and being able to serve the community, with 88% of respondents agreeing that serving the public is a core part of their job, same as 2024
- Similar to 2024, employees tend to enjoy the specific job they do, and 77% agree that their work gives them a feeling of accomplishment

**To what extent do you agree or disagree with the following statements?**

■ Agree / Strongly Agree   ■ Neither Agree nor Disagree   ■ Disagree / Strongly Disagree

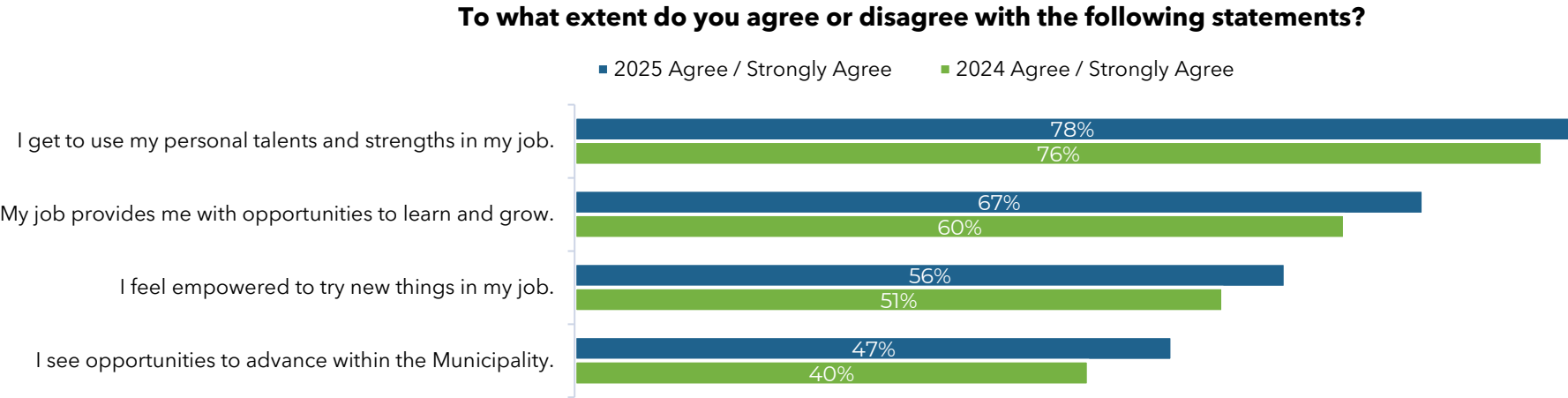


**What do you enjoy most about working at the Municipality of Anchorage?**



# Employee Perspectives - Engagement and Development

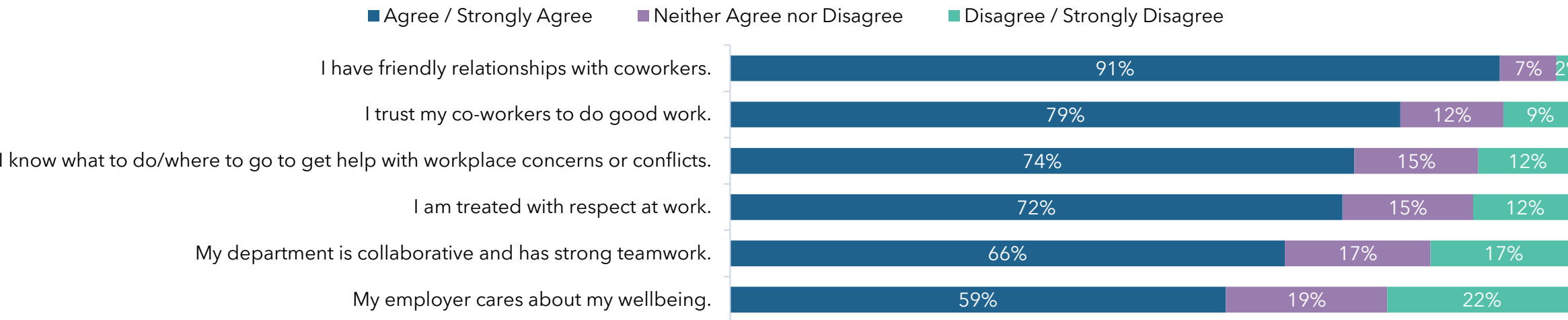
- 78% of respondents agree that they get to use their personal talents and strengths in their job
- 67% agree their job provides them with opportunities to learn and grow, compared to 60% in 2024
- In 2025, over half of respondents (compared to half in 2024) agree they are empowered to try new things in their job and one quarter disagrees
- 47% agree they see opportunities to advance within the Municipality, and 29% disagree, compared to 40% and 37% respectively in 2024



The Assembly Staff is most likely to agree with these statements, while the Police Department is most likely to disagree. Respondents identifying as BIPOC are 3-7% more likely to agree with each of these statements compared to respondents identifying as White.

# Employee Perspectives - Company Culture

- Same as in 2024, majority have friendly relationships with coworkers and identify their coworkers as something they enjoy most about working at the Municipality
- About three-quarters trust their co-workers to do good work
- In 2025, 72% agree agree that they are treated with respect at work, compared to 68% in 2024
- 66% agree their department is collaborative and has strong teamwork
- 59% agree that their employer cares about their wellbeing, compared to 50% in 2024



The Assembly and Municipal Attorney staff are most likely to agree with these statements, while the Police and Health departments are most likely to disagree.

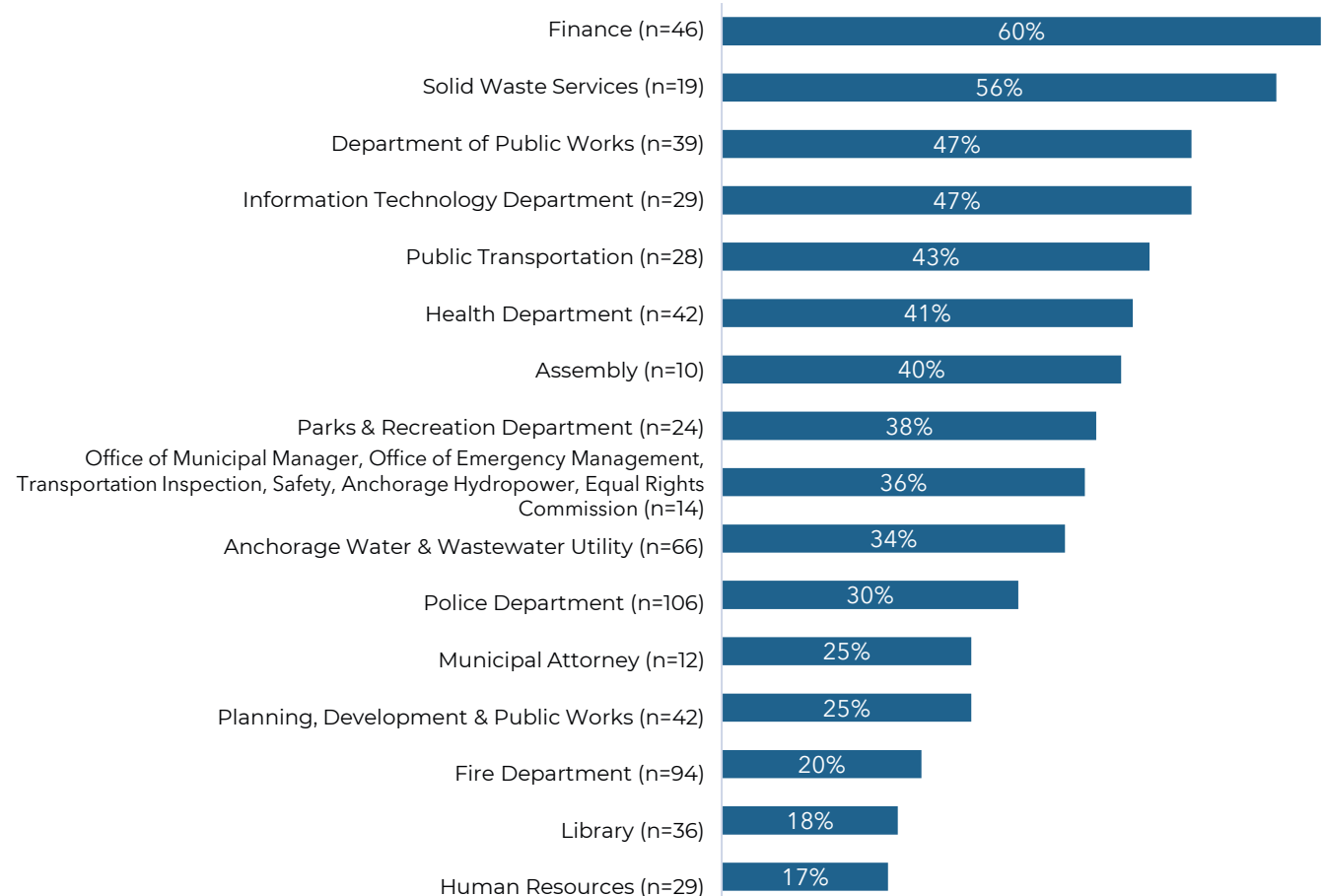


# Employee Perspectives – Company Culture

- 62% agree their department director clearly communicates the goals and priorities of their department, while 20% disagree
- When asked what suggestions they have for improving the workforce, the most common responses were around HR, leadership, trust and morale (46%), followed by responses around pay (37%)
- This sentiment is more common as tenure increases (47% for those with 6 or more years of service)
- Over 50% of respondents in Finance and the Fire Department suggested improvements in communication, leadership support, accountability and HR reporting

## What suggestions do you have for improving the workplace?

Better communication, leadership support, accountability, HR reporting



# What do employees suggest for improving the workplace?

"A clearer picture on what direction the administration wants the departments to go that is in the best interest for the citizens of the Municipality of Anchorage and not just for individual groups or organizations."

"Establish a repeatable process for HR investigations. Educate all on the process. Set a timeline for resolution, instead of letting it carry on and on without communicating."

"Although, this has gotten better - continued connection/communication between different Departments and branches. Important staff within our Branch feel like they are often not included on things that directly impact our team, and it can be frustrating"

"Promote an air of appreciation, support and respect for the workforce they have hired and entrusted with the work of maintaining our city."

"I suggest that upper management put more trust and authority in mid-level managers (why promote these people or have these positions if they are not needed or empowered to make any decisions)."

"Celebrating success more, even the little successes."

"A more robust equipment replacement program is essential to keeping things running smoothly."

"Administration needs to give more thought about the number of changes, what changes are necessary and what affect will it have on the work group who is affected the most. For the last year the operation changes have been so frequent its difficult to operate within them. They also need to standardize the promotional and mentor process to align at all ranks."

"Feedback on the priority and progress of projects."

"Better communication and greater transparency. The department has been greatly divided/siloed with little to no communication from leadership. Increased collaboration and communication would go a long way in improving the environment."

# Additional Survey Details

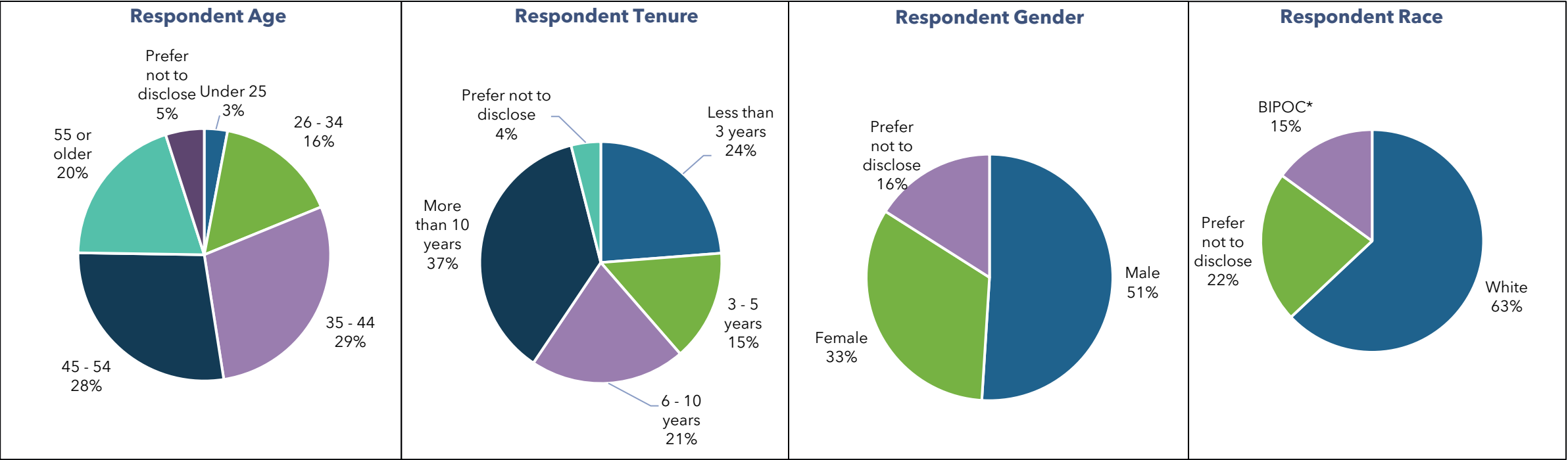
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# Survey Organization & Interpretation

- In 2025, the second iteration of the current employee survey was distributed and addressed:
  - Employee satisfaction
  - Employee engagement and development
  - Company culture
  - Employee benefits
  - Compensation
  - Intent to Stay
  - Recommend MOA as a great place to work
- New questions were added regarding working from home and parental leave
- Past MOA employees and applicants who turned down MOA job offers were not surveyed
- The survey stated that it was administered by a third-party (Alera) and that individual answers would be kept confidential, and aggregated with all information collected and used to inform results
- The survey included the following demographic questions, as well as an option not to disclose:
  - Age range
  - Tenure working at MOA
  - Employment category at MOA
  - Department job is in at MOA
  - Gender
  - Race
- The appendix includes aggregated information, with graphical depictions by department, and commentary on differences by age, tenure, employment, and survey year

# Current Employee Survey Demographics

- The MOA Current Employee Survey was conducted in August to September of 2025. It was completed by 1,118 current employees representing a broad range of ages and tenure with the organization.

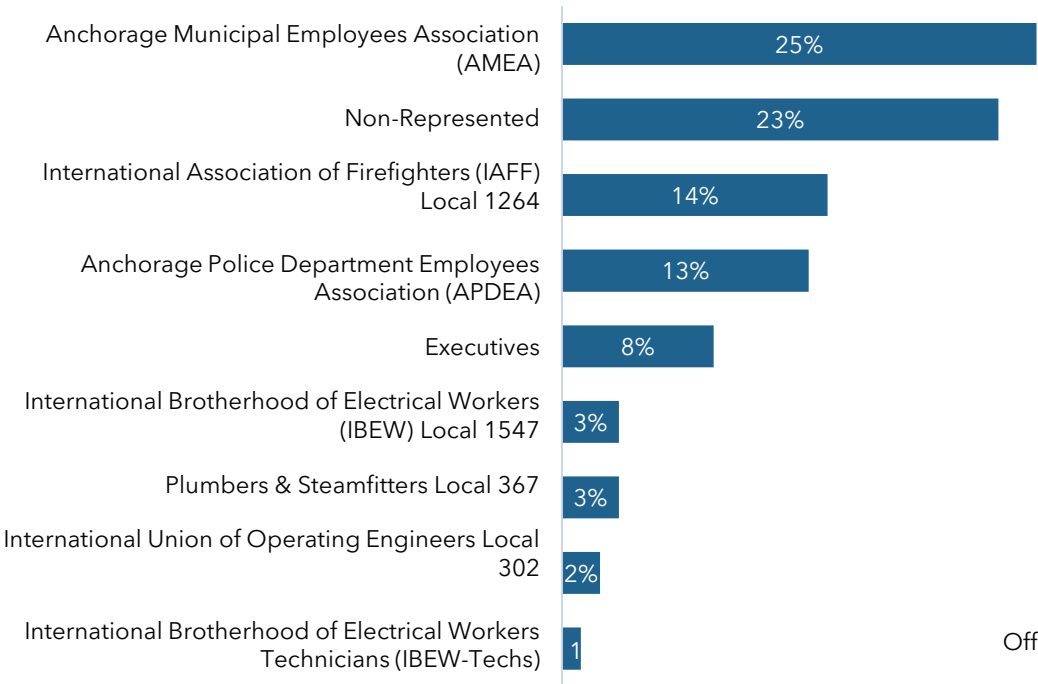


\*BIPOC includes 5% Two or More Races, 4% Asian, 2% Alaska Native/American Indian, 2% Black/African American, 2% Hispanic/Latino, 1% Hawaiian/Other Pacific Islander

# Current Employee Survey Demographics

- Similar to 2024, the highest participation came from AMEA, Non-Represented, and IAFF employees, as well as those in the Fire and Police departments.

Respondent Employment Category



Respondent Department\*

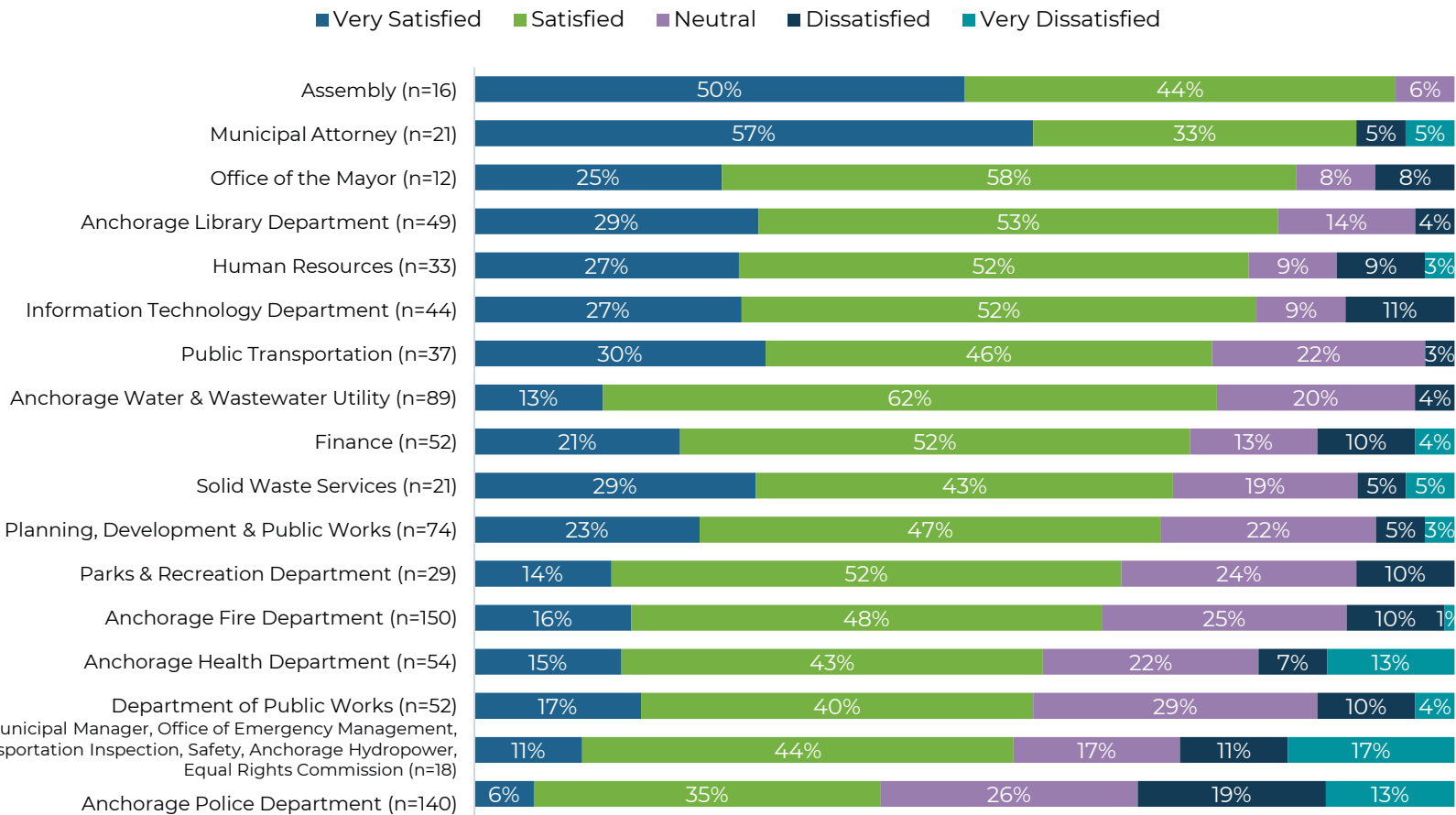


\*Departments with less than 10 respondents are not listed, these include: Purchasing, Don Young Port of Alaska, Municipal Airports, and Chief Administrative Officer, I-Team, Risk Management and Venues

# Current Employee Survey Analysis by Department: Satisfaction

Percent Satisfied or Very Satisfied increased to 64% in 2025, compared to 52% in 2024.

## How satisfied are you working at the Municipality of Anchorage?



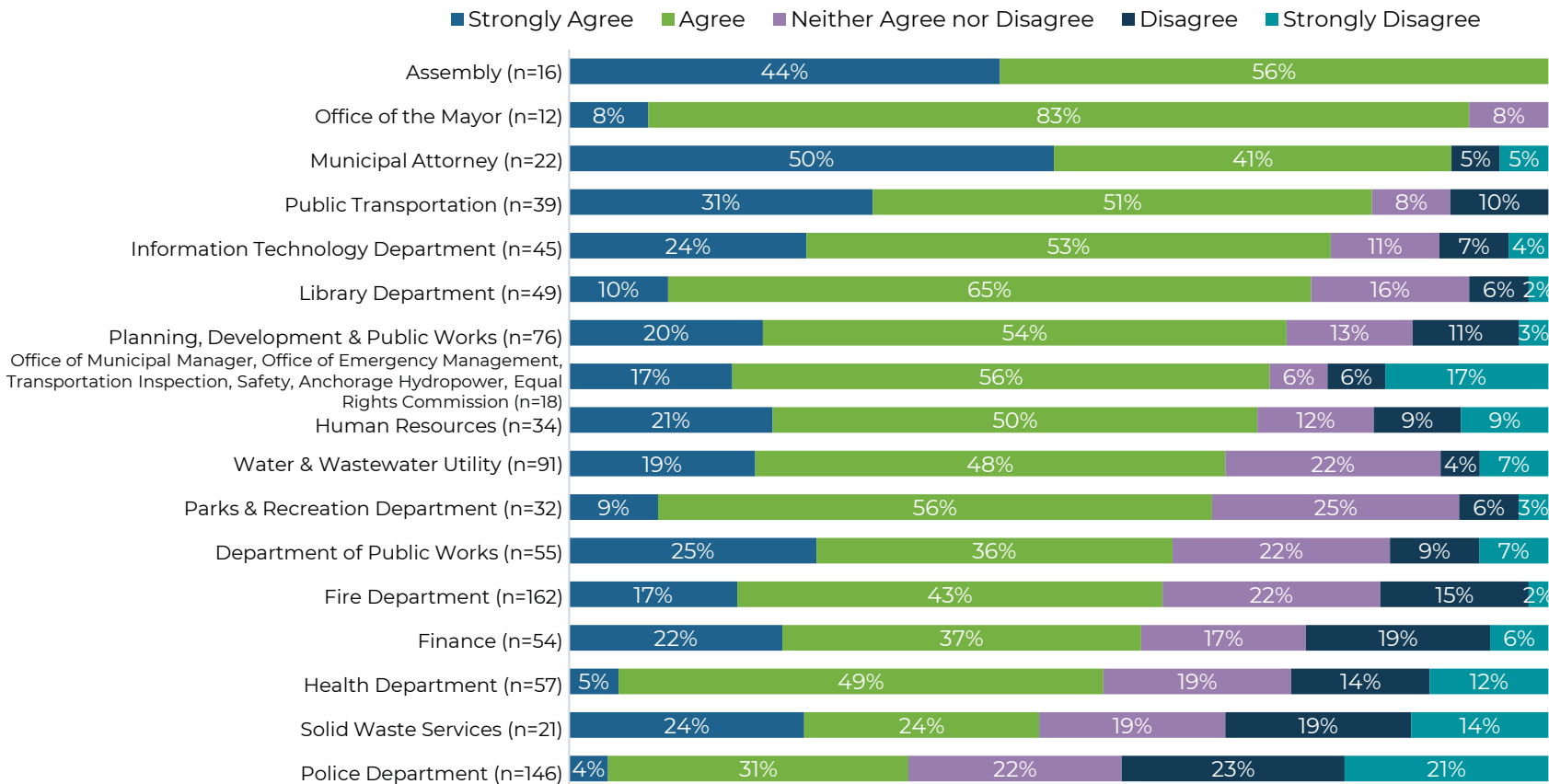
**64% Satisfied or Very Satisfied**  
**21% Neutral**  
**15% Dissatisfied or Very Dissatisfied**

- Age: satisfaction is highest for the oldest (45 or older) and youngest (under 25) employees surveyed
- Tenure: those with less than 3 years tenure have the highest satisfaction rate
- Employment Categories: most satisfied are the Executives and Local 367; least satisfied are the APDEA and IBEW-Techs
- Department: most satisfied are the Assembly and Municipal Attorney; least satisfied are Police Department, and the departments grouped as Office of Municipal Manager, Office of Emergency Management, Transportation Inspection, Safety, Anchorage Hydropower, Equal Rights Commission

# Current Employee Survey Analysis by Department: Employee Engagement and Development

Percent Agree or Strongly Agree increased to 60% in 2025, compared to 50% in 2024.

To what extent do you agree or disagree with the following statements?  
"I feel I am a valued employee of the Municipality."



60% Agree or Strongly Agree  
19% Neither Agree nor Disagree  
21% Disagree or Strongly Disagree

- Age: those under 25 are most likely to agree (82%), followed by those 45 or older (66-67%)
- Tenure: respondents with less than 3 years tenure are most likely to agree (76%)
- Employment Categories: most likely to agree are the Executives and Non-Represented; most likely to disagree are Local 1547 and APDEA
- Department: most likely to agree is the Assembly; most likely to disagree are Police Department and Solid Waste Services

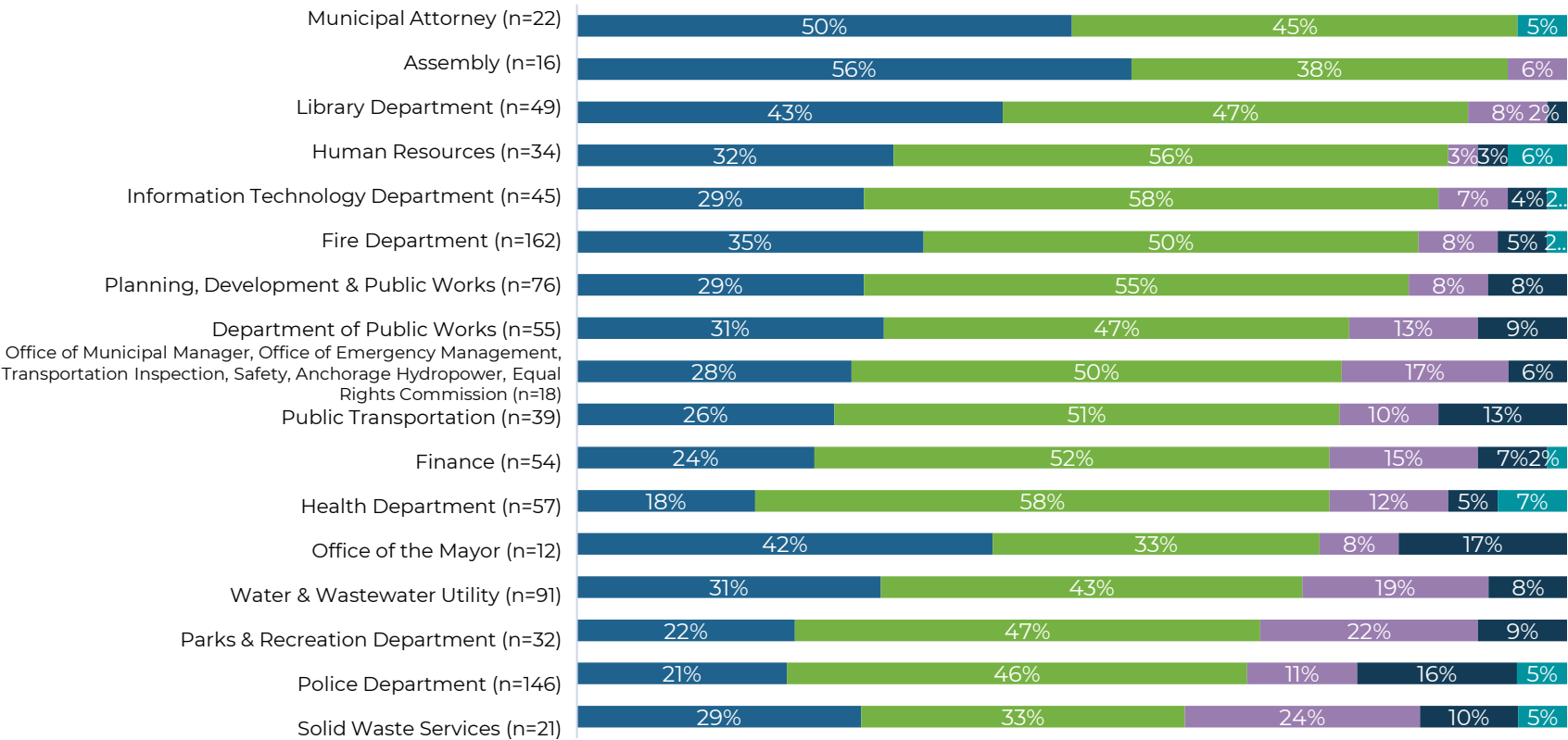


# Current Employee Survey Analysis by Department: Employee Engagement and Development

Percent Agree or Strongly Agree increased to 77% in 2025, compared to 76% in 2024.

To what extent do you agree or disagree with the following statements?  
"My work gives me the feeling of personal accomplishment."

Strongly Agree   Agree   Neither Agree nor Disagree   Disagree   Strongly Disagree



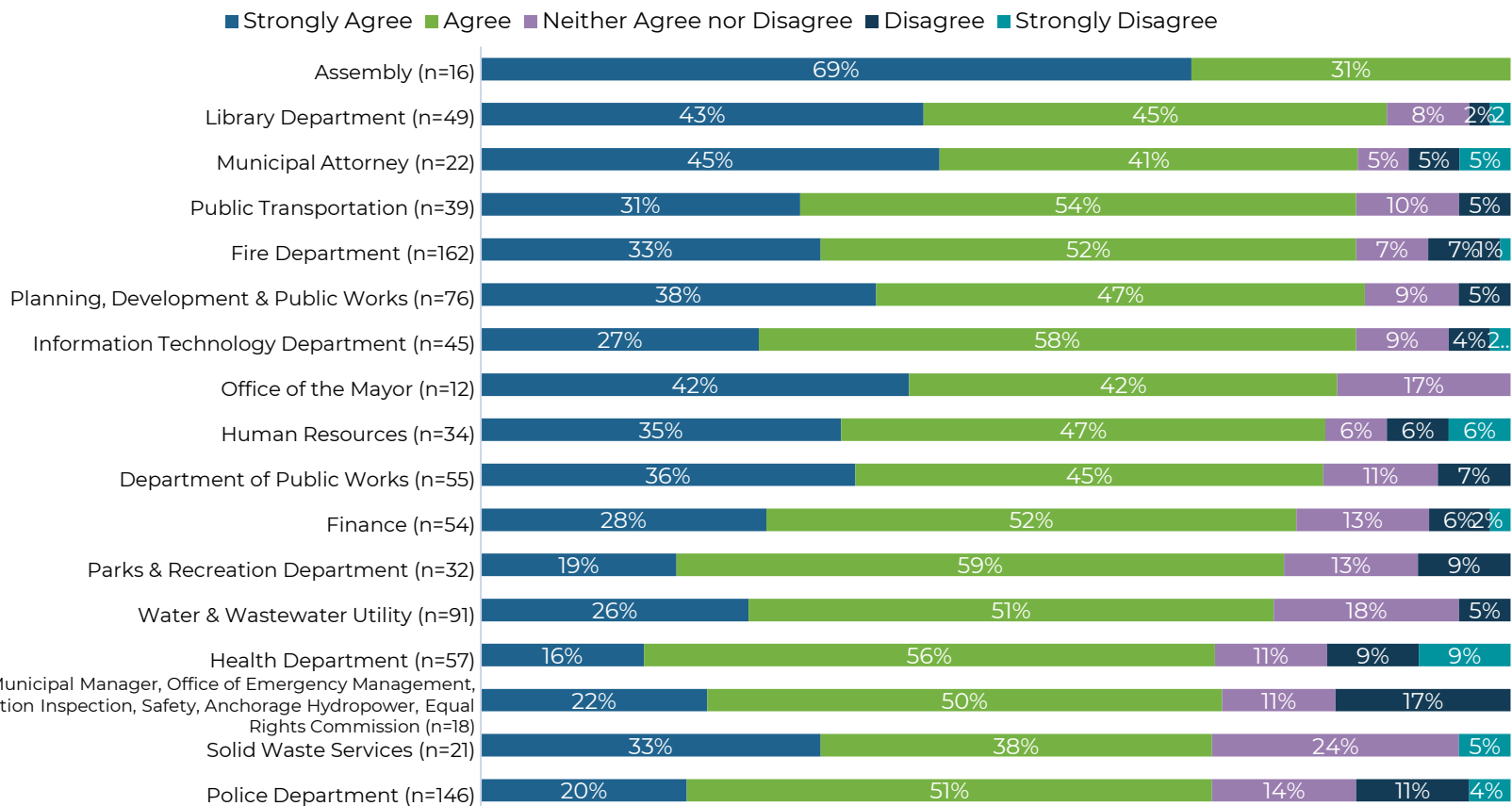
77% Agree or Strongly Agree  
12% Neither Agree nor Disagree  
11% Disagree or Strongly Disagree

- Age: 73-85% of respondents in all age groups agree
- Tenure: 74-81% of respondents of all tenures agree
- Employment Categories: most likely to agree are Executives and the IAFF; most likely to disagree are the IBEW-Techs, Local 959, and APDEA
- Department: most likely to agree are Municipal Attorney and Assembly; most likely to disagree are Police and Office of the Mayor

# Current Employee Survey Analysis by Department: Employee Engagement and Development

Percent Agree or Strongly Agree increased to 78% in 2025, compared to 76% in 2024.

To what extent do you agree or disagree with the following statements?  
"I get to use my personal talents and strengths in my job."



**78% Agree or Strongly Agree**  
**13% Neither Agree nor Disagree**  
**9% Disagree or Strongly Disagree**

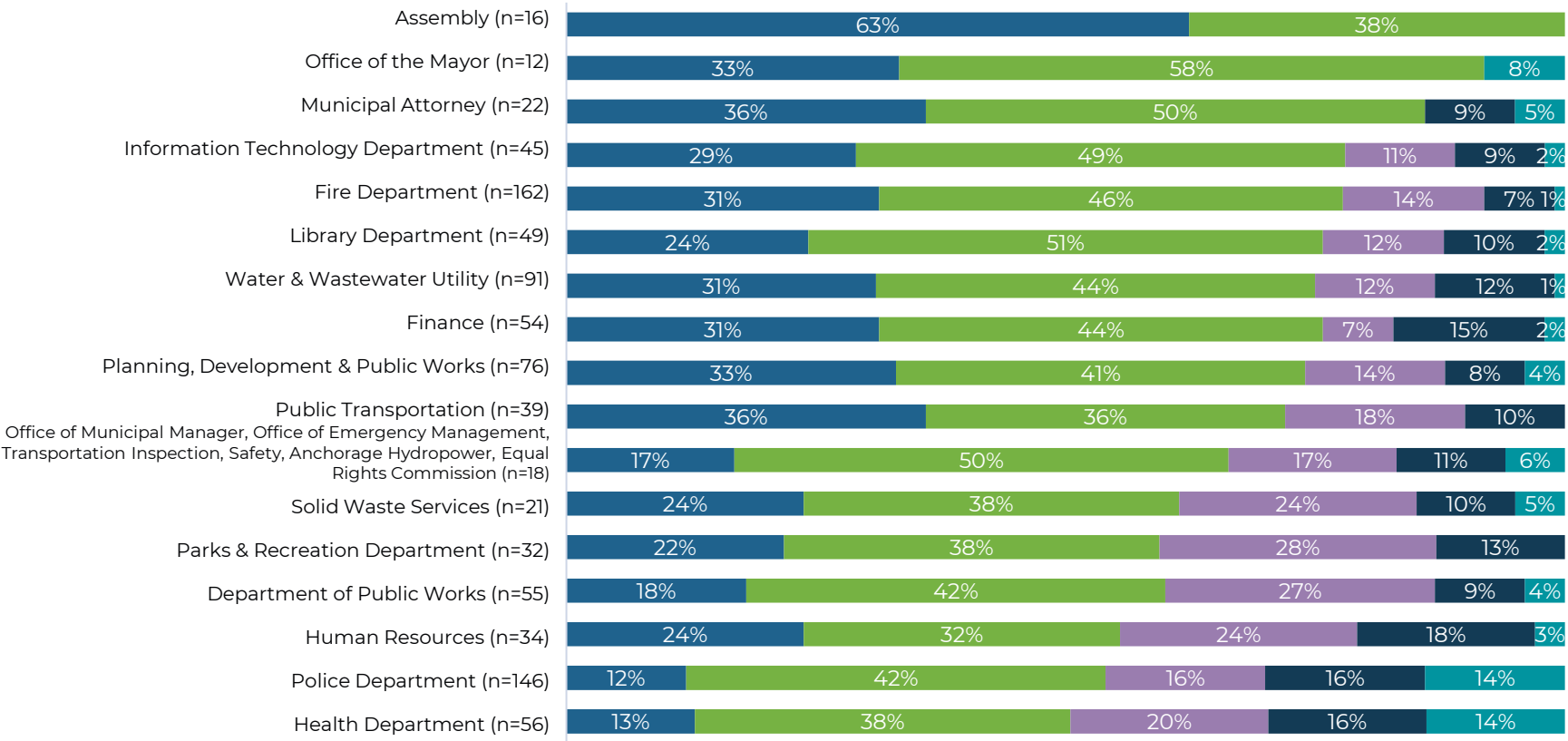
- Age: over 80% of respondents under 25 or 55 or older agree
- Tenure: no significant variation by tenure, 76-82% of all respondents agree
- Employment Categories: most likely to agree are Executives, Non-Represented, and the IAFF; most likely to disagree is Local 302 and APDEA
- Department: most likely to agree is the Assembly; most likely to disagree is Health Department and the departments grouped as Office of Municipal Manager, Office of Emergency Management, Transportation Inspection, Safety, Anchorage Hydropower, Equal Rights Commission

# Current Employee Survey Analysis by Department: Employee Engagement and Development

Percent Agree or Strongly Agree increased to 67% in 2025, compared to 60% in 2024.

To what extent do you agree or disagree with the following statements?  
"My job provides me with opportunities to learn and grow."

Strongly Agree   Agree   Neither Agree nor Disagree   Disagree   Strongly Disagree



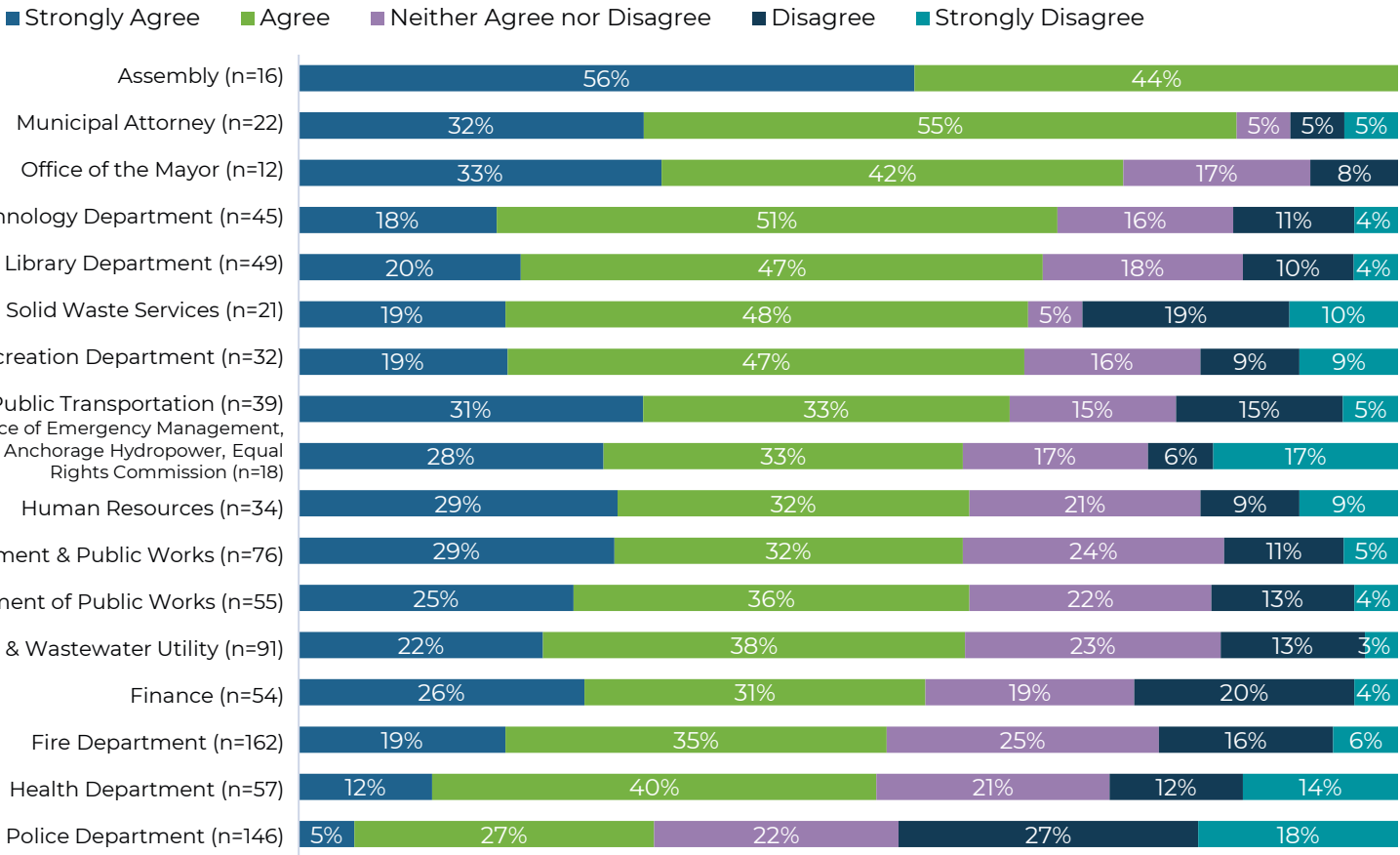
67% Agree or Strongly Agree  
16% Neither Agree nor Disagree  
17% Disagree or Strongly Disagree

- Age: those under 35 are most likely to agree (74-82%)
- Tenure: respondents with less than 3 years service are most likely to agree (77%)
- Employment Categories: most likely to agree are Executives and the IAFF; most likely to disagree are APDEA
- Department: most likely to agree is the Assembly; most likely to disagree are the Police and Health Department

# Current Employee Survey Analysis by Department: Employee Engagement and Development

Percent Agree or Strongly Agree increased to 56% in 2025, compared to 51% in 2024.

To what extent do you agree or disagree with the following statements?  
"I feel empowered to try new things in my job."



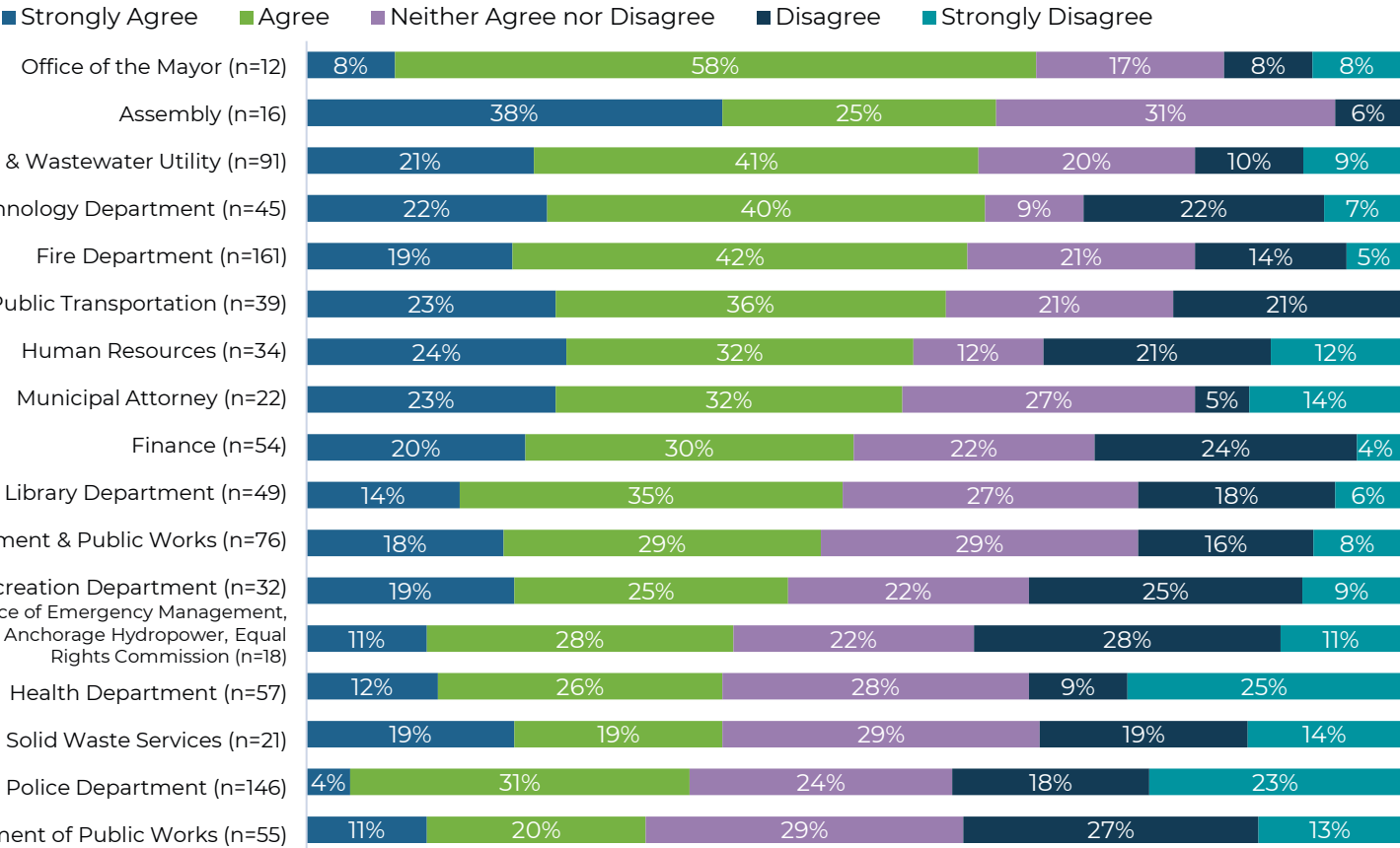
56% Agree or Strongly Agree  
21% Neither Agree nor Disagree  
23% Disagree or Strongly Disagree

- Age: respondents aged under 25 are most likely to agree (83%)
- Tenure: those with less than 3 years service are more likely to agree with 31% strongly agreeing and 40% agreeing
- Employment Categories: most likely to agree are Executives, Non-Represented, and Local 302; most likely to disagree are the APDEA, IBEW-Techs, and Local 959
- Department: Most likely to agree is the Assembly; most likely to disagree is the Police Department

# Current Employee Survey Analysis by Department: Employee Engagement and Development

Percent Agree or Strongly Agree increased to 47% in 2025, compared to 40% in 2024.

To what extent do you agree or disagree with the following statements?  
"I see opportunities to advance within the Municipality."



47% Agree or Strongly Agree  
24% Neither Agree nor Disagree  
29% Disagree or Strongly Disagree

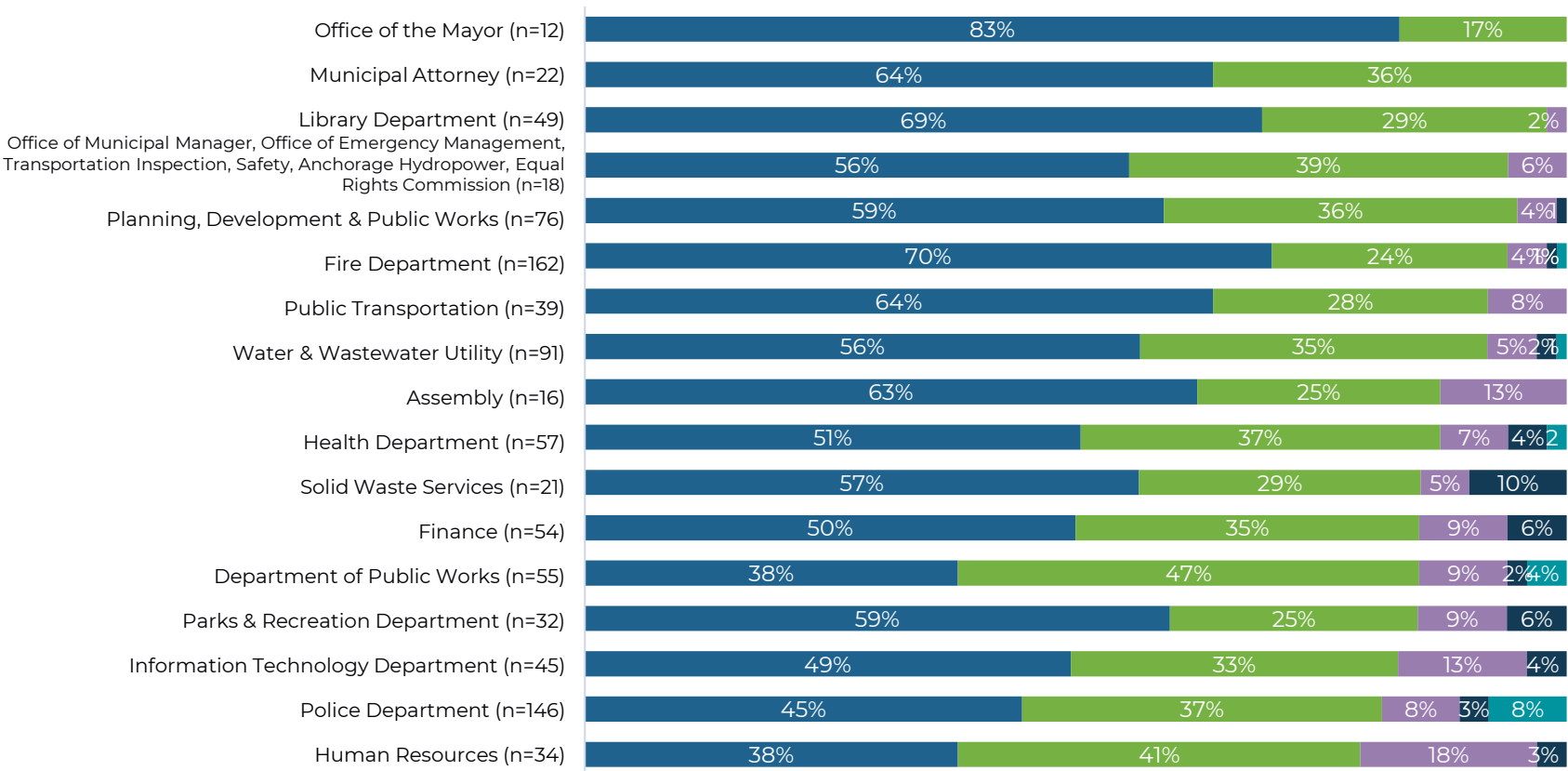
- Age: as respondents age, they are less likely to agree with this statement (68% of those under 25 agree, 44% of those 55 or older agree)
- Tenure: as tenure increases, they are less likely to agree with this statement (61% of those with less than 3 years services agree, 41% of those with 6 or more years service agree)
- Employment Categories: most likely to agree are the IAFF, Local 959, and Non-Represented; most likely to disagree are Local 302 and Local 1547
- Department: most likely to agree are Office of the Mayor and Assembly staff; most likely to disagree are Police and Department of Public Works

# Current Employee Survey Analysis by Department: Employee Engagement and Development

Percent Agree or Strongly Agree remained constant at 88% in 2025 and 2024.

To what extent do you agree or disagree with the following statements?  
"I see serving the public as a core part of my job."

Strongly Agree Agree Neither Agree nor Disagree Disagree Strongly Disagree



88% Agree or Strongly Agree  
8% Neither Agree nor Disagree  
4% Disagree or Strongly Disagree

- Age: 50% or more of respondents in all age groups strongly agree, and 29% or more agree
- Tenure: over half of respondents of all tenure strongly agree, and 29% or more agree
- Employment Categories: most likely to agree are the IAFF, Executives, and Local 1547; most likely to disagree are the Local 302
- Department: most likely to agree are the Office of the Mayor and Municipal Attorney; most likely to disagree are Police and Solid Waste Services



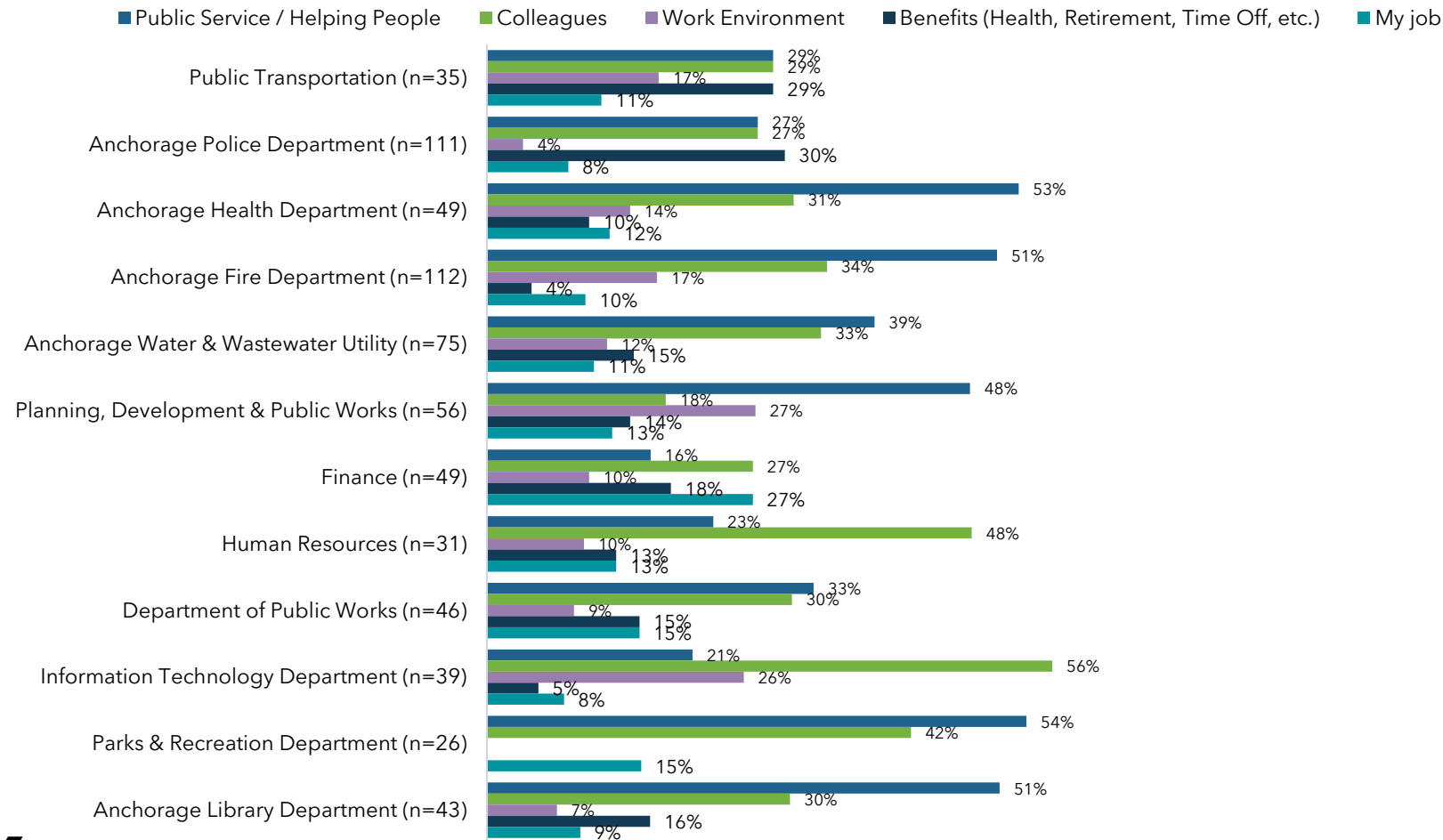
# Current Employee Survey Analysis by Department: Employee Engagement and Development

In 2025, more respondents mentioned work environment (13%), compared to 2024 (10%).

**33% Public Service & Helping People**  
**28% Colleagues**  
**13% Work Environment**  
**13% Benefits (Health, Retirement, Time Off)**

- Age: respondents under 25 more likely to enjoy working with their colleagues and their specific job more than other age groups; as age range increases, respondents are more likely to enjoy public service and helping people
- Tenure: those with up to 5 years tenure are more likely to mention work environment; respondents with more than 10 years service are more likely to mention benefits
- Employment Category: helping people and colleagues were most commonly mentioned by the Executives, IAFF, and Local 71; benefits was more commonly mentioned by the APDEA, Local 1547, IBEW-Techs, and Local 302; colleagues were most commonly mentioned by Non-Represented and Local 71; at least 20% of respondents from Executives and Local 1547 mentioned work environment
- Department: helping people and colleagues were most commonly mentioned in the Health Department, Fire Department, and Parks & Recreation; benefits were more commonly mentioned by Police and Public Transportation

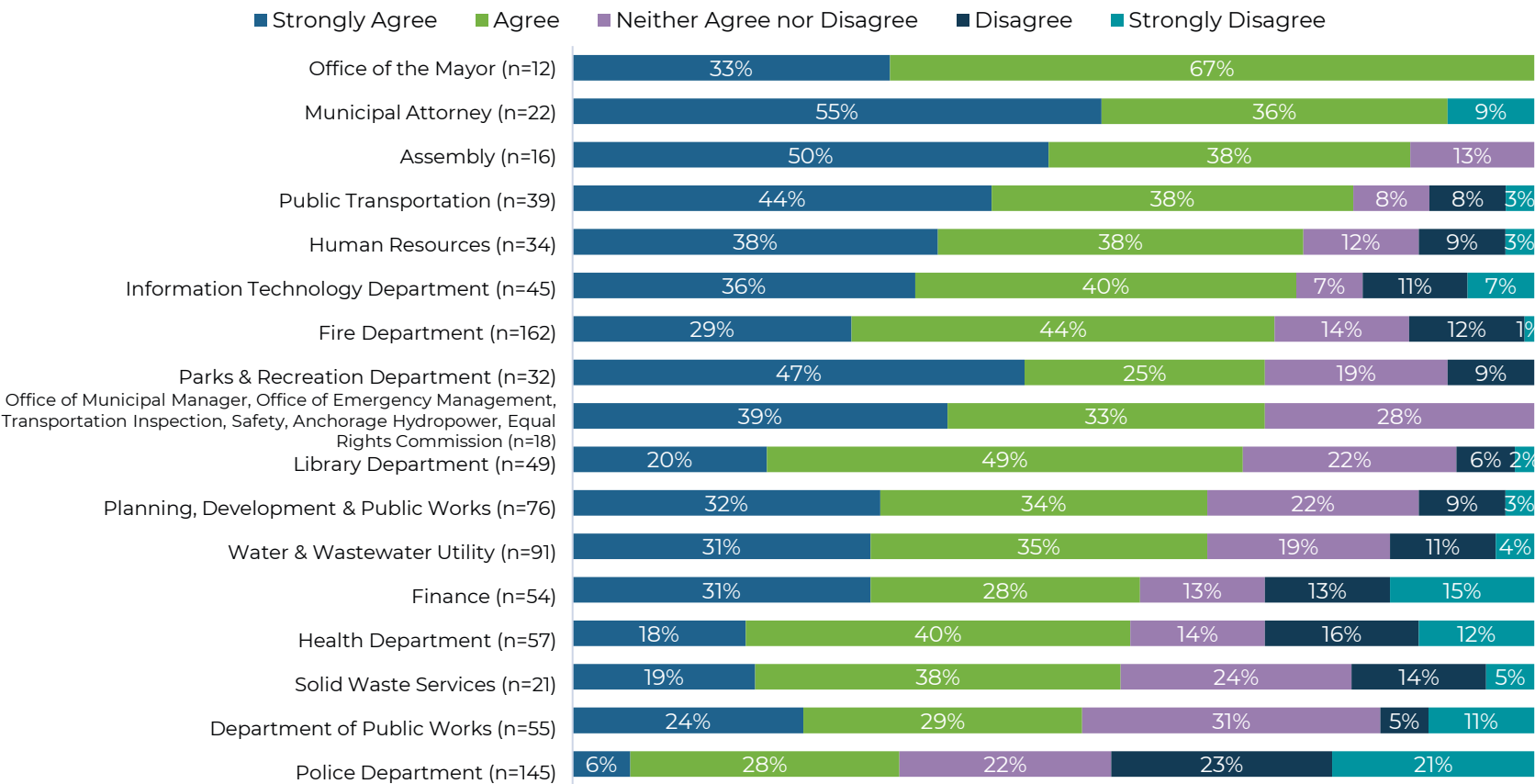
## What do you enjoy most about working at the Municipality of Anchorage?



# Current Employee Survey Analysis by Department: Company Culture

Percent Agree or Strongly Agree increased to 62% in 2025, compared to 57% in 2024.

To what extent do you agree or disagree with the following statements?  
"My department director clearly communicates the goals and priorities of our department."



**62% Agree or Strongly Agree**  
**18% Neither Agree nor Disagree**  
**20% Disagree or Strongly Disagree**

- Age: respondents under 25 most likely to agree (75%)
- Tenure: those with less than 3 years service are most likely to strongly agree (40%), followed by those with 3-5 years service (32%)
- Employment Category: most likely to agree are the Executives and IAFF; most likely to disagree are the APDEA and Local 959
- Department: most likely to agree are Office of the Mayor and Municipal Attorney; most likely to disagree are Police, Finance, and Health Department

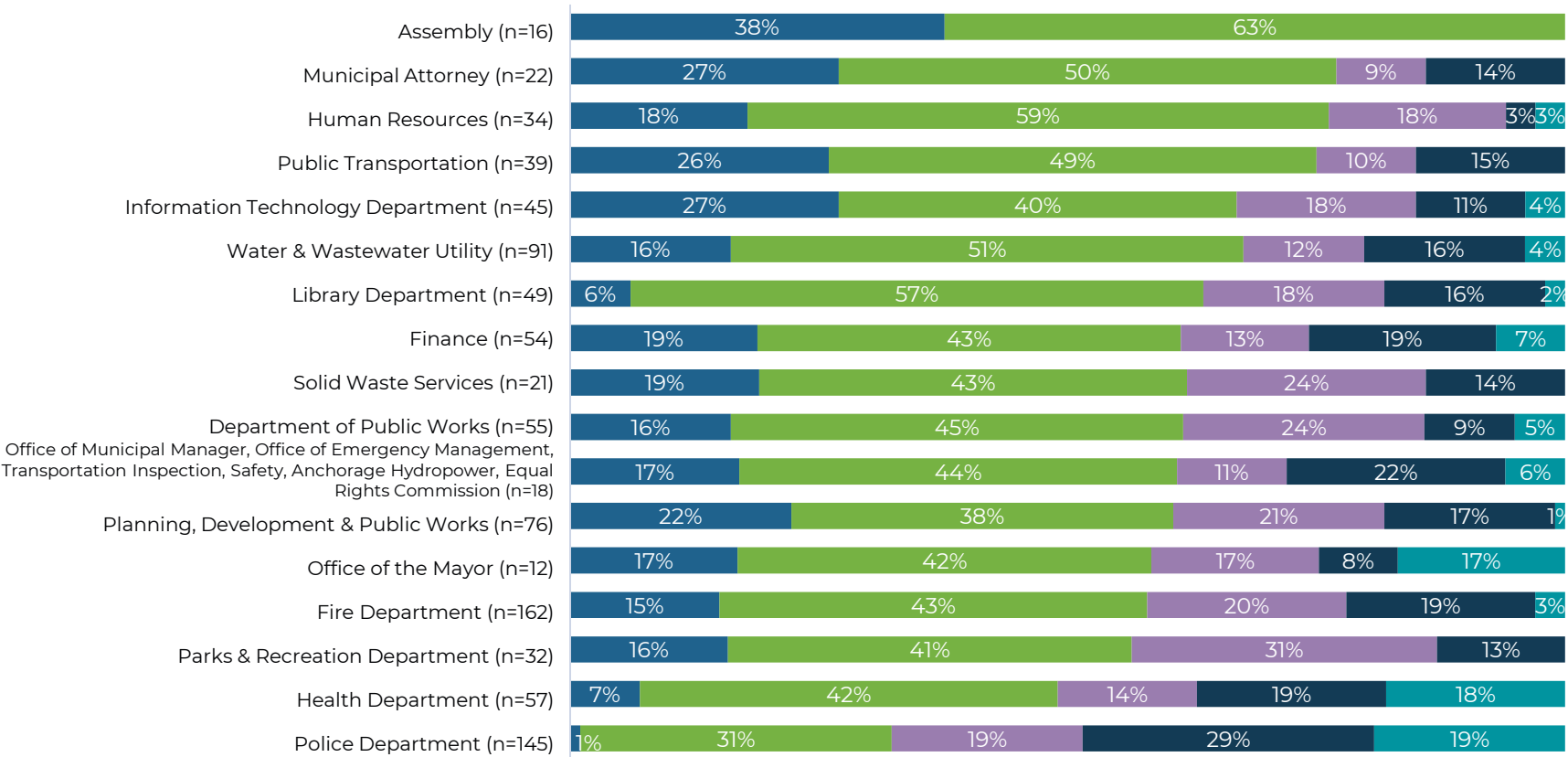


# Current Employee Survey Analysis by Department: Company Culture

Percent Agree or Strongly Agree increased to 58% in 2025, compared to 48% in 2024.

To what extent do you agree or disagree with the following statements?  
"The resources I need to do my job well are readily available."

Strongly Agree   Agree   Neither Agree nor Disagree   Disagree   Strongly Disagree



58% Agree or Strongly Agree  
18% Neither Agree nor Disagree  
24% Disagree or Strongly Disagree

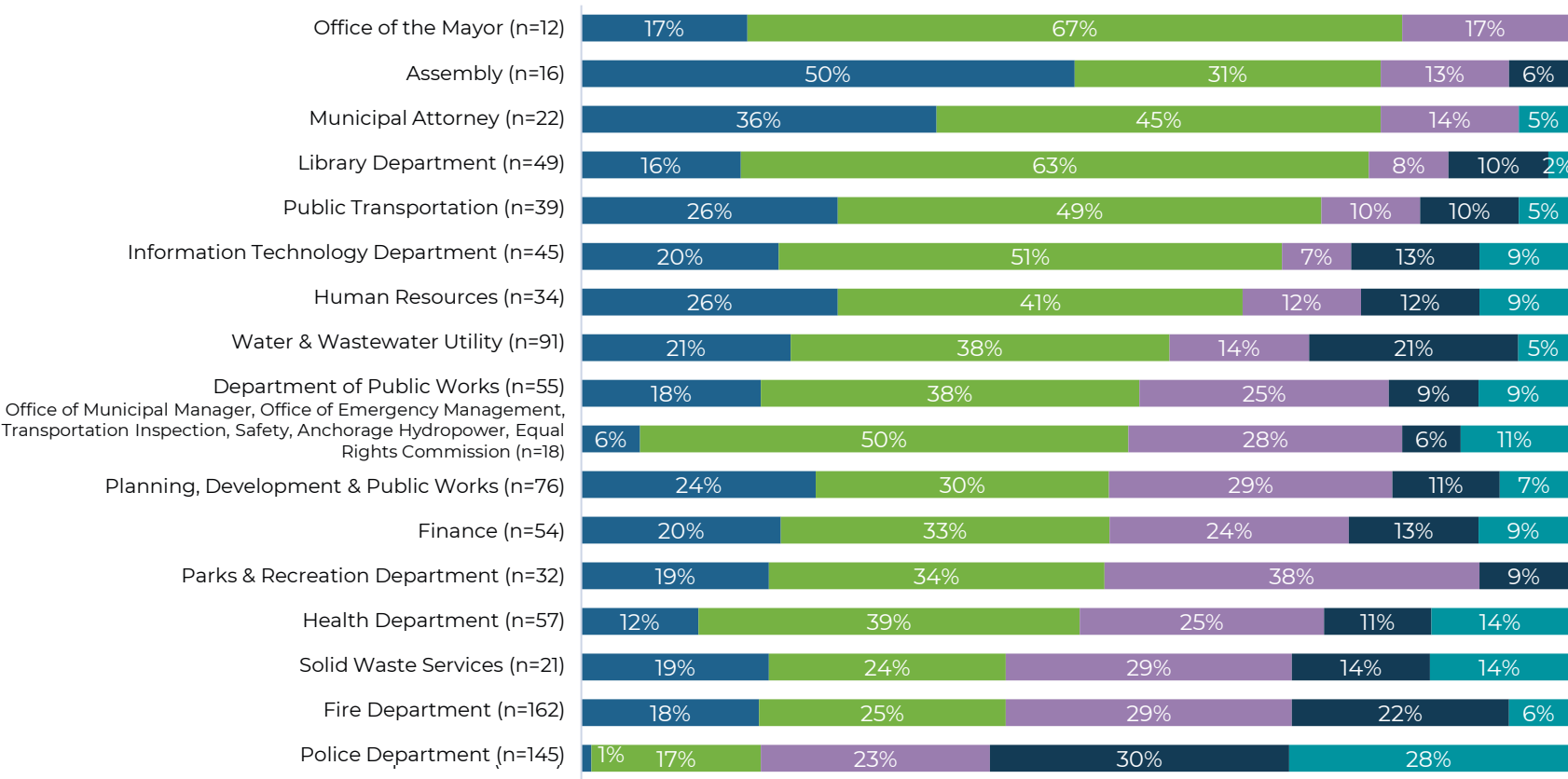
- Age: respondents under 25 most likely to agree (86%)
- Tenure: as tenure increases, so does the percent of employees that disagree, with 15% of those with up to 5 years service disagreeing and 32% of those with more than 10 years service
- Employment Category: most likely to agree are Executives and Local 302; most likely to disagree is the APDEA
- Department: most likely to agree are the Assembly, Municipal Attorney, and Human Resources; most likely to disagree are the Police and Health Departments

# Current Employee Survey Analysis by Department: Company Culture

Percent Agree or Strongly Agree increased to 51% in 2025, compared to 43% in 2024.

To what extent do you agree or disagree with the following statements?  
"My good work is frequently recognized."

Strongly Agree   Agree   Neither Agree nor Disagree   Disagree   Strongly Disagree



51% Agree or Strongly Agree  
22% Neither Agree nor Disagree  
27% Disagree or Strongly Disagree

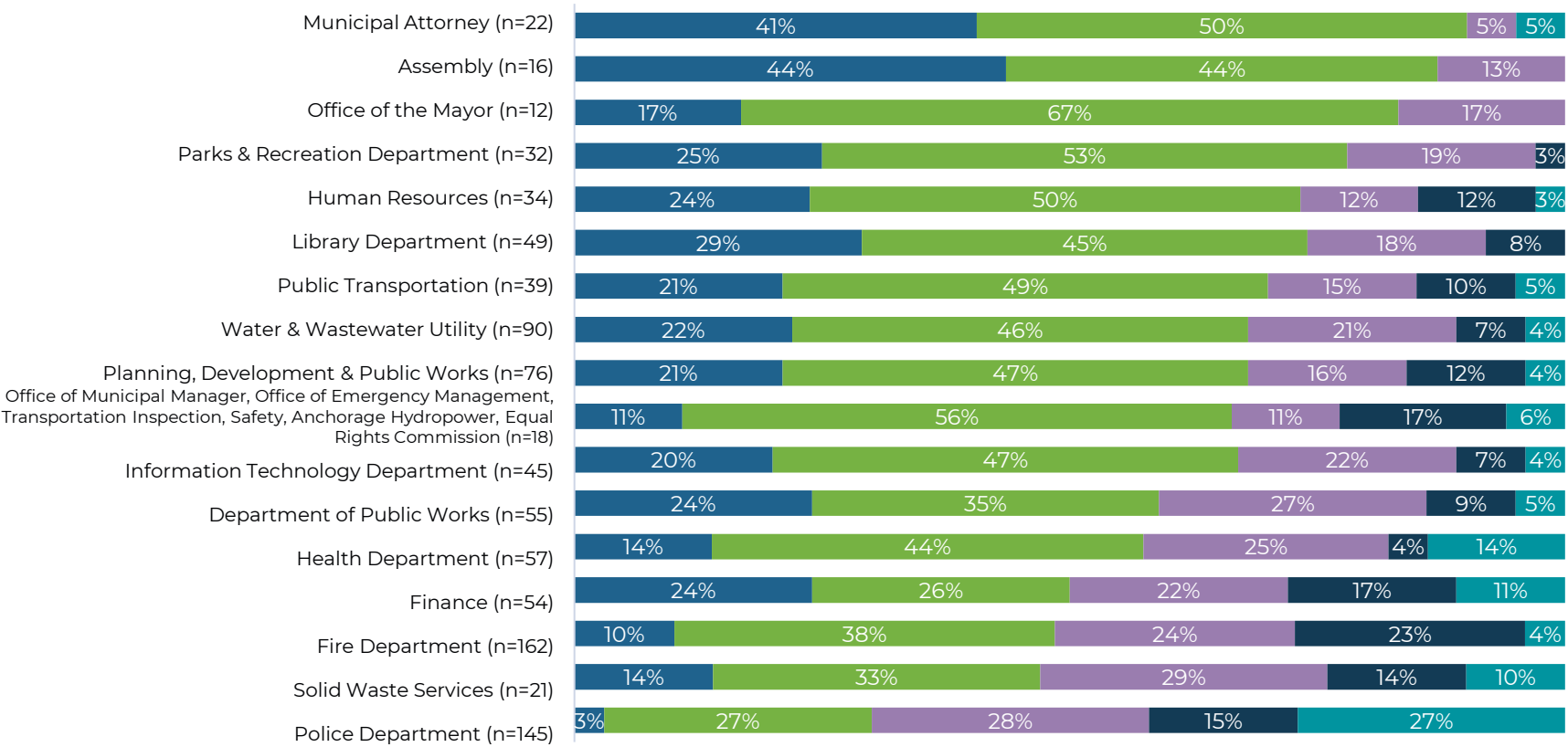
- Age: younger respondents more likely to agree with 25% of those under 25 strongly agreeing, and 50% agreeing
- Tenure: respondents with less than 3 years service are most likely to agree (71%)
- Employment Category: most likely to agree are Executives and Non-Represented; most likely to disagree are the APDEA and IBEW-Techs
- Department: most likely to agree are the Office of the Mayor, Assembly and Municipal Attorney; most likely to disagree is the Police Department

# Current Employee Survey Analysis by Department: Company Culture

Percent Agree or Strongly Agree increased to 56% in 2025, compared to 50% in 2024.

To what extent do you agree or disagree with the following statements?  
"My ideas and suggestions are appreciated at work."

Strongly Agree   Agree   Neither Agree nor Disagree   Disagree   Strongly Disagree



56% Agree or Strongly Agree  
23% Neither Agree nor Disagree  
21% Disagree or Strongly Disagree

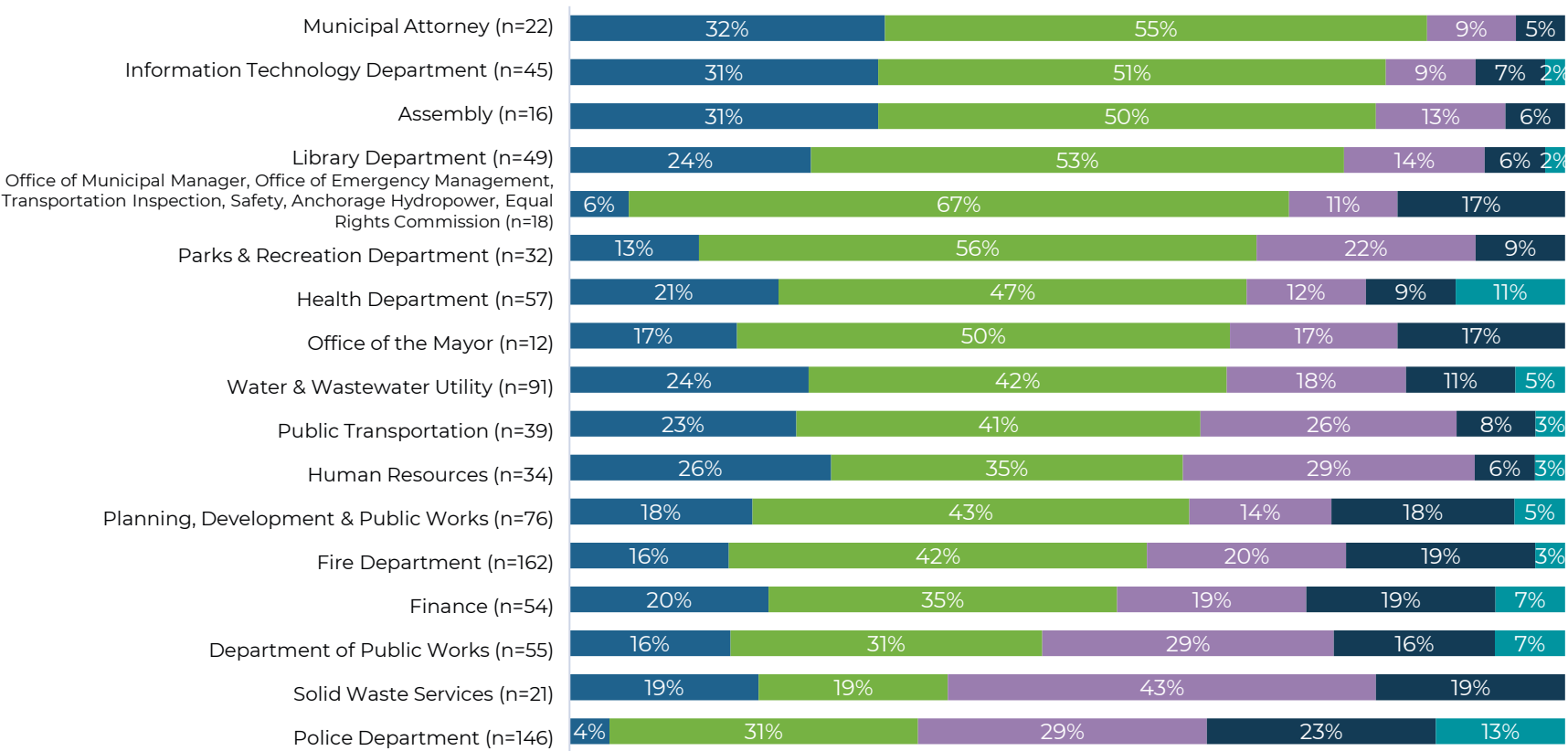
- Age: respondents under 26 are more likely to agree with 43% strongly agreeing and 29% agreeing
- Tenure: respondents with fewer years of service are more likely to agree (73% of those with less than 3 years service; 47% of those with more than 10 years)
- Employment Category: most likely to agree are Executives and the Non-Represented; most likely to disagree are the Local 959 and APDEA
- Department: most likely to agree are Municipal Attorney and Assembly; most likely to disagree is Police Department

# Current Employee Survey Analysis by Department: Company Culture

Percent Agree or Strongly Agree increased to 59% in 2025, compared to 57% in 2024.

To what extent do you agree or disagree with the following statements?  
"Someone at work gives me feedback about my job performance."

Strongly Agree Agree Neither Agree nor Disagree Disagree Strongly Disagree



59% Agree or Strongly Agree  
21% Neither Agree nor Disagree  
20% Disagree or Strongly Disagree

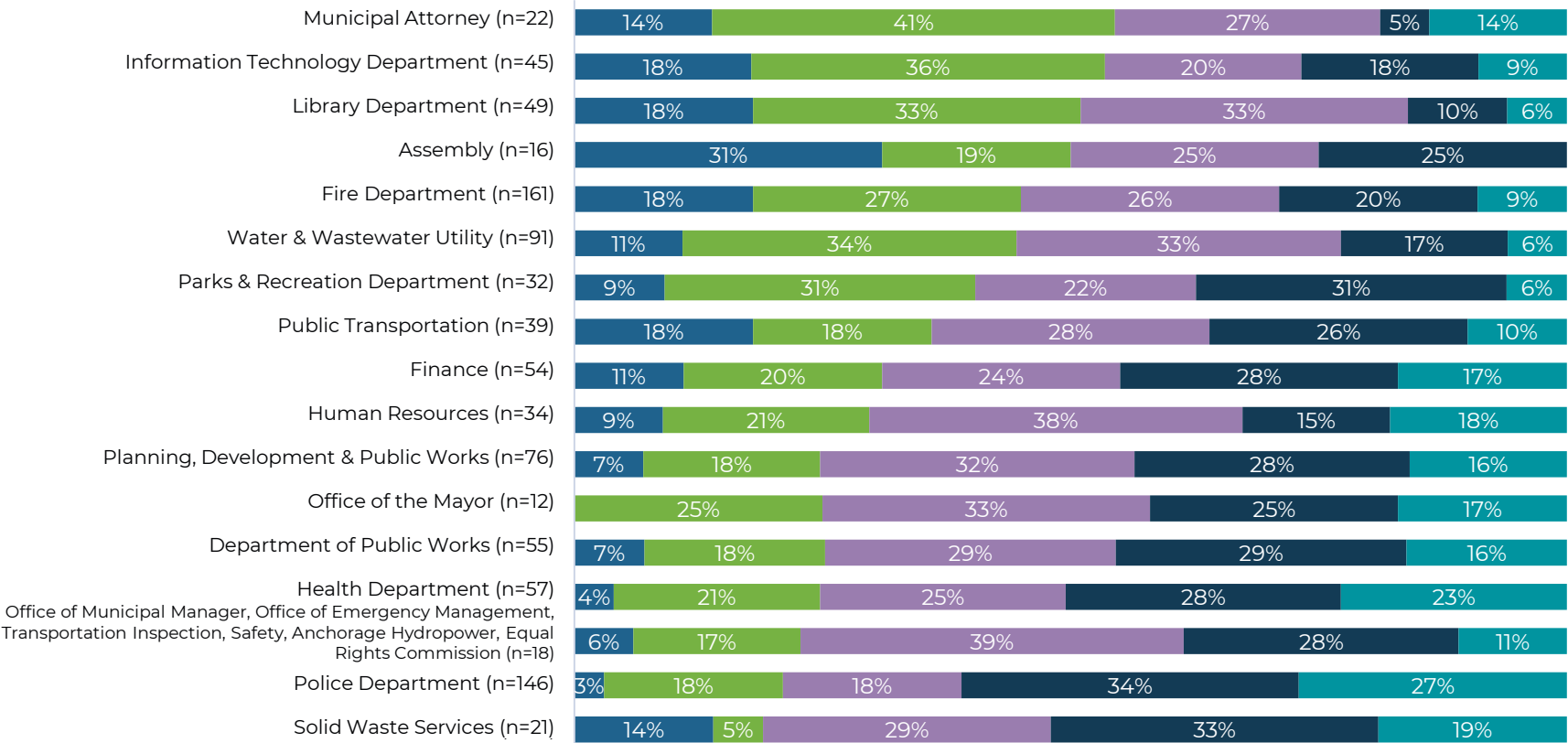
- Age: as respondents age, they are less likely to agree with 75% of those under 25 agreeing and 57% of those 55 or older agreeing
- Tenure: respondents with up to 5 years service are more likely to agree (64-75%)
- Employment Category: most likely to agree are the Executives and Non-Represented; most likely to disagree are the APDEA
- Department: most likely to agree are the Municipal Attorney, Information Technology Department, and Assembly; most likely to disagree is Police, Finance, and Public Works

# Current Employee Survey Analysis by Department: Company Culture

Percent Agree or Strongly Agree increased to 34% in 2025, compared to 29% in 2024.

To what extent do you agree or disagree with the following statements?  
"Someone at work talks to me about opportunities for career growth."

Strongly Agree   Agree   Neither Agree nor Disagree   Disagree   Strongly Disagree



34% Agree or Strongly Agree  
28% Neither Agree nor Disagree  
38% Disagree or Strongly Disagree

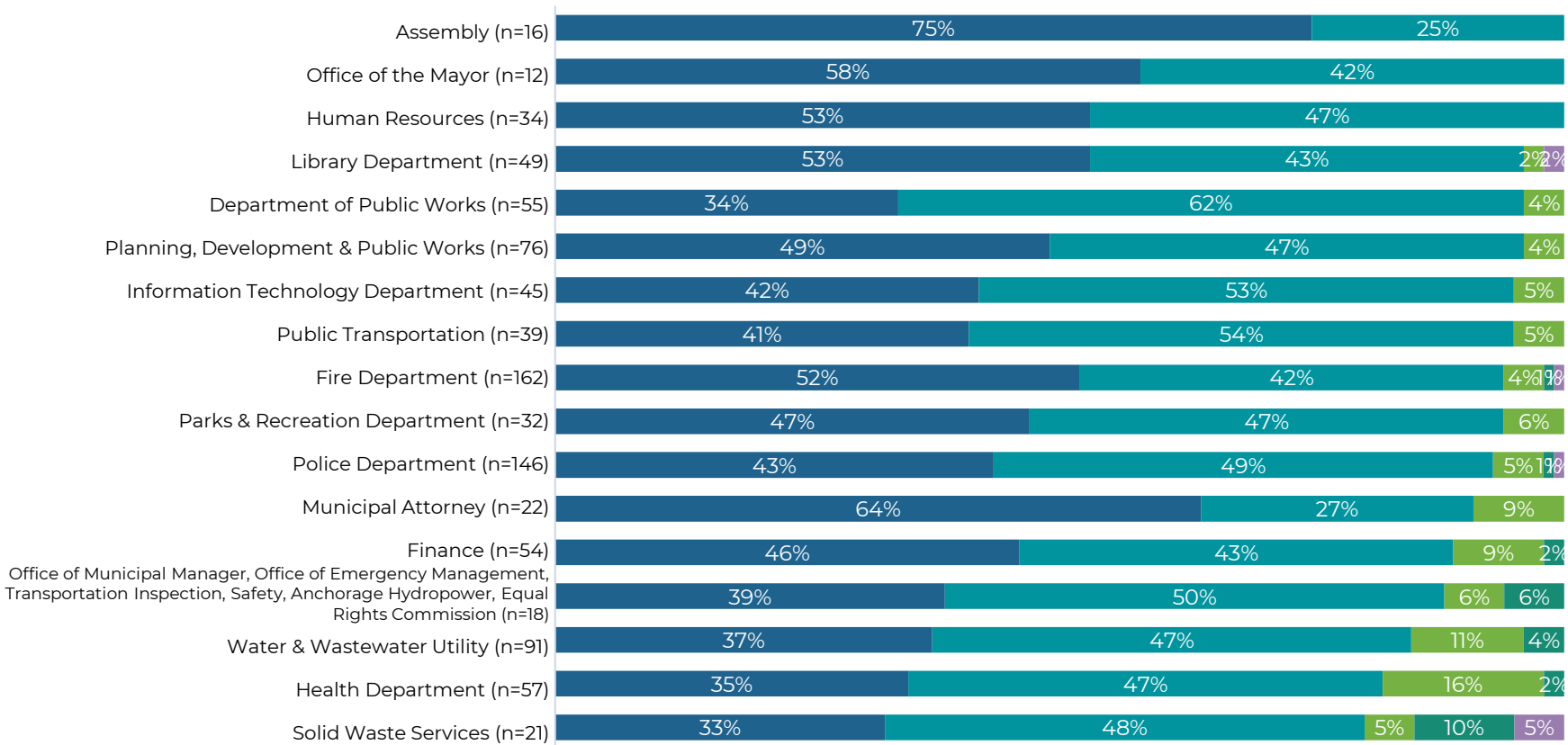
- Age: as respondents age, they are less likely to agree with 68% of those under 25 agreeing and just 21% of those 55 or older agreeing
- Tenure: respondents with less than 3 years of service are most likely to agree (52%)
- Employment Category: most likely to agree are the IAFF and Executives; most likely to disagree are the IBEW-Techs, APDEA, and Local 1547, and Local 302
- Department: most likely to agree are the Municipal Attorney and Information Technology Department; most likely to disagree is Police Department, Solid Waste Services, and Health Department

# Current Employee Survey Analysis by Department: Company Culture

Percent Agree or Strongly Agree increased to 91% in 2025, compared to 89% in 2024.

To what extent do you agree or disagree with the following statements?  
"I have friendly relationships with coworkers."

Strongly Agree   Agree   Neither Agree nor Disagree   Disagree   Strongly Disagree



91% Agree or Strongly Agree  
7% Neither Agree nor Disagree  
2% Disagree or Strongly Disagree

- Age: 43-64% of respondents in all age brackets strongly agree, and 32-48% agree
- Tenure: most respondents of all tenure groups agree (87-92%),
- Employment Category: most likely to agree are the Executives, Non-Represented, and Local 1264; most likely to disagree are the IBEW-Techs
- Department: most likely to agree are Human Resources, Office of the Mayor, and Assembly; most likely to disagree is Solid Waste Services

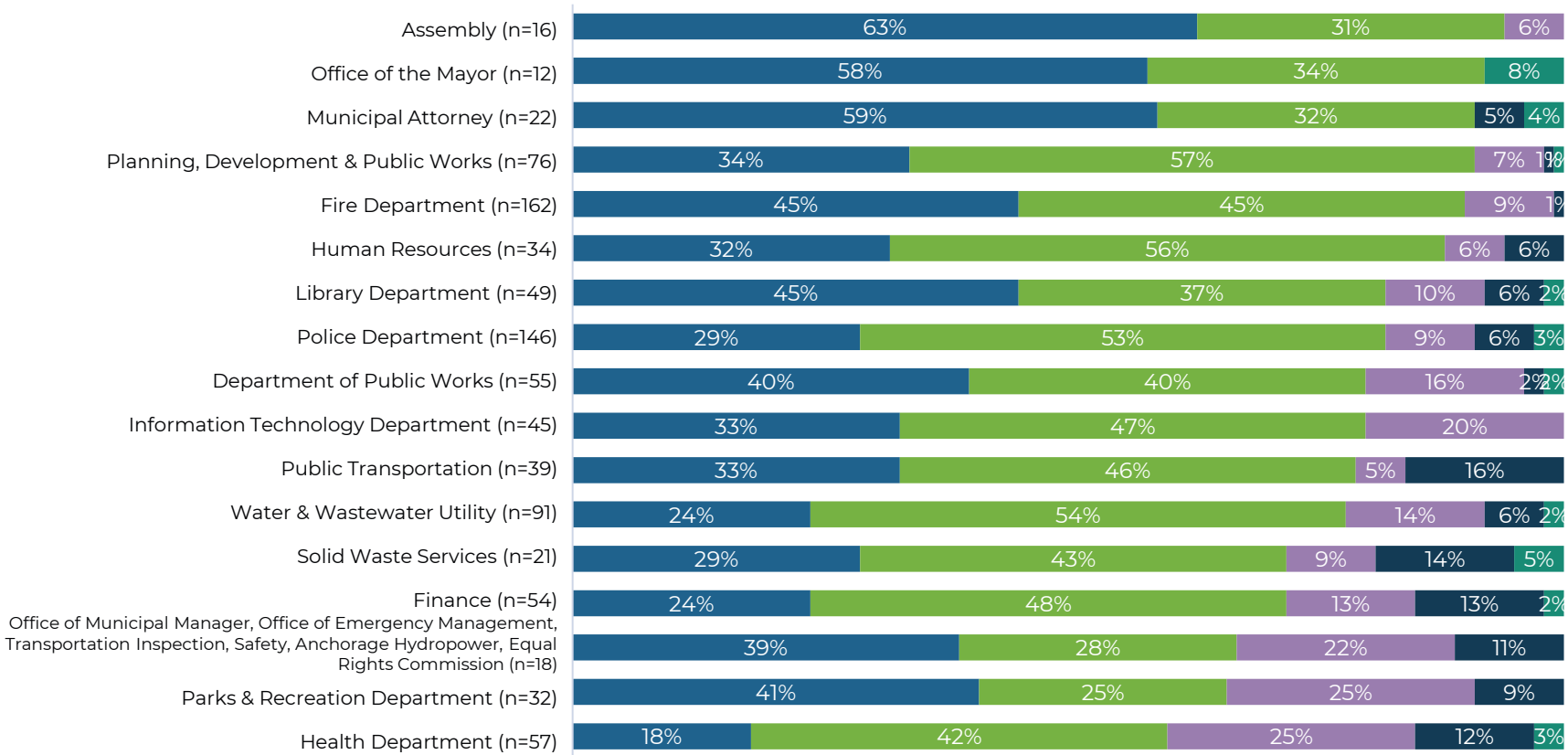


# Current Employee Survey Analysis by Department: Company Culture

Percent Agree or Strongly Agree remained similar at 79% in 2025, compared to 78% in 2024.

To what extent do you agree or disagree with the following statements?  
"I trust my co-workers to do good work."

Strongly Agree Agree Neither Agree nor Disagree Disagree Strongly Disagree



79% Agree or Strongly Agree  
12% Neither Agree nor Disagree  
9% Disagree or Strongly Disagree

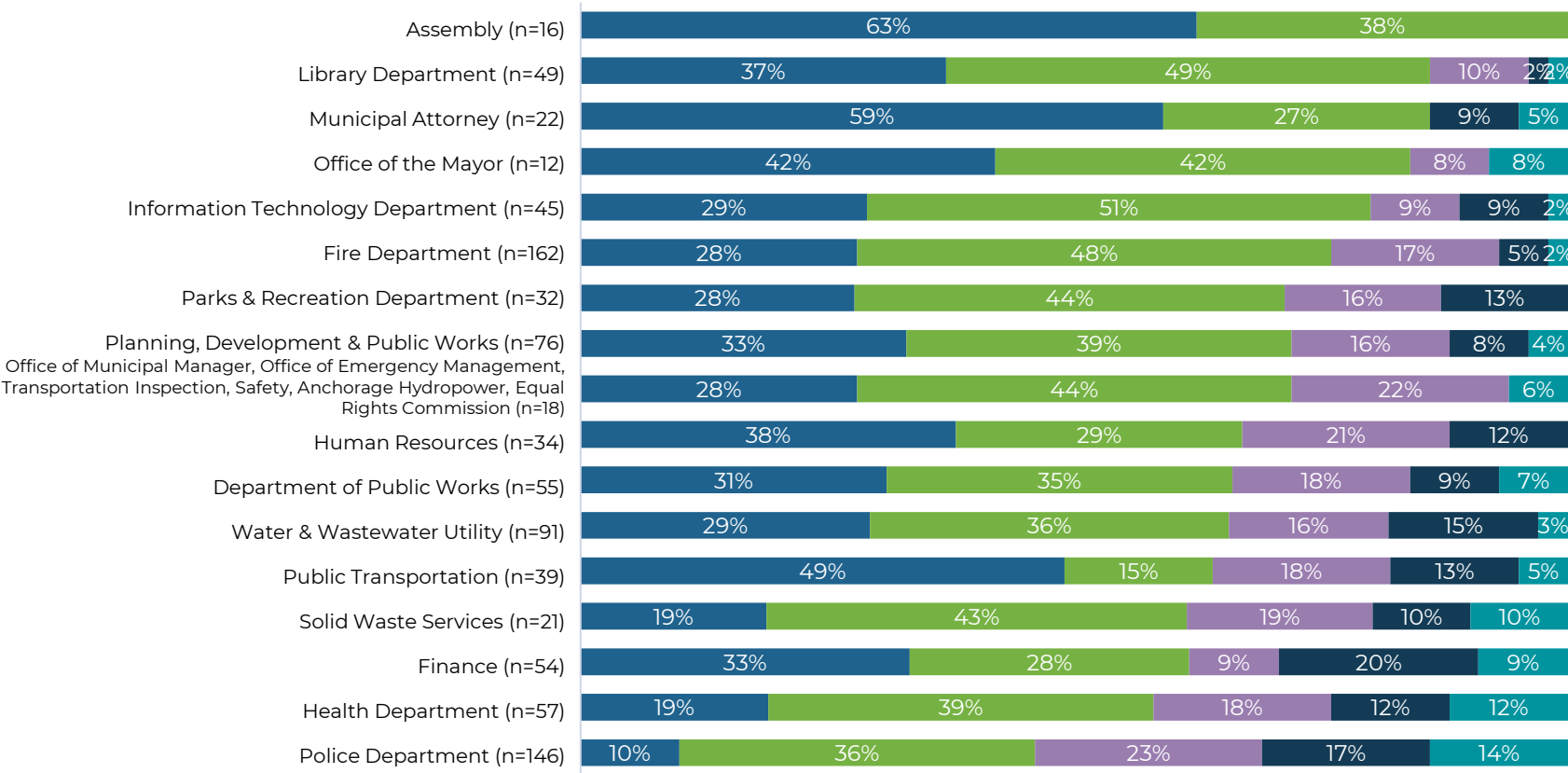
- Age: 77-86% of respondents in all age brackets agree, with 57% of those under 25 strongly agreeing
- Tenure: those with less than 3 years of service are slightly more likely to agree (84%) compared to 78-79% of other tenure brackets
- Employment Category: most likely to agree are the Executives; most likely to disagree are the IBEW-Techs and Local 959
- Department: most likely to agree is Assembly an Office of the Mayor, Municipal Attorney, and Planning, Development, & Public Works; most likely to disagree are Solid Waste Services, Public Transportation, Finance, and Health

# Current Employee Survey Analysis by Department: Company Culture

Percent Agree or Strongly Agree remained similar at 66% in 2025, compared to 65% in 2024.

To what extent do you agree or disagree with the following statements?  
"My department is collaborative and has strong teamwork."

Strongly Agree   Agree   Neither Agree nor Disagree   Disagree   Strongly Disagree



66% Agree or Strongly Agree  
17% Neither Agree nor Disagree  
17% Disagree or Strongly Disagree

- Age: respondents under 25 are most likely to agree (82%)
- Tenure: 40% of respondents with less than 3 years strongly agree
- Employment Category: most likely to agree are Executives and IAFF; most likely to disagree are the Local 959 and APDEA
- Department: most likely to agree are Assembly; most likely to disagree are Finance and Police

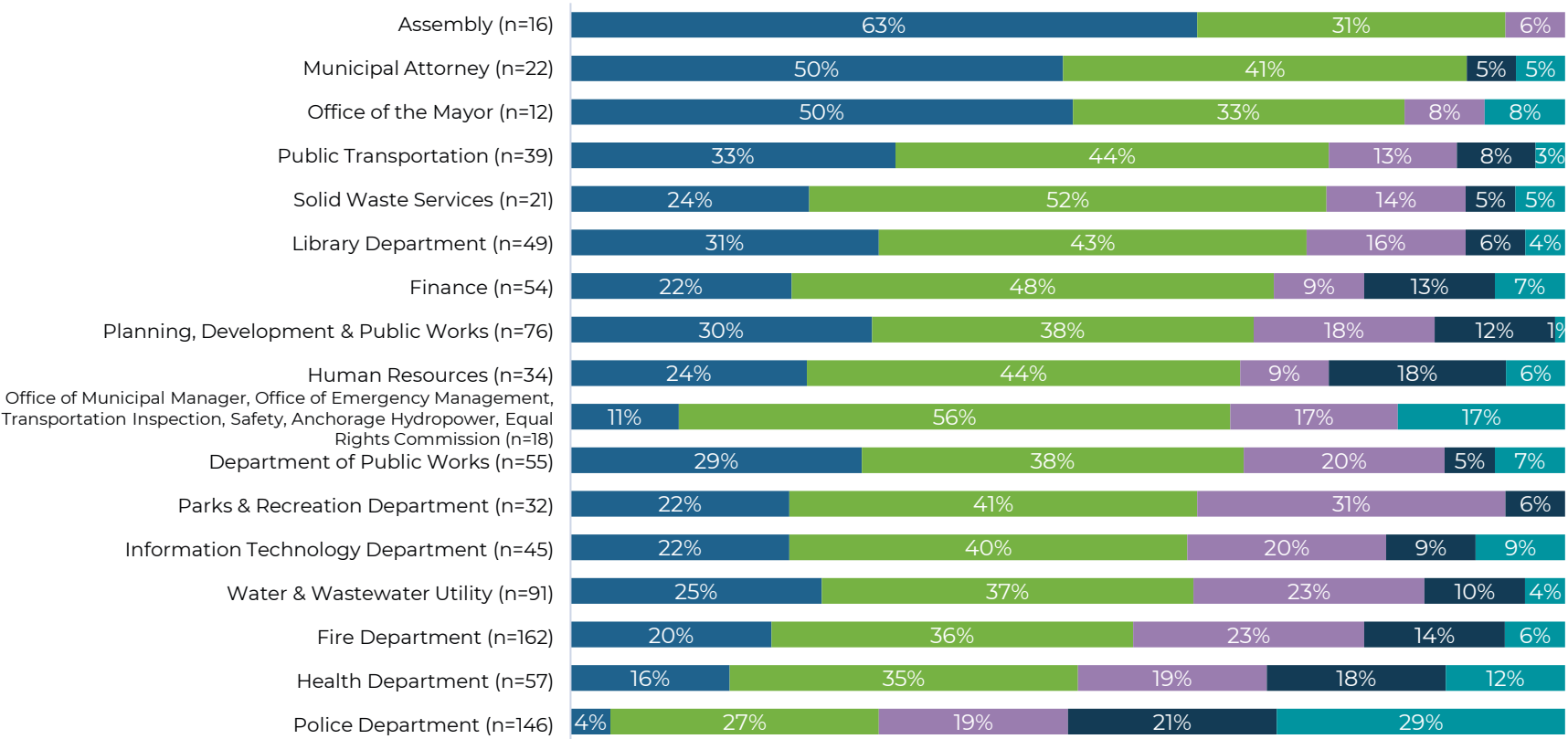


# Current Employee Survey Analysis by Department: Company Culture

Percent Agree or Strongly Agree increased to 59% in 2025, compared to 50% in 2024.

To what extent do you agree or disagree with the following statements?  
"My employer cares about my wellbeing."

Strongly Agree   Agree   Neither Agree nor Disagree   Disagree   Strongly Disagree



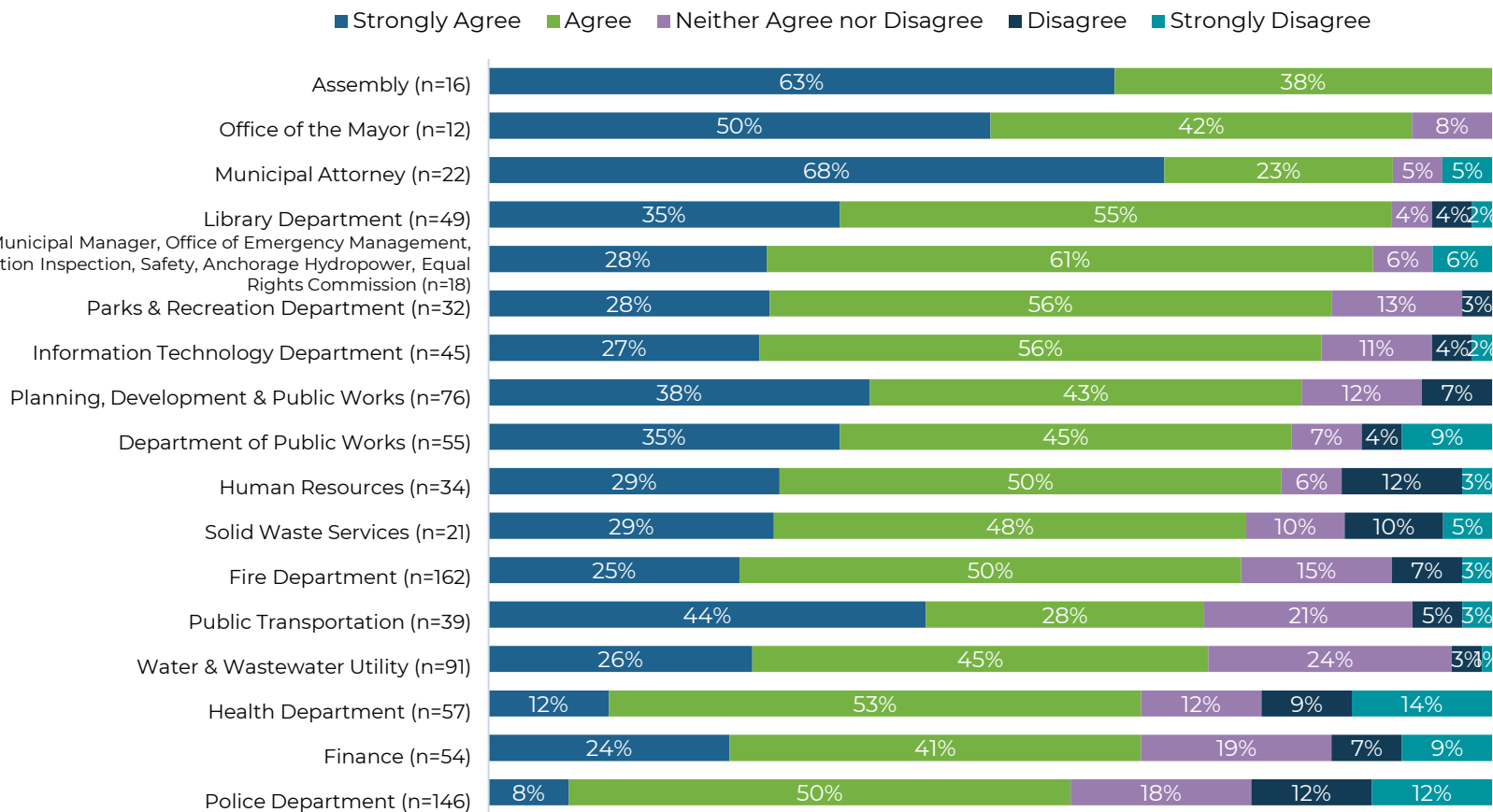
59% Agree or Strongly Agree  
19% Neither Agree nor Disagree  
22% Disagree or Strongly Disagree

- Age: respondents under 25 are most likely to agree (75%)
- Tenure: 76% of respondents with less than 3 years service agree, compared to 52-60% for all other tenure groups
- Employment Category: most likely to agree are the Executives and Local 302; most likely to disagree is the APDEA
- Department: most likely to agree is the Assembly and Municipal Attorney; most likely to disagree is the Police Department

# Current Employee Survey Analysis by Department: Company Culture

Percent Agree or Strongly Agree increased to 72% in 2025, compared to 68% in 2024.

To what extent do you agree or disagree with the following statements?  
"I am treated with respect at work."



72% Agree or Strongly Agree  
15% Neither Agree nor Disagree  
12% Disagree or Strongly Disagree

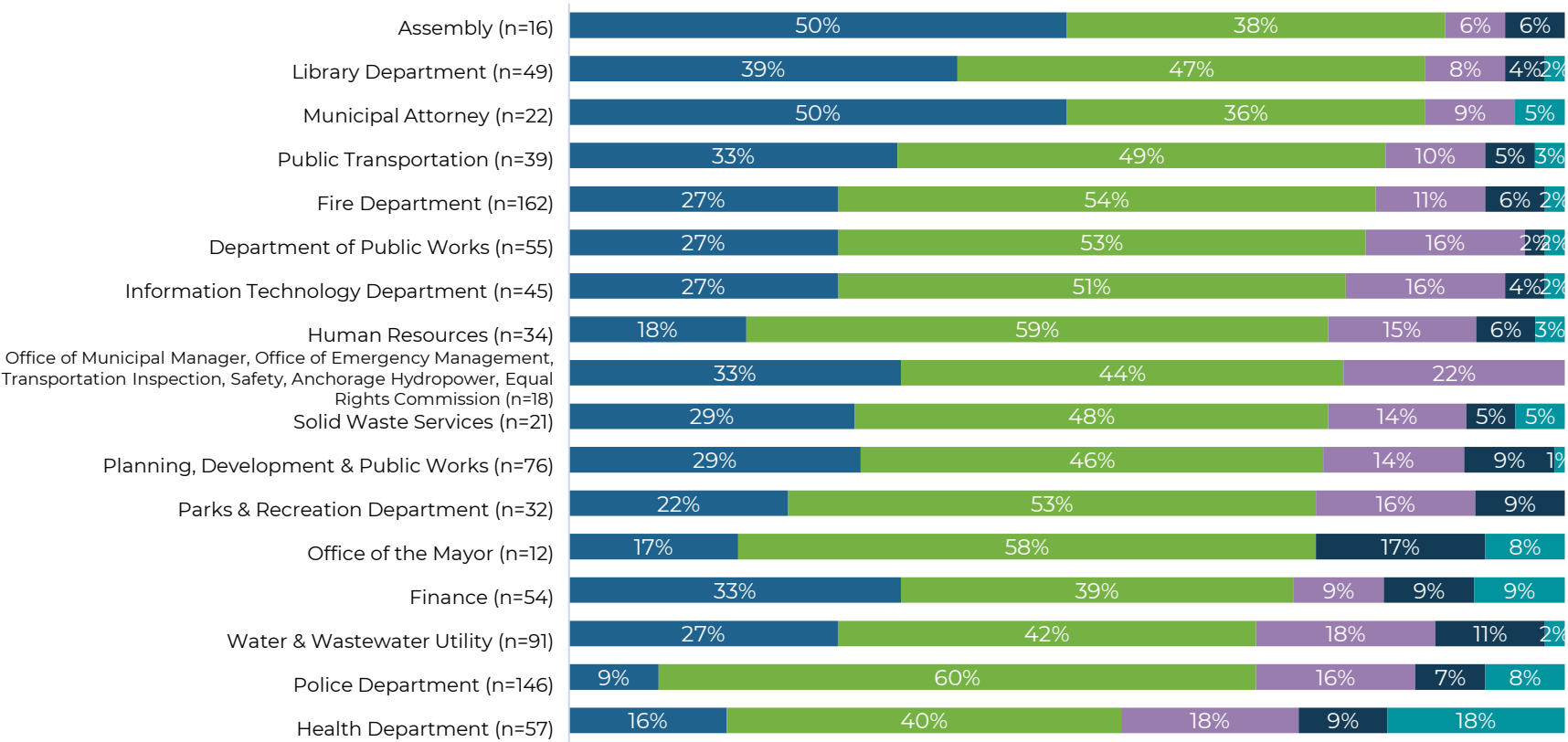
- Age: 74-89% of respondents in all age groups agree
- Tenure: as tenure increases, the percentage of respondents that agree decreases (85% for less than 3 years service; 64% for more than 10 years)
- Employment Category: most likely to agree are Executives and Non-Represented; most likely to disagree are the IBEW-Techs and APDEA
- Department: most likely to agree is Assembly staff; most likely to disagree are the Health and Police Departments

# Current Employee Survey Analysis by Department: Company Culture

Percent Agree or Strongly Agree increased to 74% in 2025, compared to 70% in 2024.

To what extent do you agree or disagree with the following statements?  
"I know what to do/where to go to get help with workplace concerns or conflicts."

Strongly Agree   Agree   Neither Agree nor Disagree   Disagree   Strongly Disagree



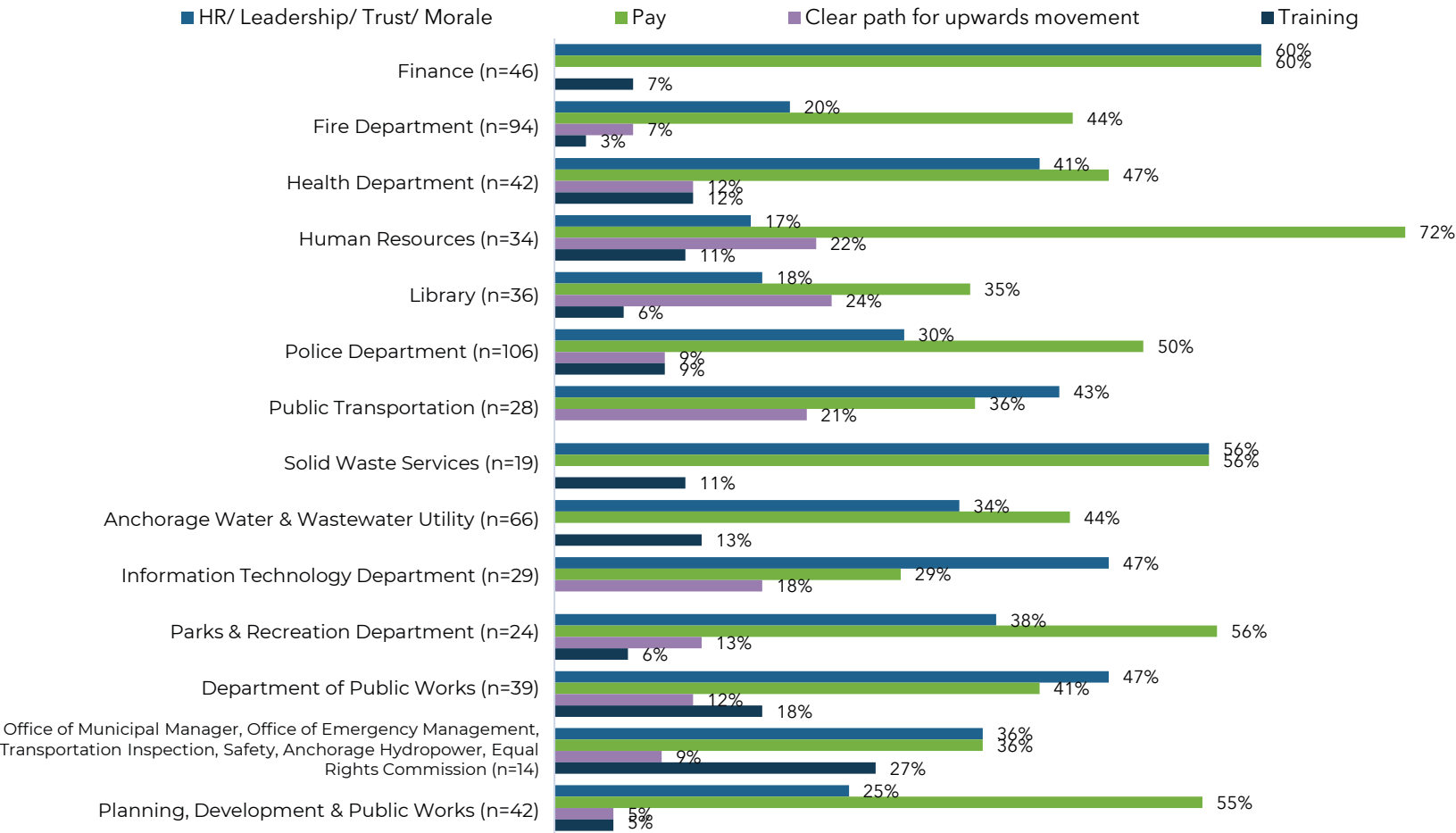
74% Agree or Strongly Agree  
15% Neither Agree nor Disagree  
12% Disagree or Strongly Disagree

- Age: respondents under 25 are most likely to agree (89%)
- Tenure: those with 5 or less years of service are slightly more likely to agree (77-78%) than those with 6 or more years (72%)
- Employment Category: most likely to agree are Local 302, Executives, and IBEW-Techs; most likely to disagree are the AMEA, APDEA, and Local 959
- Department: most likely to agree is Assembly, Library, and Municipal Attorney; most likely to disagree are Office of the Mayor and Health Department

# Current Employee Survey Analysis by Department: Company Culture

46% suggest improvements with HR, leadership and morale, compared to 38% in 2024.

What suggestions do you have for improving the workplace?



46% HR/Leadership/Trust/Morale

37% Compensation

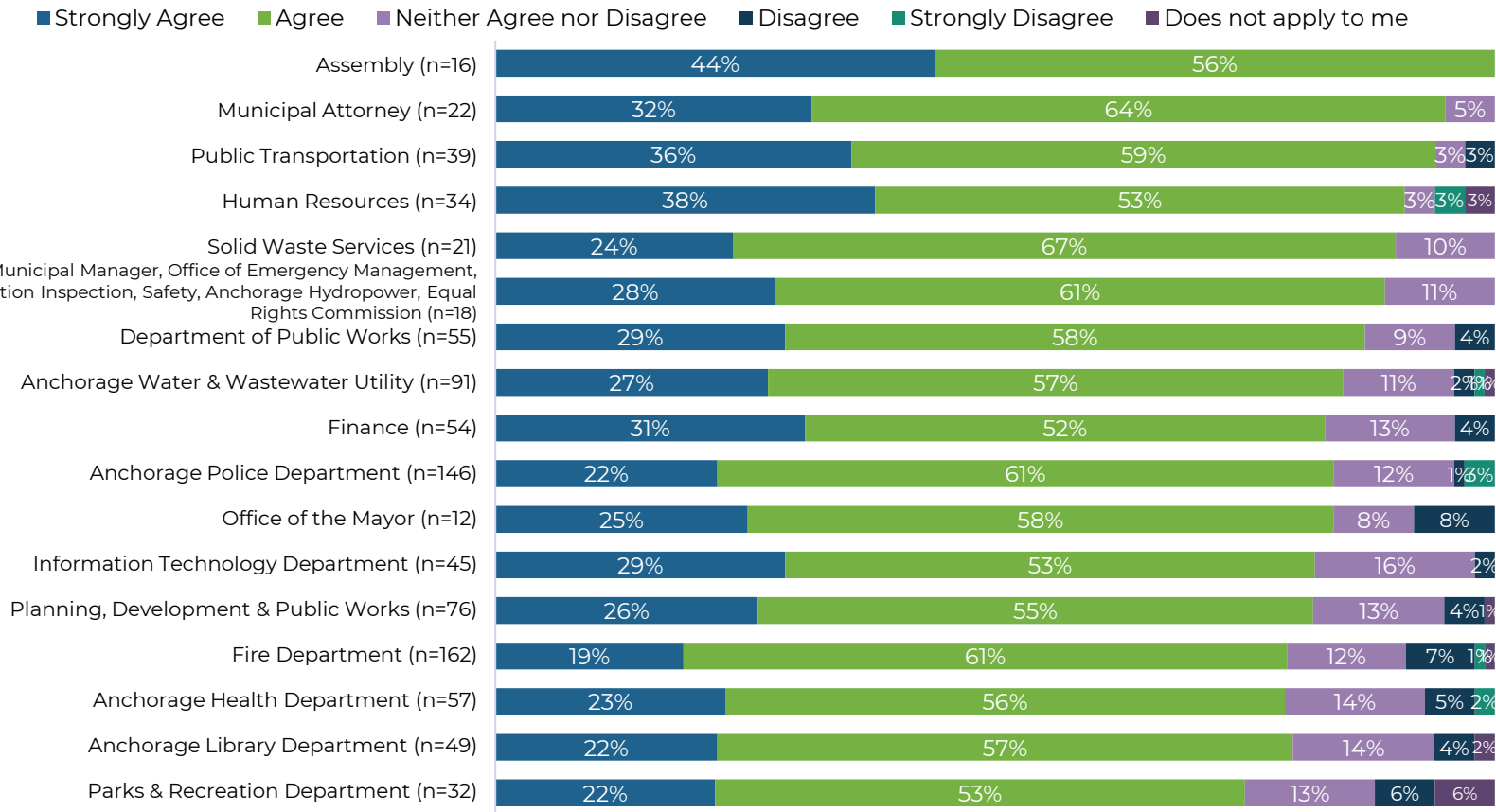
12% Clear path for upwards movement

- Age: as age increases, compensation is more important and defined organization structure is less important
- Tenure: HR/leadership/Trust most common for all tenure brackets; compensation is the second most common response for those with 3-5 or more than 10 years service; clear path for upwards mobility was second most common for those with 3-10 years experience
- Employment Category: HR/Leadership/Trust most common among employment categories with compensation second
- Department: Clear path for upwards movement more common for Library and Human Resources; Training more common for Department of Public Works; Improved hiring process more common for Library and Parks & Recreation

# Current Employee Survey Analysis by Department: Employee Benefits

Percent Agree or Strongly Agree remained similar at 83% in 2025, compared to 82% in 2024.

To what extent do you agree or disagree with the following statements?  
"I know what employee benefits the Municipality of Anchorage makes available to me."



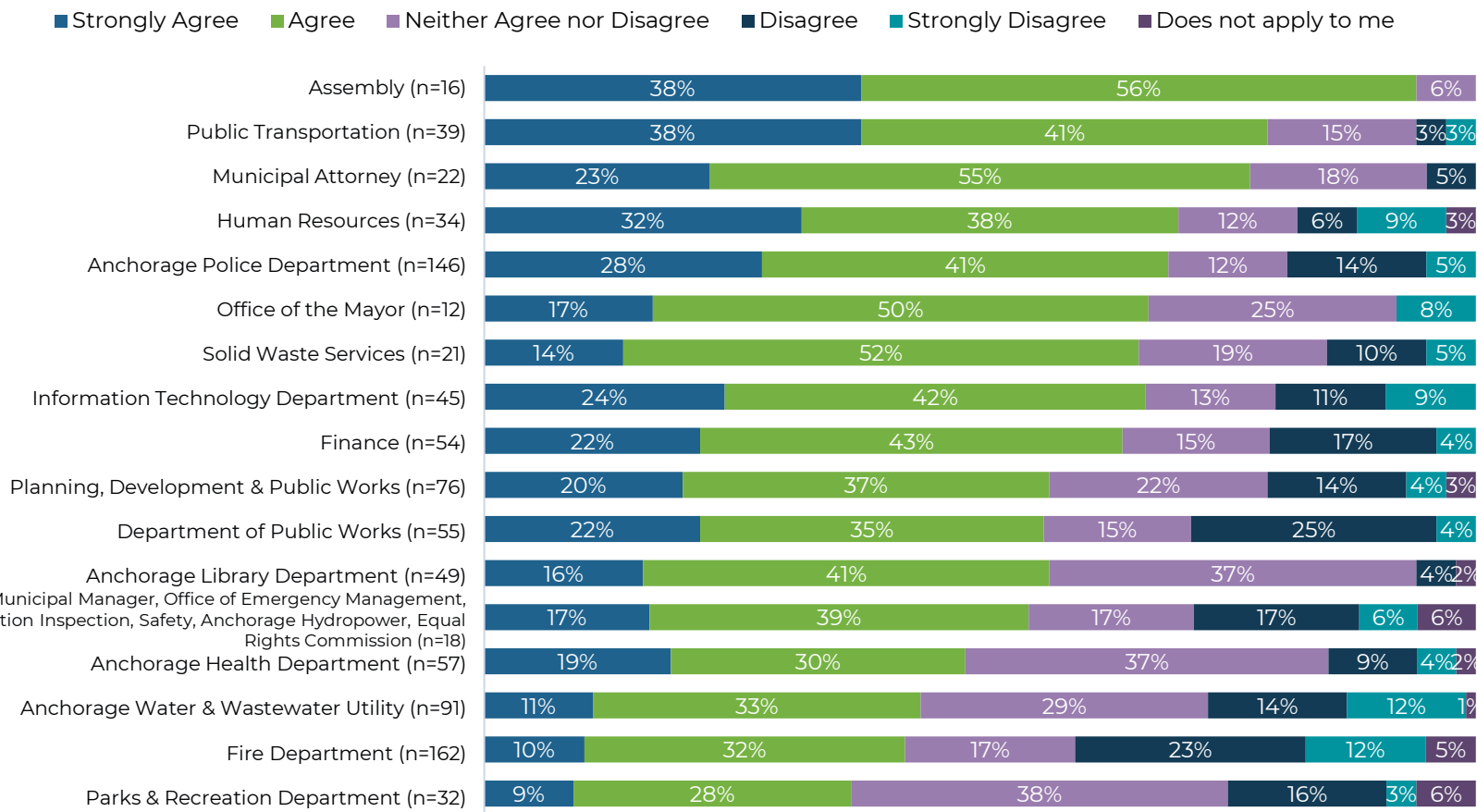
83% Agree or Strongly Agree  
11% Neither Agree nor Disagree  
5% Disagree or Strongly Disagree

- Age: respondents aged 45 to 54 are most likely to agree (86%) and those under 25 are least likely to agree (71%)
- Tenure: respondents in all tenure groups are likely to agree (79-87%)
- Employment Category: most likely to agree are Non-Represented, Local 1547, and Local 959; most likely to disagree is Local 302
- Department: most likely to agree is Assembly; most likely to disagree are Office of the Mayor and Fire Department

# Current Employee Survey Analysis by Department: Employee Benefits

Percent Agree or Strongly Agree increased to 58% in 2025, compared to 50% in 2024.

To what extent do you agree or disagree with the following statements?  
"The employee benefits package offered to me is competitive."



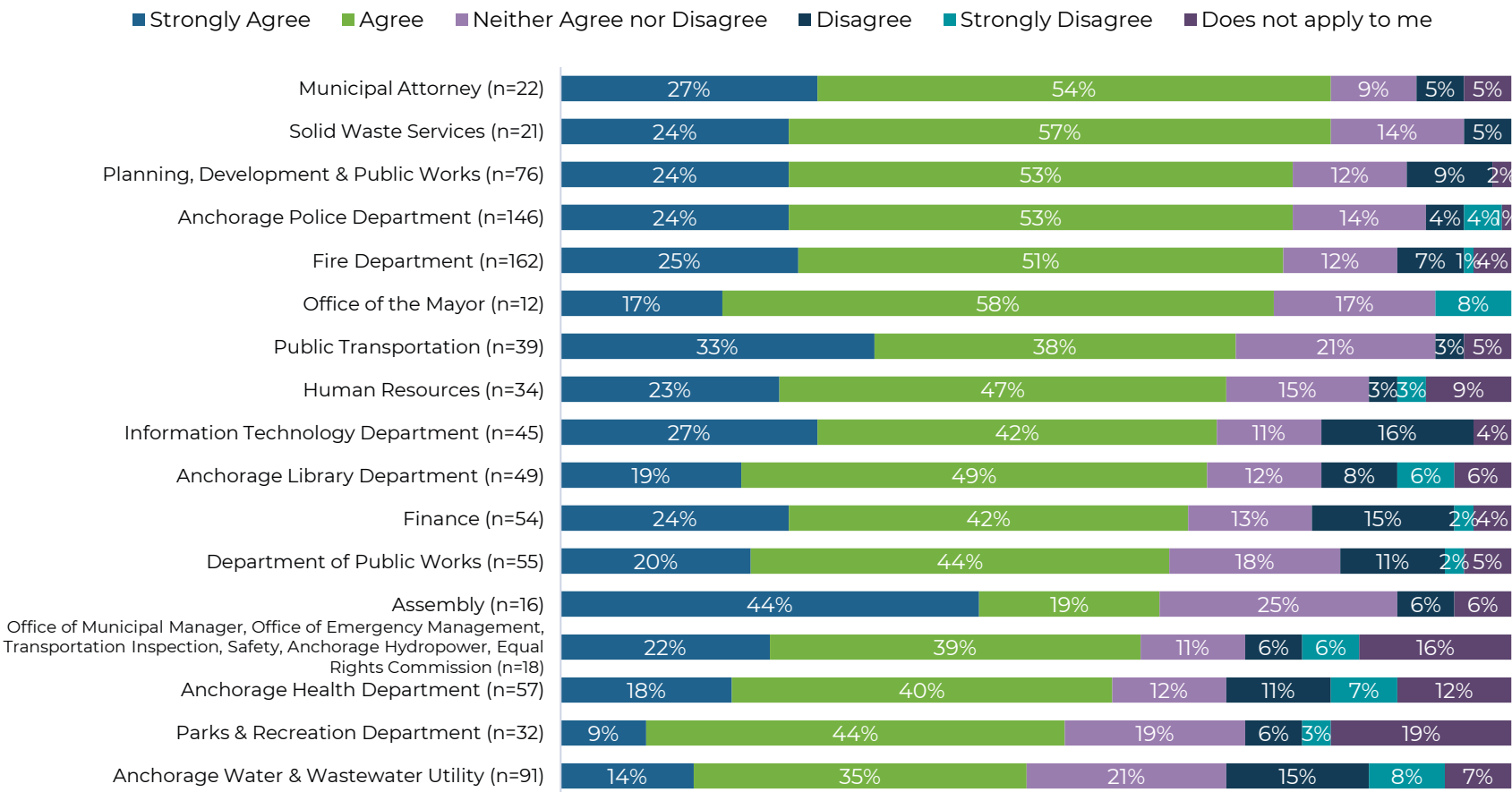
58% Agree or Strongly Agree  
20% Neither Agree nor Disagree  
20% Disagree or Strongly Disagree\*

- Age: respondents 45 or older are most likely to agree (61-62%)
- Tenure: respondents with less than 3 years of tenure are most likely to agree (64%)
- Employment Category: most likely to agree are Executives, Local 959, and APDEA; most likely to disagree are IAFF and Local 367
- Department: most likely to agree is Assembly staff; most likely to disagree are Fire Department, Department of Public Works, and Water & Wastewater Utility

# Current Employee Survey Analysis by Department: Employee Benefits

Percent Agree or Strongly Agree remained constant at 68% in 2025 and 2024.

To what extent do you agree or disagree with the following statements?  
"My health insurance meets my current needs."



68% Agree or Strongly Agree  
15% Neither Agree nor Disagree  
12% Disagree or Strongly Disagree\*

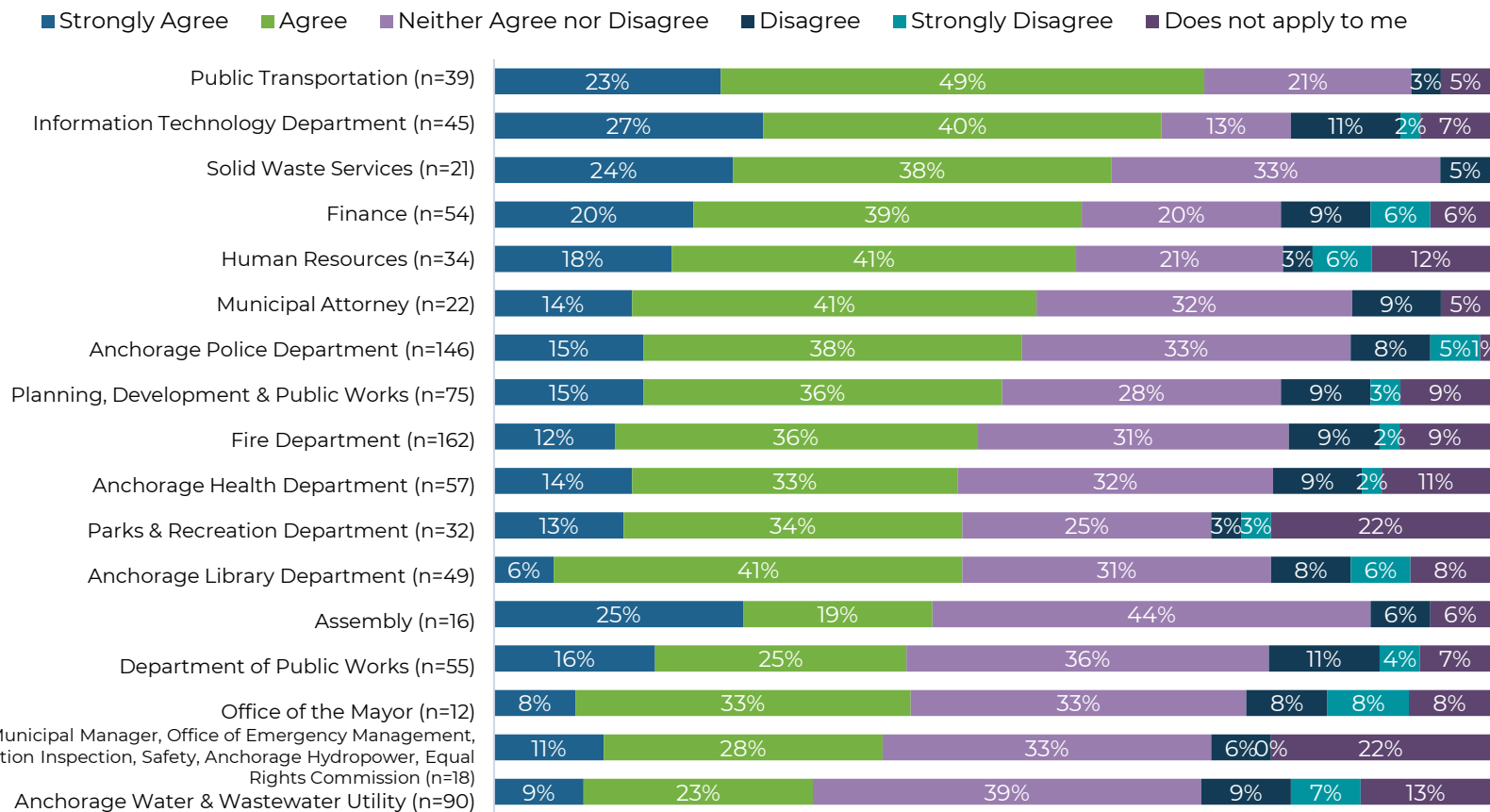
- Age: respondents under 25 are least likely to agree (39%), compared to respondents over 25 (67-71%)
- Tenure: 65-70% of respondents in at all tenure brackets agree
- Employment Category: most likely to agree is Local 959; most likely to disagree are the Local 367 and AMEA
- Department: most likely to agree are Municipal Attorney and Solid Waste Services; most likely to disagree are Water & Wastewater Utility and Health Department



# Current Employee Survey Analysis by Department: Employee Benefits

Percent Agree or Strongly Agree increased to 50% in 2025, compared to 46% in 2024.

To what extent do you agree or disagree with the following statements?  
"The wellness benefits we have apply to me."



50% Agree or Strongly Agree  
30% Neither Agree nor Disagree  
12% Disagree or Strongly Disagree

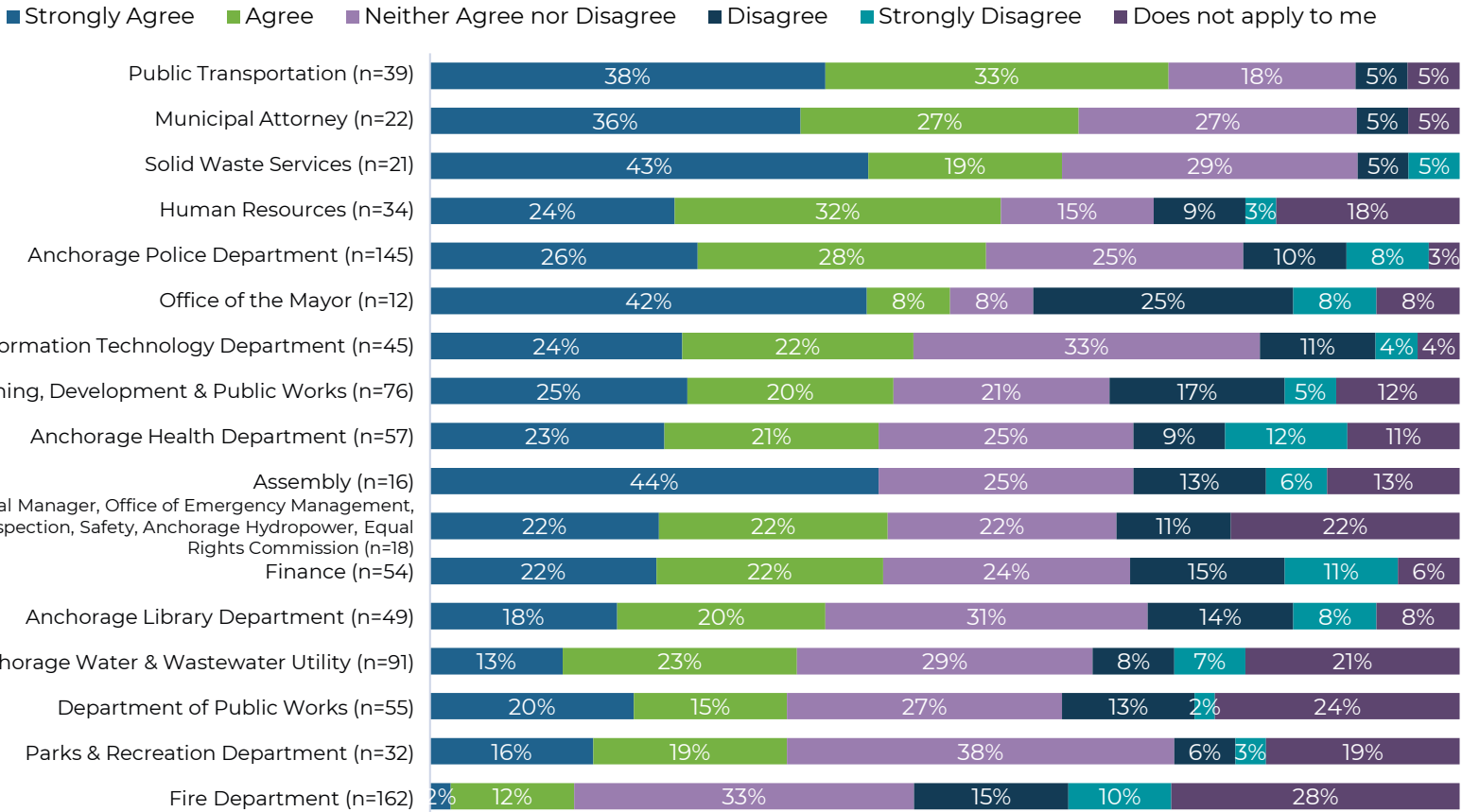
- Age: there is little variation by age, with 46-51% of all age brackets agreeing
- Tenure: respondents with 3 to 5 years tenure are most likely to agree (57%)
- Employment Category: most likely to agree are Non-Represented, Executives, and Local 959; most likely to disagree is the Local 302
- Department: most likely to agree are Public Transportation, and Information Technology; most likely to disagree are the Office of the Mayor and Water & Wastewater Utility



# Current Employee Survey Analysis by Department: Employee Benefits

Percent Agree or Strongly Agree decreased to 41% in 2025, compared to 44% in 2024.

To what extent do you agree or disagree with the following statements?  
"The \$200 incentive to use Vera Whole Health is motivating."



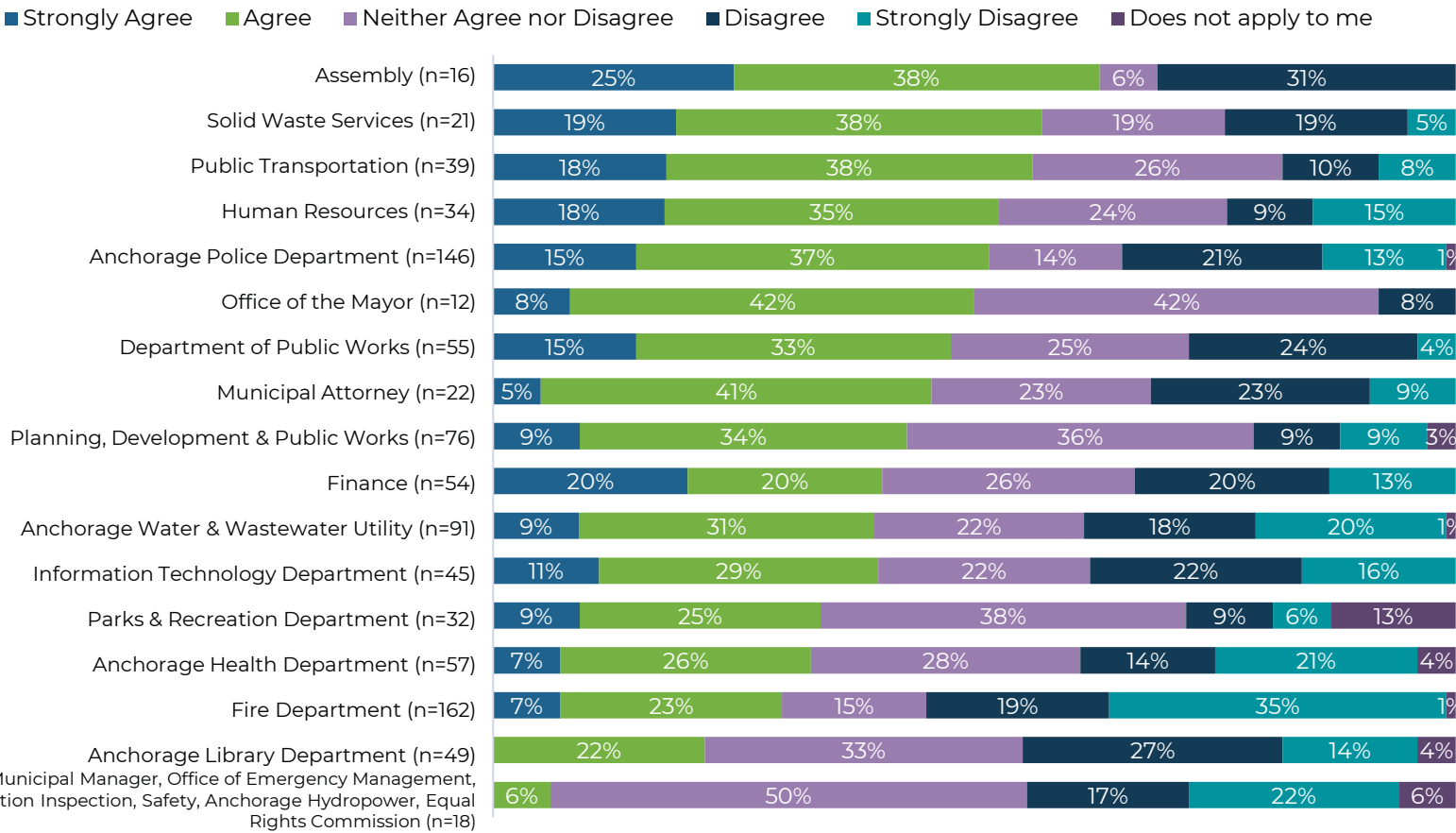
41% Agree or Strongly Agree  
27% Neither Agree nor Disagree  
18% Disagree or Strongly Disagree

- Age: 38-44% of respondents aged 26 and older agree with this statement
- Tenure: respondents with more than 10 years of service are less likely to agree (34%)
- Employment Category: most likely to agree are the Local 959 and IBEW-Techs; most likely to disagree are the IAFF and Executives
- Department: most likely to agree are Public Transportation and Municipal Attorney, most likely to disagree are Office of the Mayor, Finance, and Fire Department

# Current Employee Survey Analysis by Department: Employee Benefits

Percent Agree or Strongly Agree increased to 40% in 2025, compared to 28% in 2024.

To what extent do you agree or disagree with the following statements?  
"I feel confident that my retirement plan will help me save enough."



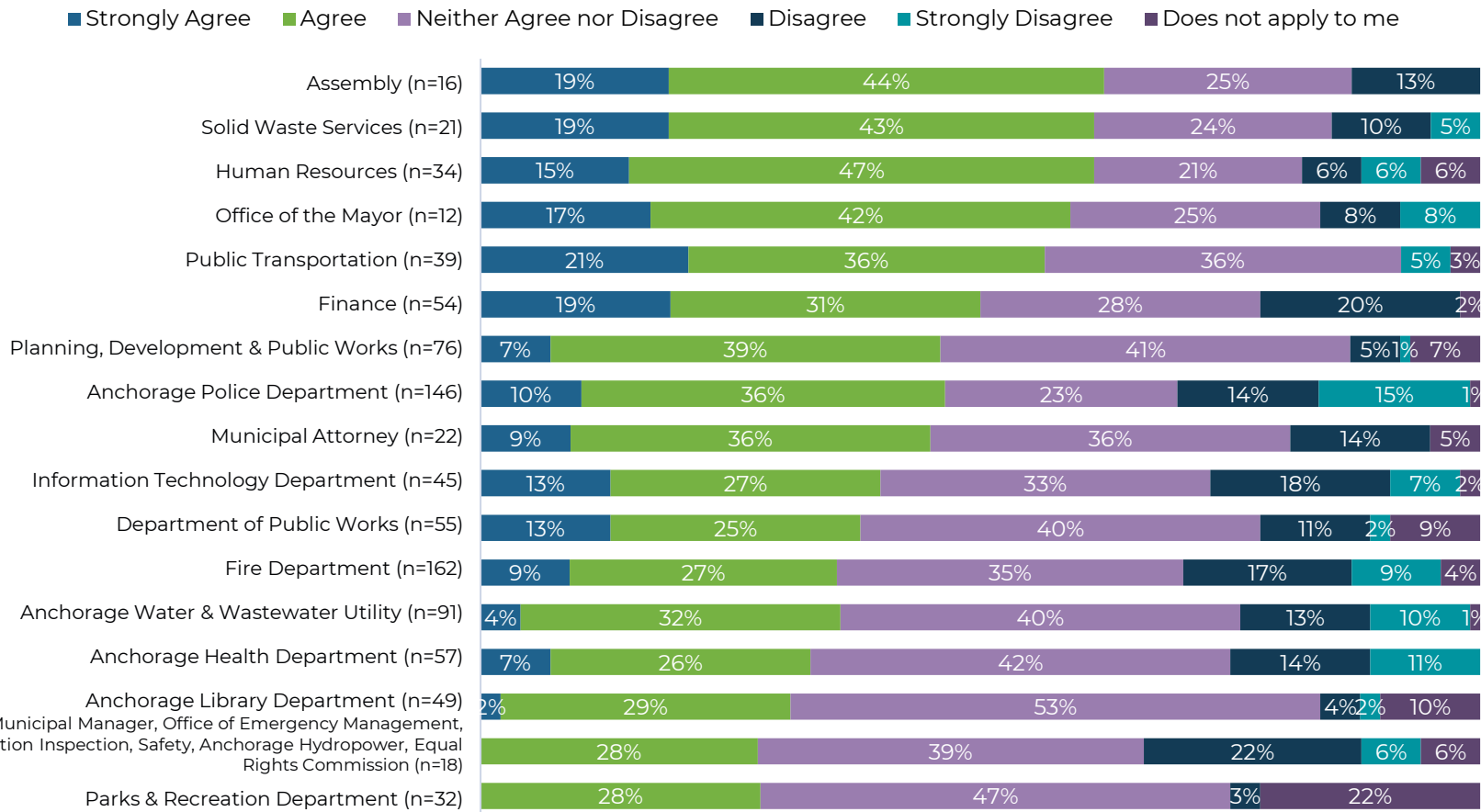
40% Agree or Strongly Agree  
24% Neither Agree nor Disagree  
34% Disagree or Strongly Disagree

- Age: those under 25 or 55 or older are more likely to agree (50% and 53% respectively)
- Tenure: those with less than 3 years service (45%) or more than 10 years of service (48%) are most likely to agree
- Employment Category: most likely to agree are the APDEA and IBEW-Techs; most likely to disagree is IAFF
- Department: most likely to agree are Assembly, Solid Waste Services, and Public Transportation; most likely to disagree are Fire, Library, and the departments grouped as Office of Municipal Manager, Office of Emergency Management, Transportation Inspection, Safety, Anchorage Hydropower, Equal Rights Commission

# Current Employee Survey Analysis by Department: Employee Benefits

Percent Agree or Strongly Agree increased to 41% in 2025, compared to 37% in 2024.

To what extent do you agree or disagree with the following statements?  
"The life insurance I am offered gives me peace of mind."



41% Agree or Strongly Agree  
35% Neither Agree nor Disagree  
20% Disagree or Strongly Disagree

- Age: those age 45 or older are more likely to agree (46-51%)
- Tenure: those with less than 3 years or more than 10 years of service are more likely to agree (49% and 44% respectively)
- Employment Category: most likely to agree are the Non-Represented, Executives, and Local 959; most likely to disagree are the APDEA and IAFF
- Department: most likely to agree are Assembly, Solid Waste services, and Human Resources; most likely to disagree are Police Department, and the departments grouped as Office of Municipal Manager, Office of Emergency Management, Transportation Inspection, Safety, Anchorage Hydropower, Equal Rights Commission

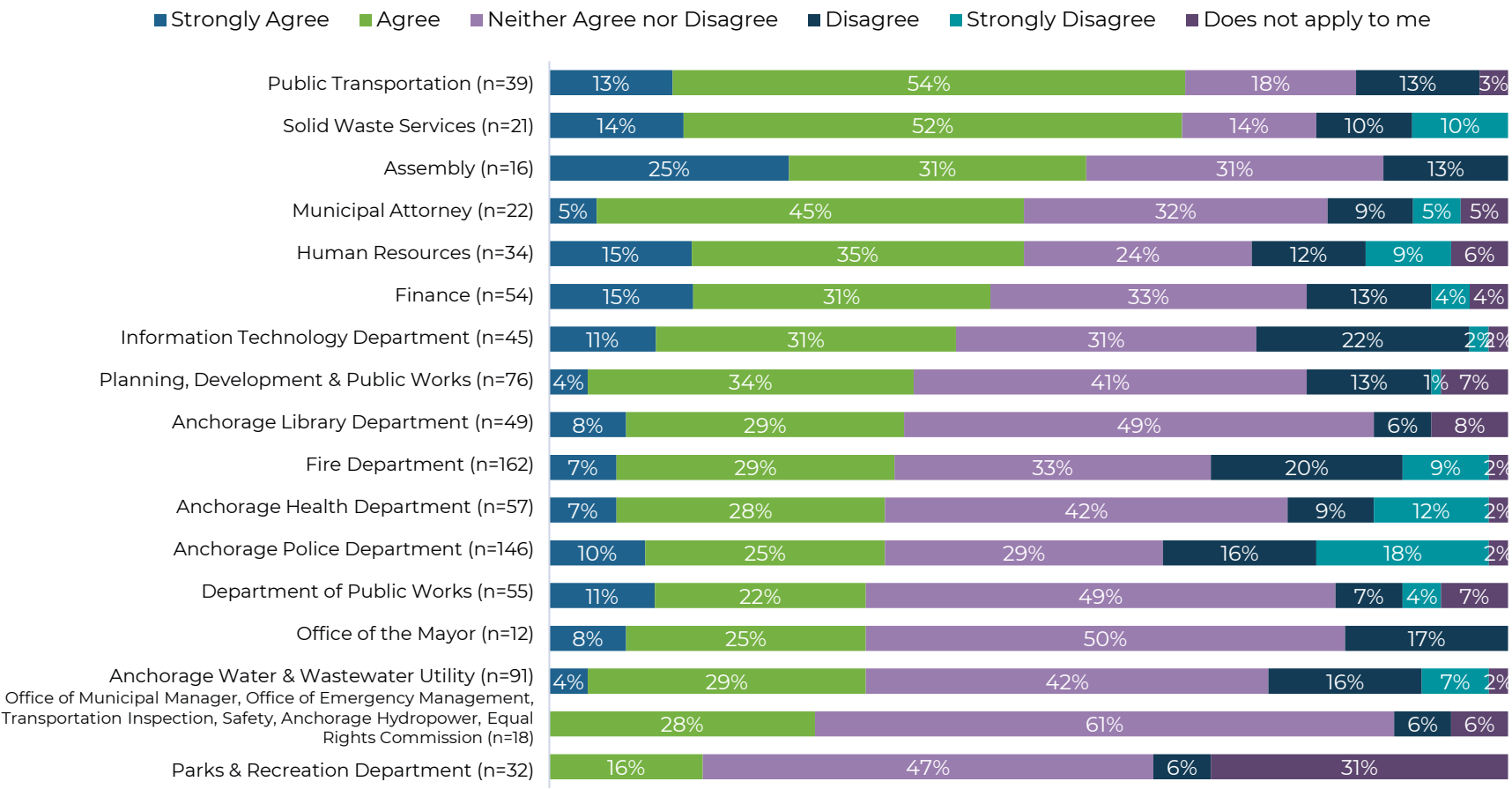
# Current Employee Survey Analysis by Department: Employee Benefits

Percent Agree or Strongly Agree increased to 38% in 2025, compared to 35% in 2024.

To what extent do you agree or disagree with the following statements?  
"My disability benefits will protect me if I am unable to work."

37% Agree or Strongly Agree  
37% Neither Agree nor Disagree  
21% Disagree or Strongly Disagree

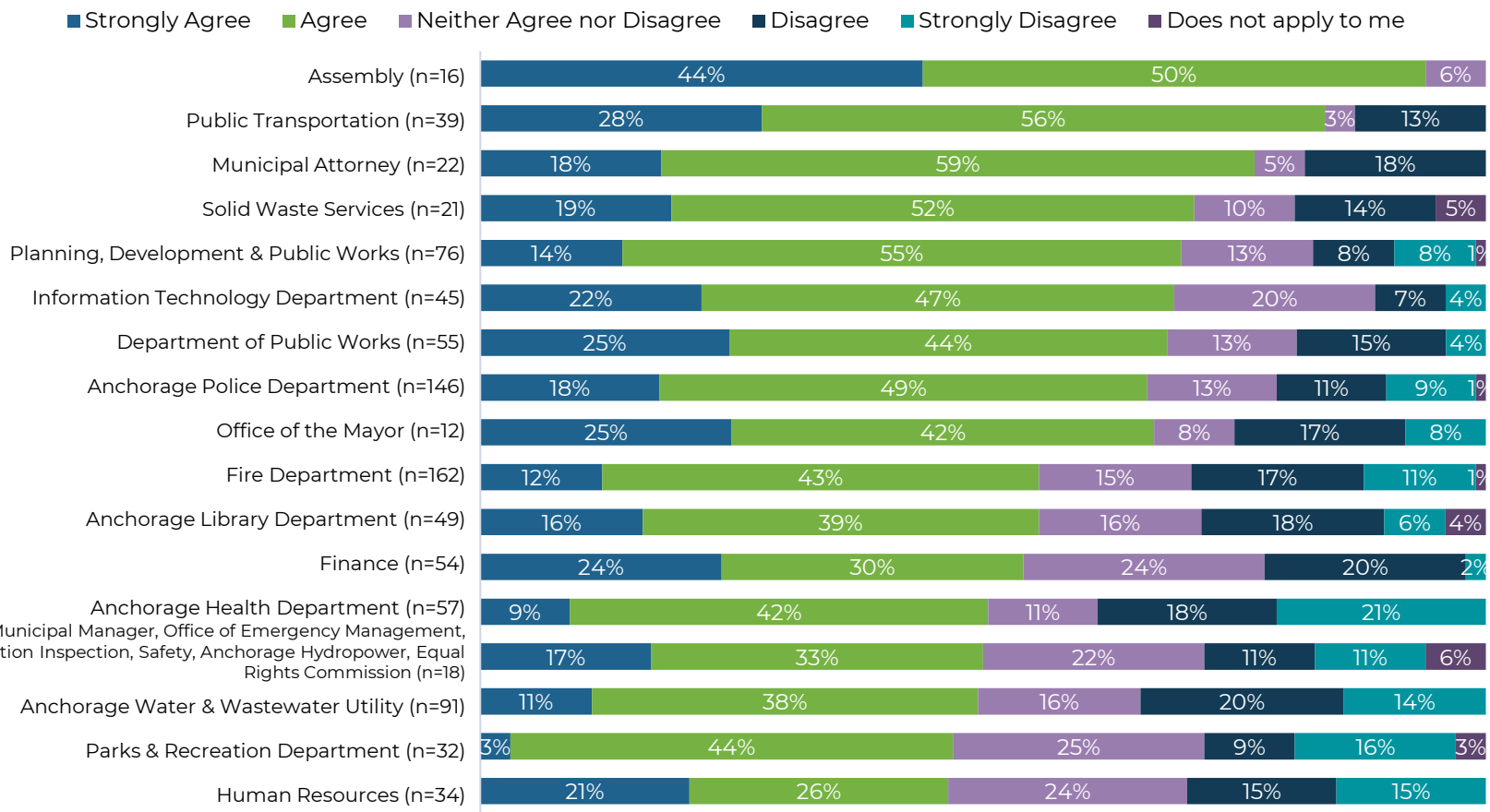
- Age: respondents 45 or older most likely to agree (40-45%)
- Tenure: respondents with less than 3 years of service are more likely to agree (45%)
- Employment Category: most likely to agree is IBEW-Techs; most likely to disagree are IAFF and Local 367
- Department: most likely to agree are Public Transportation and Solid Waste Services; most likely to disagree are the Fire Department and Police Department



# Current Employee Survey Analysis by Department: Employee Benefits

Percent Agree or Strongly Agree increased to 60% in 2025, compared to 57% in 2024.

To what extent do you agree or disagree with the following statements?  
"My paid time off allowance meets my needs."



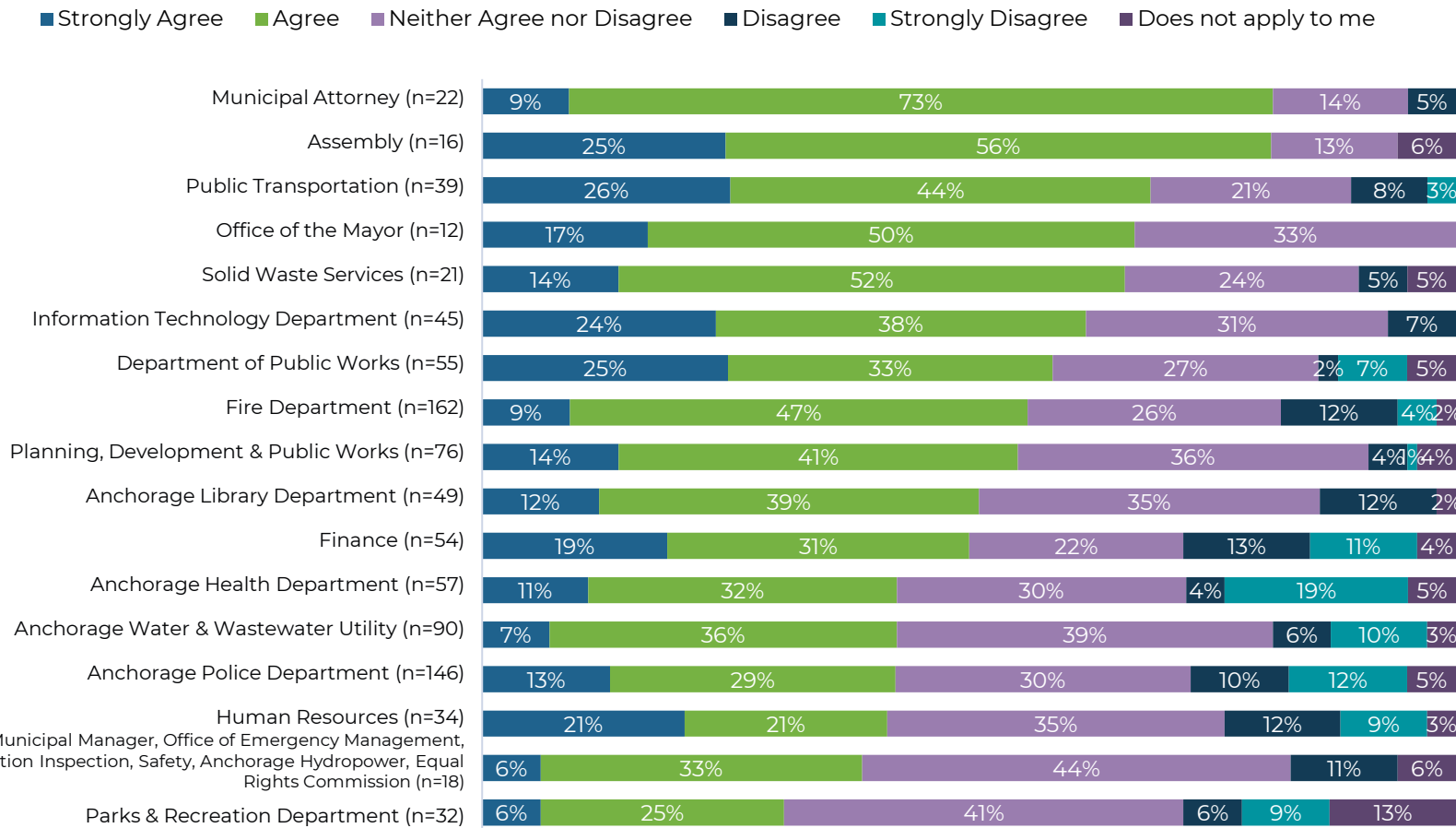
60% Agree or Strongly Agree  
15% Neither Agree nor Disagree  
24% Disagree or Strongly Disagree

- Age: as age increases, so does agreement with this statement, with respondents 55 or older most likely to agree (72%)
- Tenure: respondents with more than 10 years of service are most likely to agree (67%)
- Employment Category: most likely to agree are Local 959, Executives, and Local 1547; most likely to disagree is Local 367
- Department: most likely to agree is Assembly; most likely to disagree are Health Department, Water & Wastewater Utility, and Human Resources

# Current Employee Survey Analysis by Department: Employee Benefits

Percent Agree or Strongly Agree increased to 50% in 2025, compared to 45% in 2024.

To what extent do you agree or disagree with the following statements?  
"Our leave of absence policies are supportive."



50% Agree or Strongly Agree  
31% Neither Agree nor Disagree  
15% Disagree or Strongly Disagree

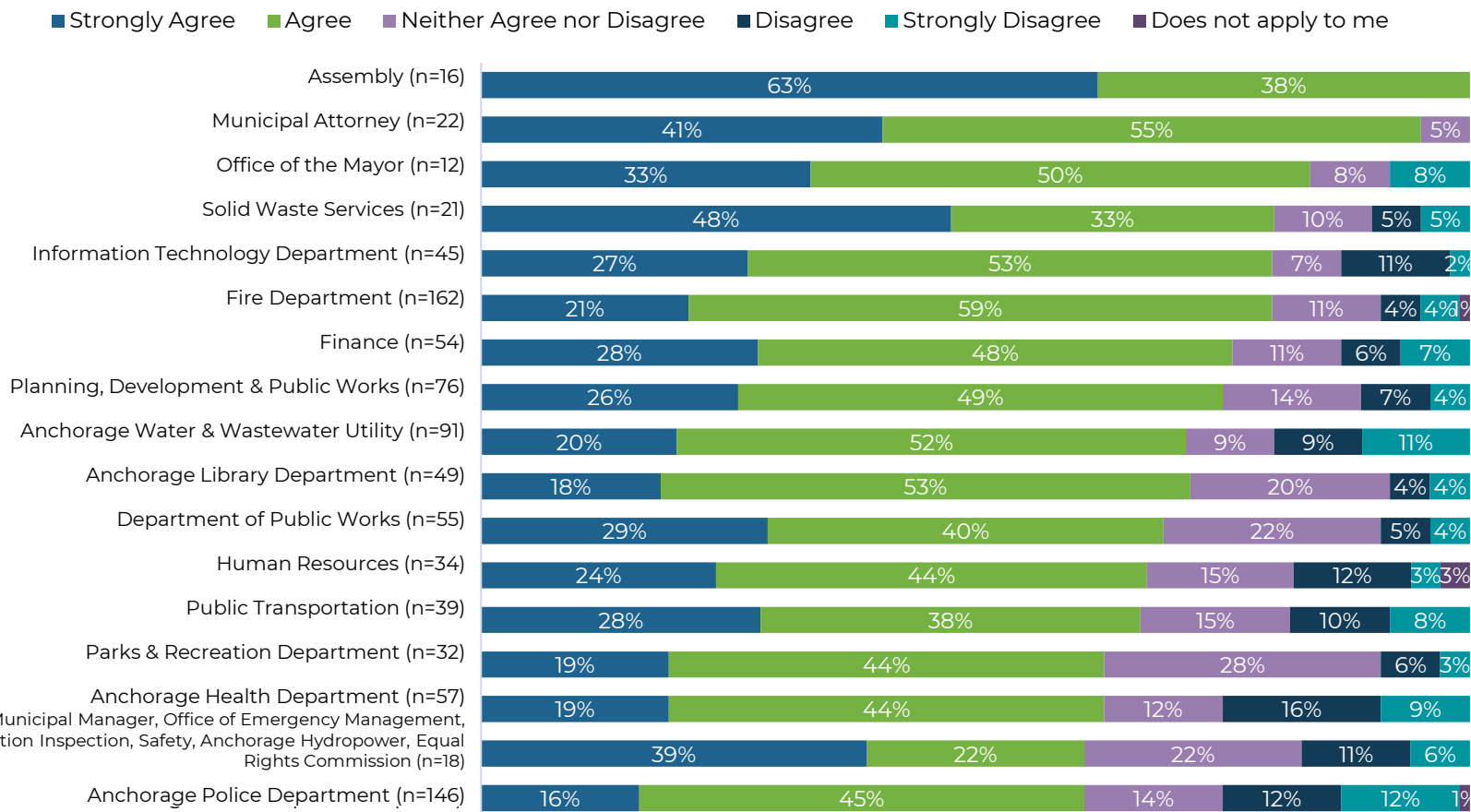
- Age: respondents under 25 or 55 or older are most likely to agree (61% and 63%)
- Tenure: respondents with 3-5 years of service are least likely to agree (45%)
- Employment Category: most likely to agree are the Local 959 and Executives; most likely to disagree is APDEA
- Department: most likely to agree are Municipal Attorney and Assembly; most likely to disagree are Finance, Health Department, Police Department, and Human Resources



# Current Employee Survey Analysis by Department: Employee Benefits

Percent Agree or Strongly Agree increased to 72% in 2025, compared to 57% in 2024.

To what extent do you agree or disagree with the following statements?  
"My work schedule gives me the flexibility I need."



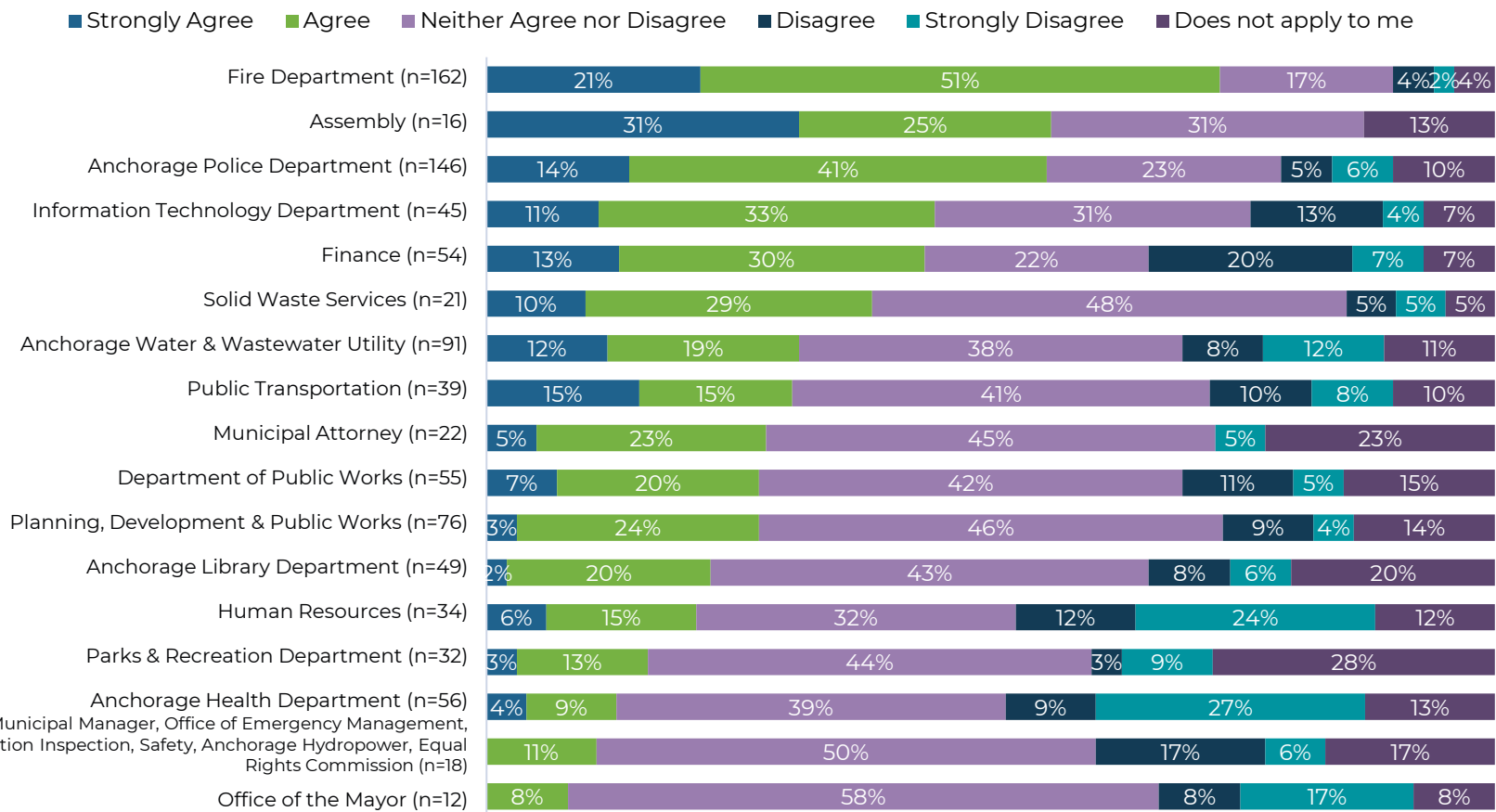
72% Agree or Strongly Agree  
14% Neither Agree nor Disagree  
14% Disagree or Strongly Disagree

- Age: those aged 55 or older are most likely to agree (78%)
- Tenure: respondents with less than 3 years of service are most likely to agree (77%)
- Employment Category: most likely to agree are the Executives and Local 302; most likely to disagree is APDEA
- Department: most likely to agree are Assembly and Municipal Attorney; most likely to disagree are the Health and Police Departments

# Current Employee Survey Analysis by Department: Employee Benefits

Percent Agree or Strongly Agree increased to 37% in 2025, compared to 33% in 2024.

To what extent do you agree or disagree with the following statements?  
"Our continuing education benefits are helpful."



37% Agree or Strongly Agree  
35% Neither Agree nor Disagree  
16% Disagree or Strongly Disagree

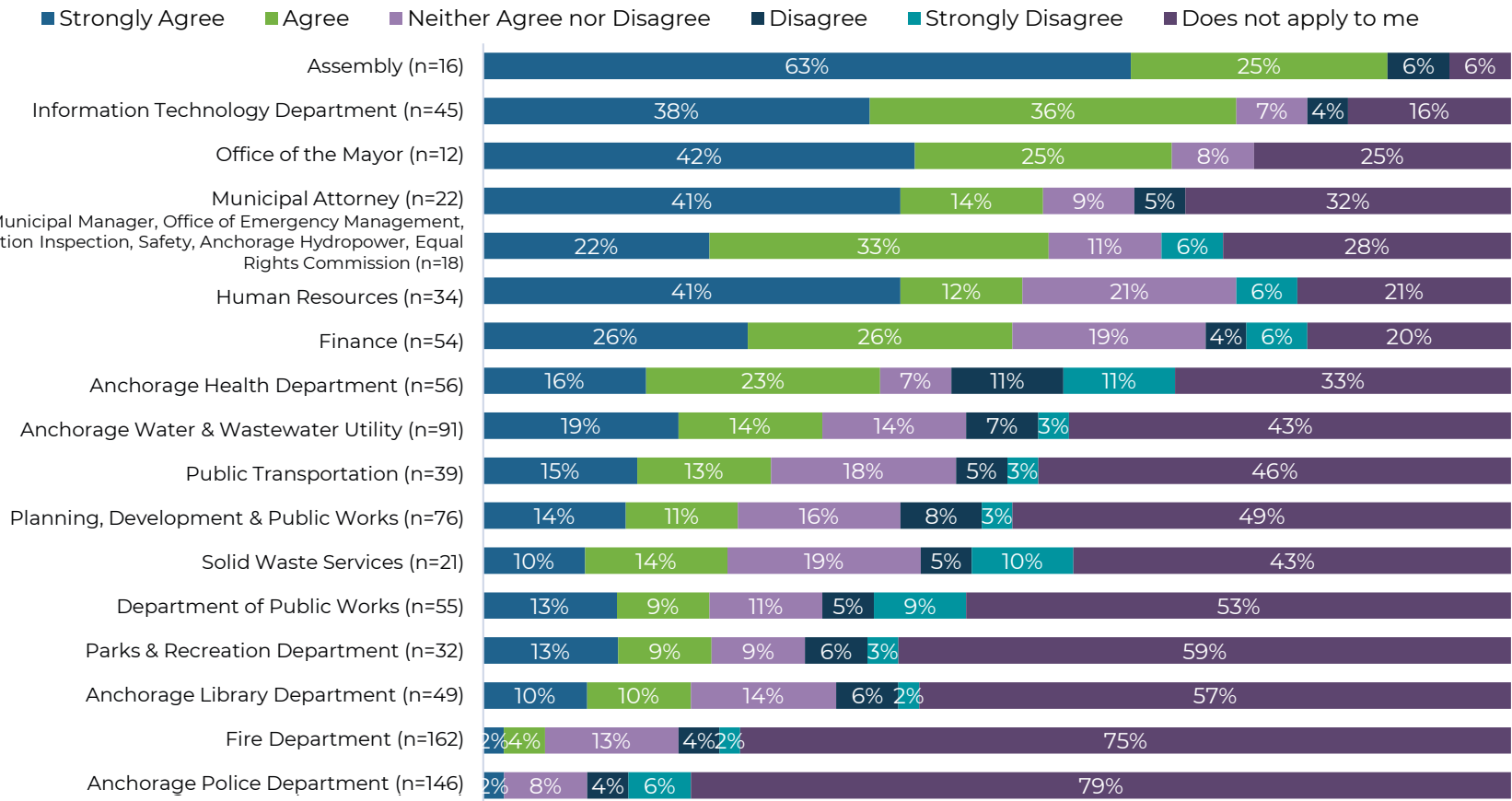
- Age: younger staff under 25 are most likely to agree (54%) and those 55 or older are least likely to agree (30%)
- Tenure: 34-40% of respondents at all tenure levels agree
- Employment Category: most likely to agree are the IAFF, APDEA, and Local 302; most likely to disagree are the Local 367, IBEW-Techs, and AMEA
- Department: most likely to agree is the Fire Department; most likely to disagree are Human Resources and Health Department



# Current Employee Survey Analysis by Department: Employee Benefits

New in 2025

To what extent do you agree or disagree with the following statements?  
"I have taken advantage of the telecommuting policy in the last year. The program worked well for me."



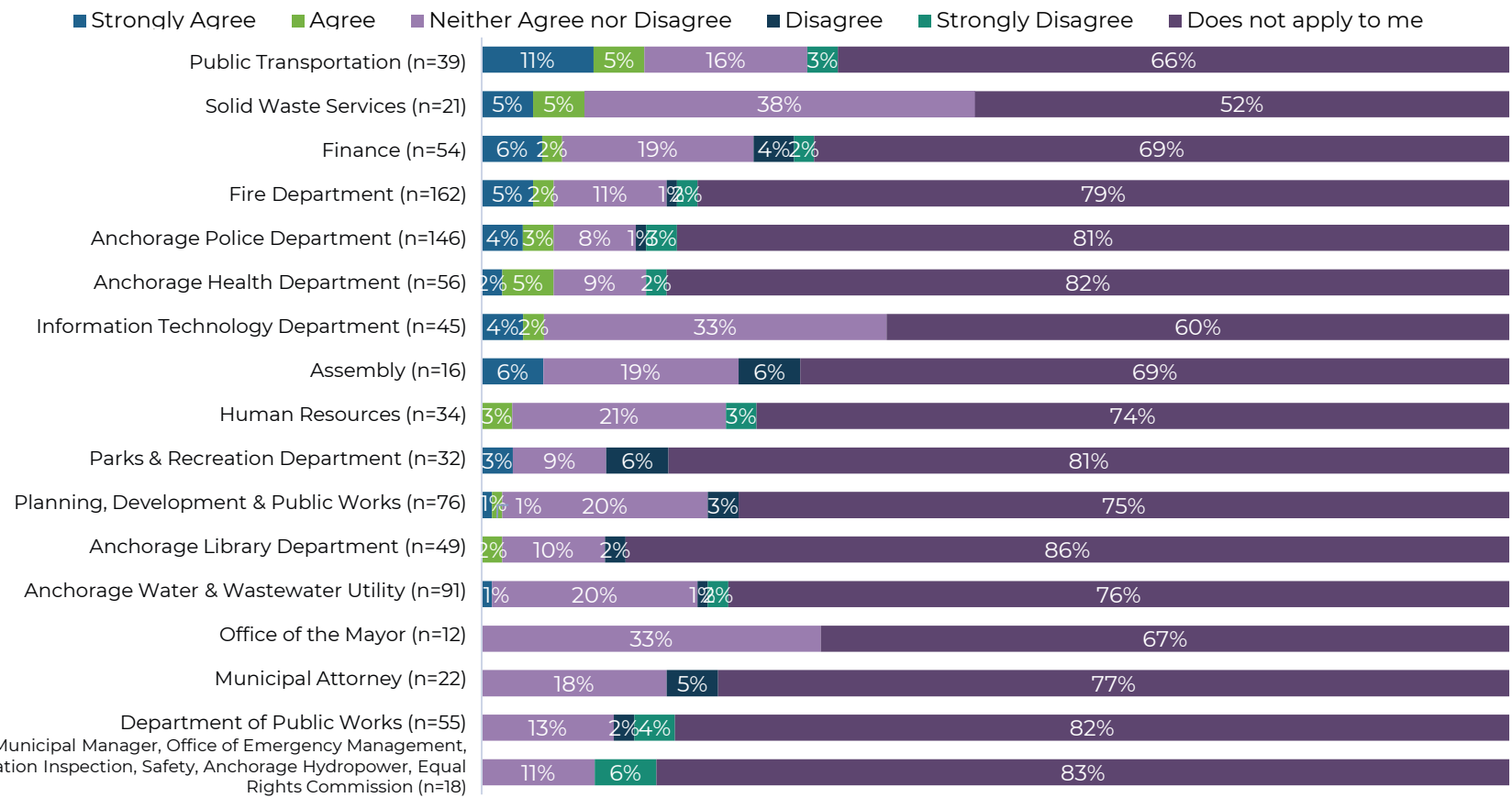
28% Agree or Strongly Agree  
14% Neither Agree nor Disagree  
9% Disagree or Strongly Disagree

- Age: respondents 35 and older are most likely to agree (28-30%)
- Tenure: respondents with 6-10 years service are most likely to agree (35%)
- Employment Category: most likely to agree are Executives and Non-Represented; most likely to disagree are IBEW-Techs and AMEA
- Department: most likely to agree are Assembly, Information Technology, and Office of the Mayor; most likely to disagree is the Health Department

# Current Employee Survey Analysis by Department: Employee Benefits

New in 2025

To what extent do you agree or disagree with the following statements?  
"I took advantage of the paid parental leave policy in the last year. The leave program worked well for me."



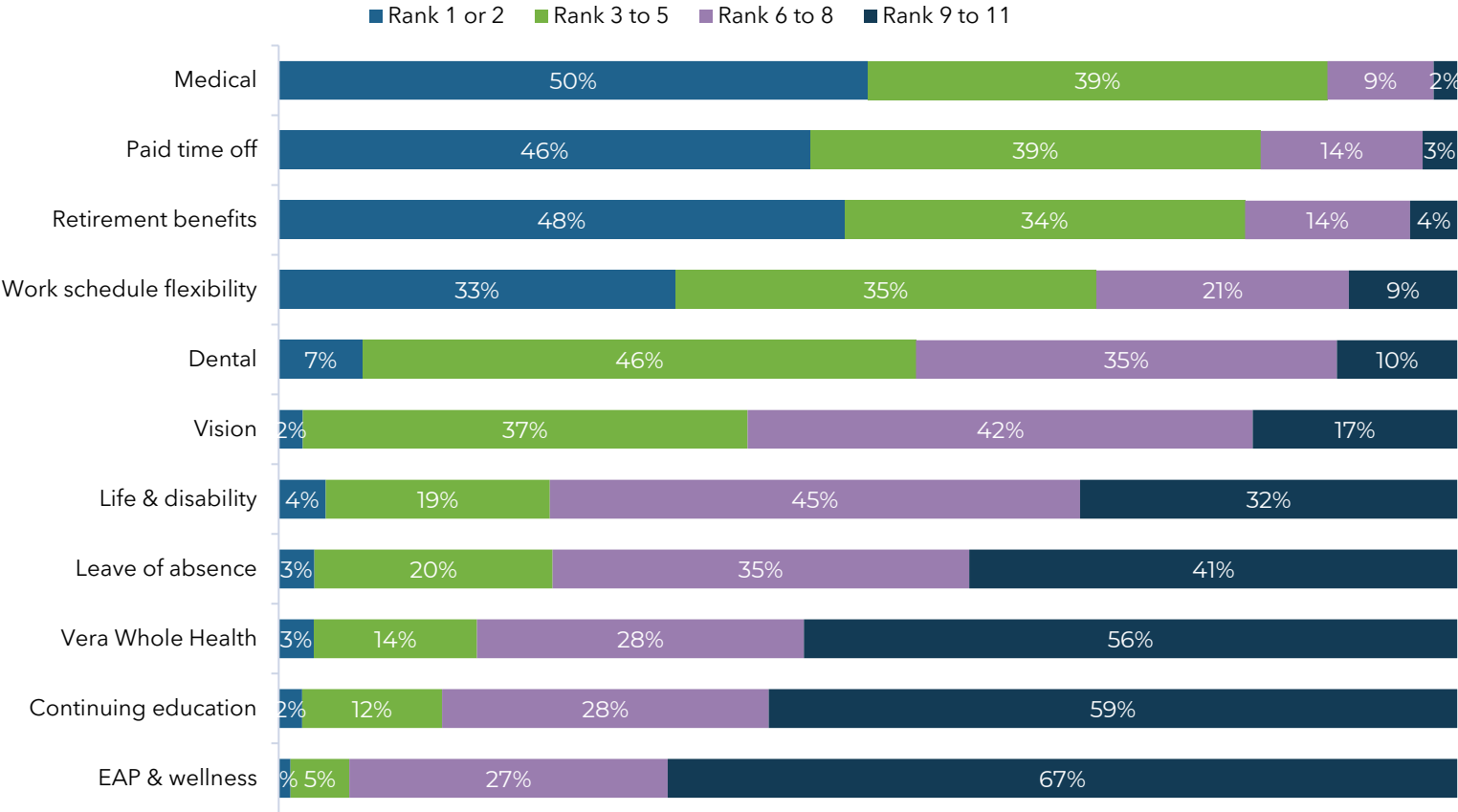
5% Agree or Strongly Agree  
16% Neither Agree nor Disagree  
4% Disagree or Strongly Disagree

- Age: younger staff under 25 are most likely to agree (14%)
- Tenure: 5-8% of respondents at all tenure levels agree that they used the benefit and it worked well
- Employment Category: most likely to agree are Local 959 and Local 1547
- Department: most likely to agree are Public Transportation and Solid Waste Services

# Current Employee Survey Analysis by Department: Employee Benefits

Medical, paid time off and retirement benefits were the top three in 2025 and 2024.

How important to you are the following employee benefits?  
Rank from most important (1) to least important (11)



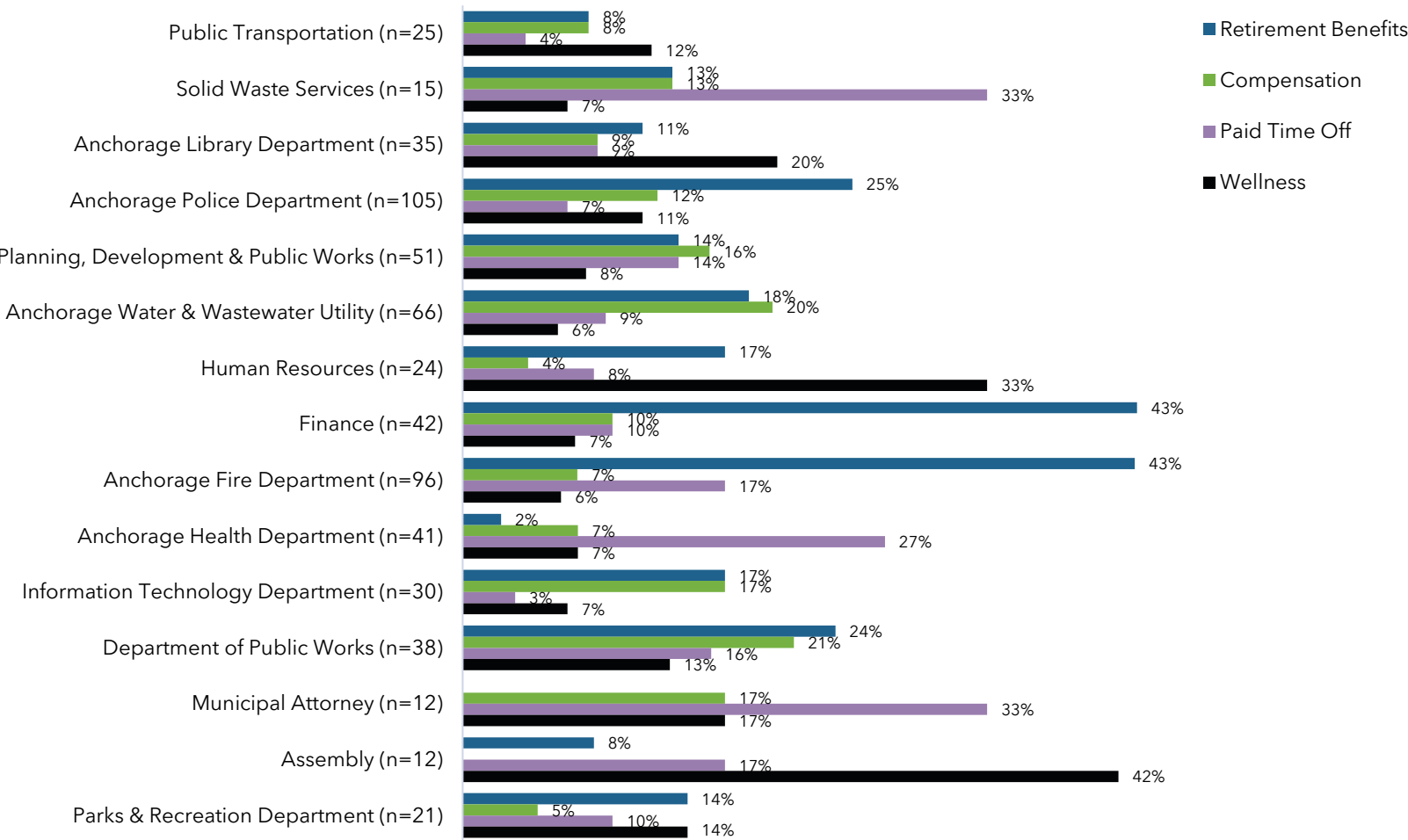
89% Medical  
85% Paid time off  
82% Retirement benefits

- Age: medical and paid time off most common top two for those under 25; paid time off and work schedule flexibility for those 26-34; medical and retirement for those 35 or older
- Tenure: paid time off and medical most common top two for those with up to 10 years of services; retirement and medical for those with more than 10 years of service
- Employment Category: medical most common top two for AMEA; paid time off for Non-Represented, Executives, Local 1547, and IBEW-Techs; retirement for APDEA, IAFF, Local 367, and Local 959; paid time off and retirement for Local 302
- Department: medical most common top two for Public Works and Solid Waste Services; paid time off for Health, HR, Municipal Attorney, Office of the Mayor, Office of Municipal Manager, Parks & Rec, Planning, Development & Public Works, and Public Transportation; retirement for Water & Wastewater Utility, Fire, Library, Police, Finance, and IT; work schedule flexibility for Assembly

# Current Employee Survey Analysis by Department: Employee Benefits

Retirement Benefits was the most common request benefit in 2024 and 2025.

If we were to add a new employee benefit, what would you like it to be?



21% Retirement Benefits

14% Paid Time Off or Paid Leave

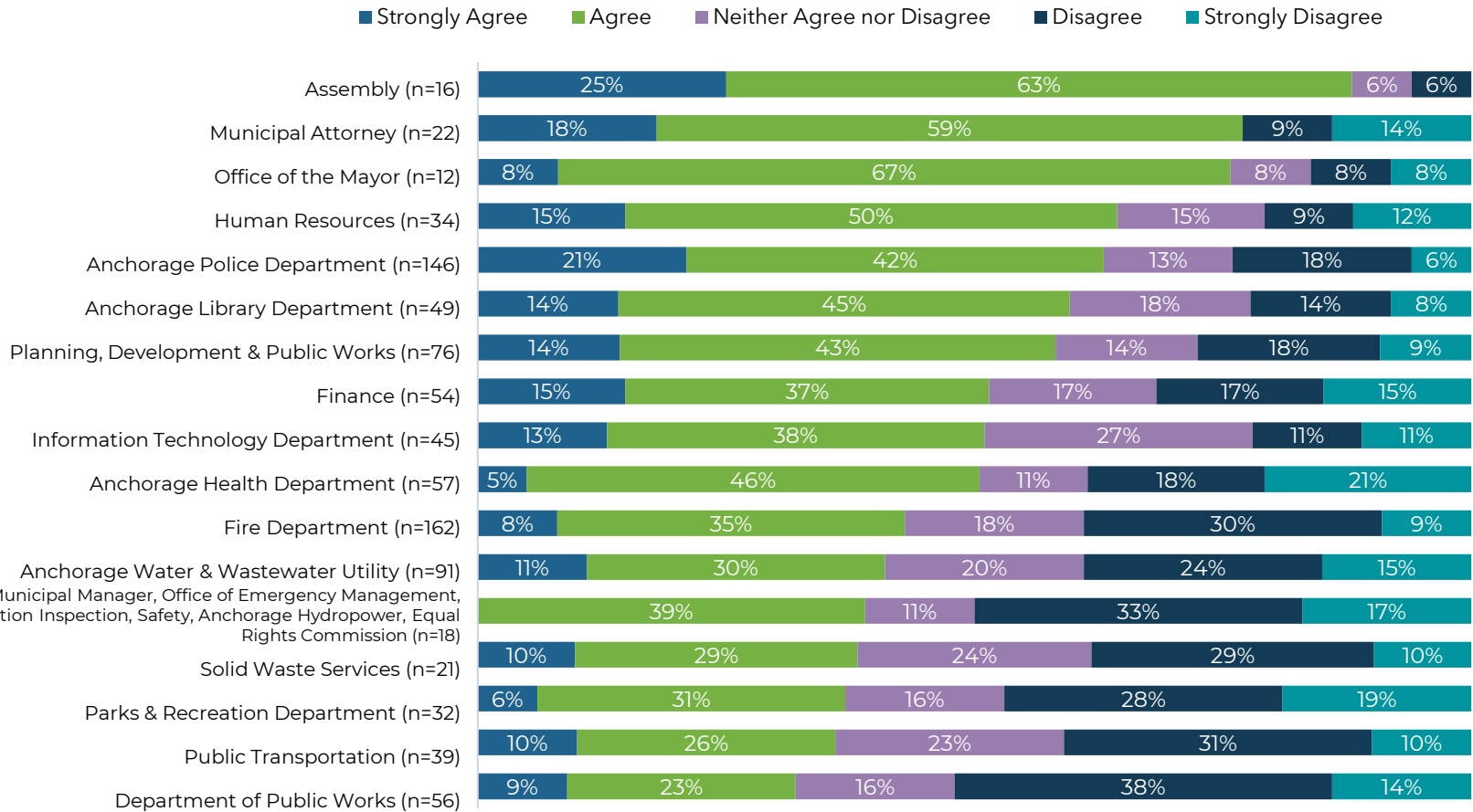
13% Bonuses/Salaries/Incentives

- Age: retirement benefits most common for ages 26 to 34 (17%), 45 to 54 (22%), and for ages 55 or older (28%); paid time off and retirement benefits for those 35 to 44 (19% and 16%); wellness and paid time off for those under 25 (both 21%)
- Tenure: paid time off and wellness most common for those with less than 3 years or more than 10 years of service (17% and 16%); compensation for 3-5 years service (18%); retirement benefits for 6-10 years service (19%)
- Employment Category: retirement for APDEA, Executives, and IAFF; compensation for Local 302 and Local 367; and paid time off for Local 1547
- Department: retirement benefits for Police, Finance, Fire, and Public Works; compensation for Planning and Water & Wastewater Utility; paid time off for Solid Waste Services and Municipal Attorney; wellness for Library, HR, and Assembly; child care support for Public Transportation; retirement benefits and compensation for the departments grouped as Office of Municipal Manager, Office of Emergency Management, Transportation Inspection, Safety, Anchorage Hydropower, Equal Rights Commission

# Current Employee Survey Analysis by Department: Compensation

Percent Agree or Strongly Agree increased to 50% in 2025, compared to 40% in 2024.

To what extent do you agree or disagree with the following statements?  
"I am paid fairly for the work that I do."



**50% Agree or Strongly Agree**  
**17% Neither Agree nor Disagree**  
**33% Disagree or Strongly Disagree**

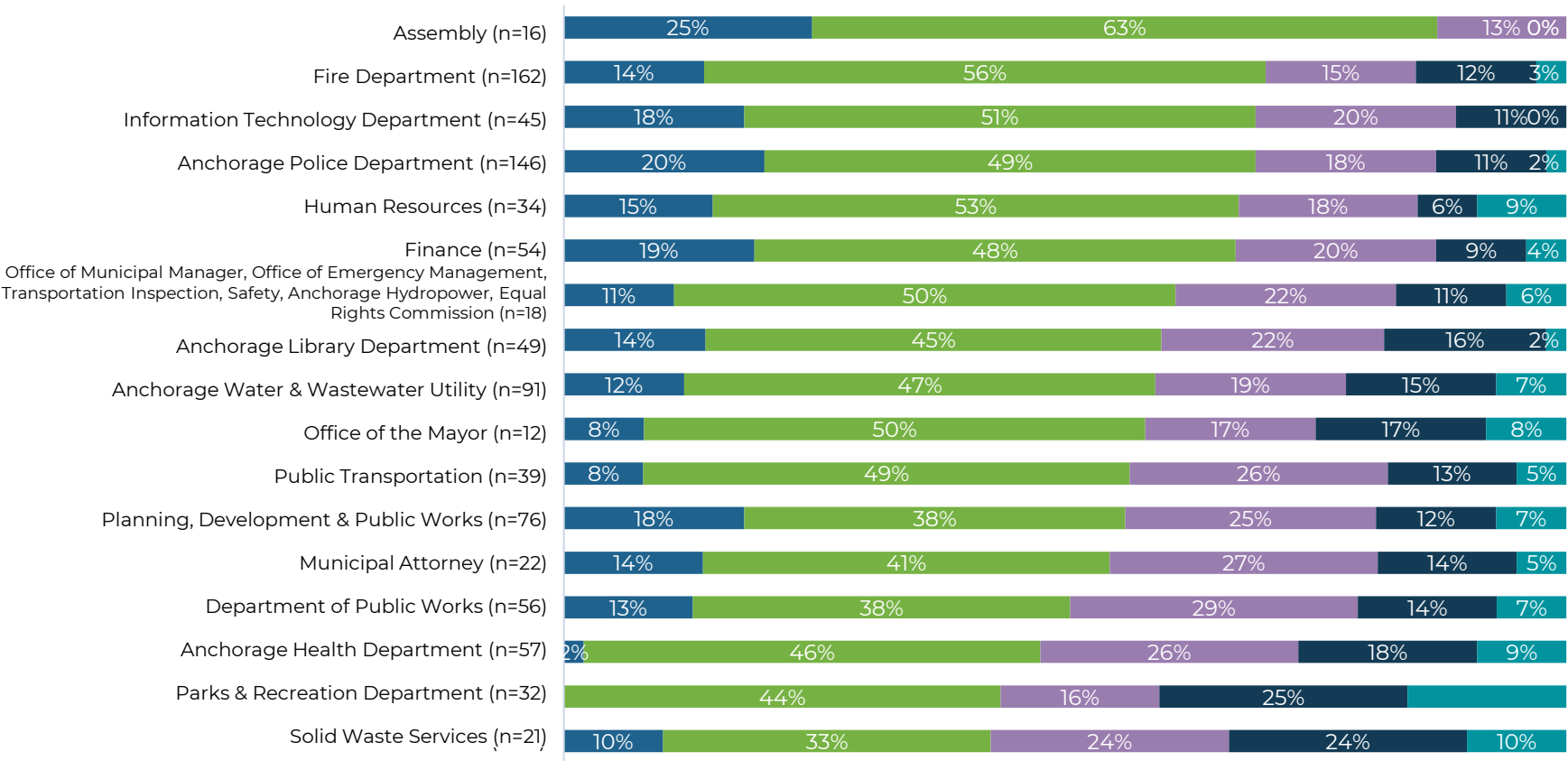
- Age: those under 25 are most likely to agree (64%)
- Tenure: those less than 3 years are most likely to agree (56%)
- Employment Category: most likely to agree are Executives and APDEA; most likely to disagree are Local 302 and Local 367
- Department: most likely to agree are Assembly and Municipal Attorney; most likely to disagree are Public Works and Parks & Recreation, and the departments grouped as Office of Municipal Manager, Office of Emergency Management, Transportation Inspection, Safety, Anchorage Hydropower, Equal Rights Commission

# Current Employee Survey Analysis by Department: Compensation

Percent Agree or Strongly Agree increased to 60% in 2025, compared to 51% in 2024.

To what extent do you agree or disagree with the following statements?  
"I understand how my compensation is determined."

Strongly Agree Agree Neither Agree nor Disagree Disagree Strongly Disagree



60% Agree or Strongly Agree  
22% Neither Agree nor Disagree  
18% Disagree or Strongly Disagree

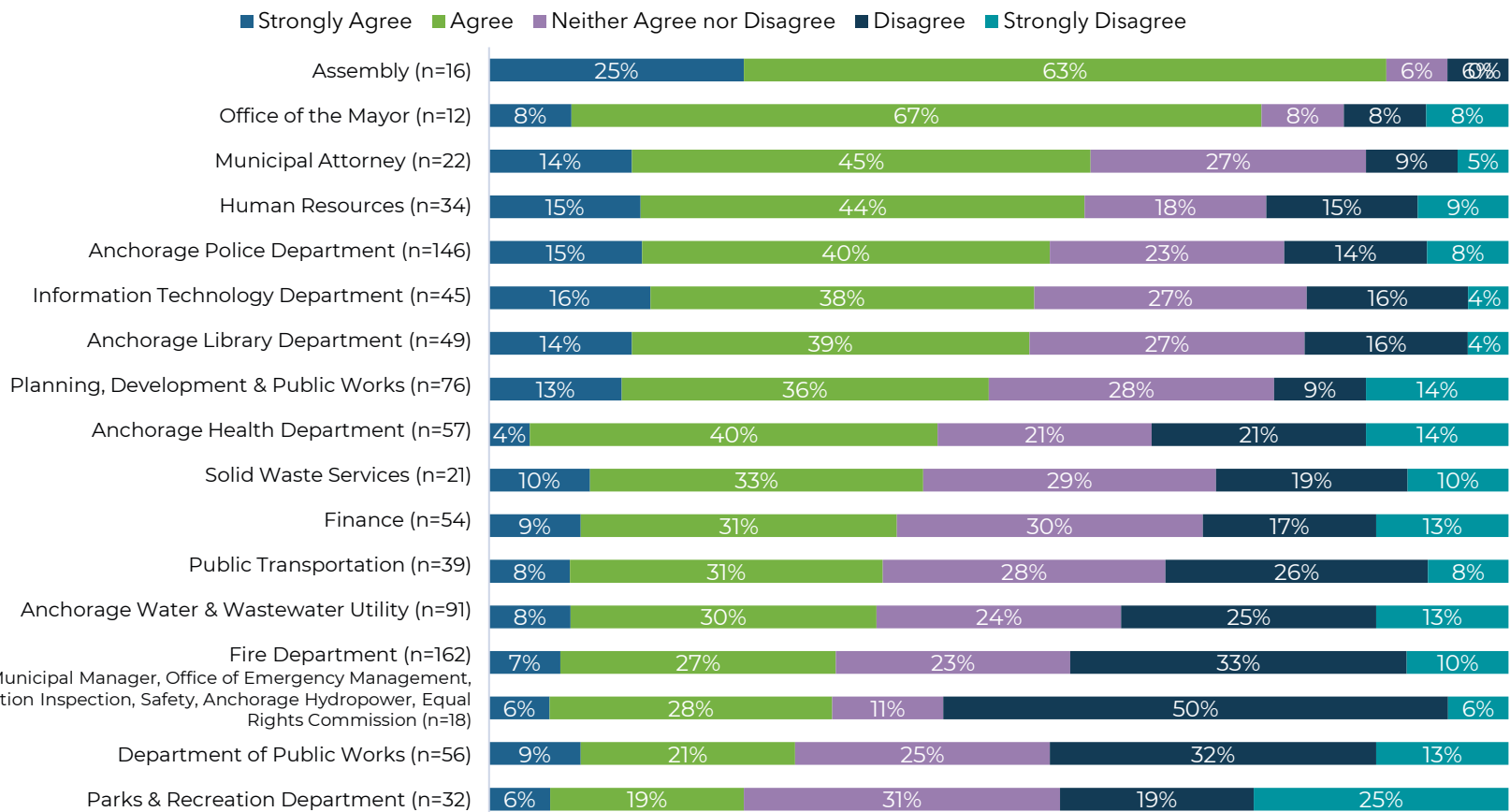
- Age: those 55 or older are most likely to agree (64%)
- Tenure: those with more than 10 years of service are most likely to agree (65%)
- Employment Category: most likely to agree are APDEA, IAFF, and Non-represented; most likely to disagree are Local 302
- Department: most likely to agree are Assembly, followed by Fire, Information Technology, and Police Department; most likely to disagree are Parks & Recreation and Solid Waste Services



# Current Employee Survey Analysis by Department: Compensation

Percent Agree or Strongly Agree increased to 44% in 2025, compared to 31% in 2024.

To what extent do you agree or disagree with the following statements?  
"I am satisfied with my compensation package."



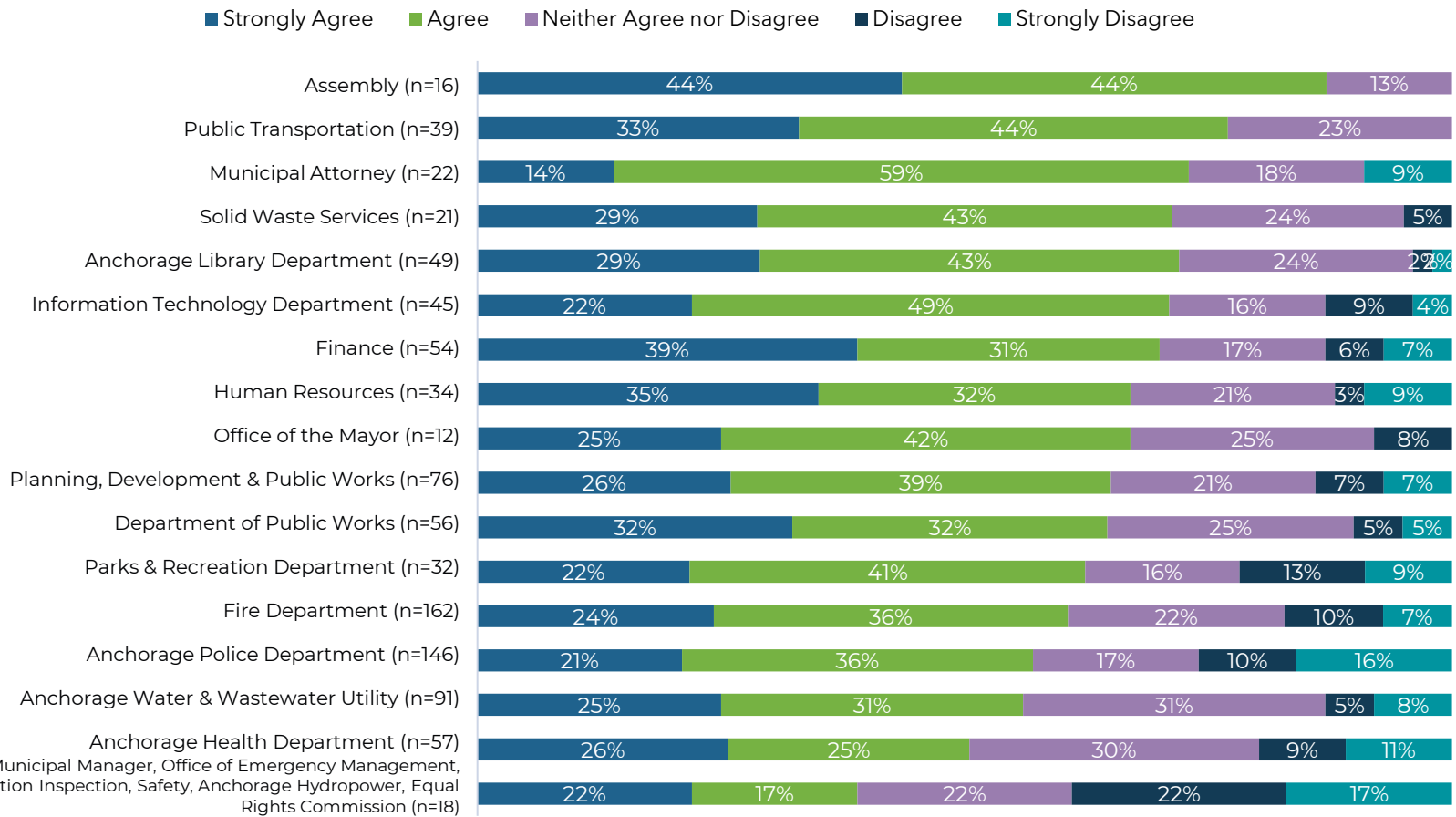
44% Agree or Strongly Agree  
25% Neither Agree nor Disagree  
31% Disagree or Strongly Disagree

- Age: those under 25 or 55 or older are most likely to agree (52-53%)
- Tenure: those with less than 3 years are most likely to agree (50%)
- Employment Category: most likely to agree are Executives and APDEA; most likely to disagree are IAFF, Local 302, and Local 367
- Department: most likely to agree are Assembly and Office of the Mayor; most likely to disagree are Public Works, Parks & Recreation, Fire, and the departments grouped as Office of Municipal Manager, Office of Emergency Management, Transportation Inspection, Safety, Anchorage Hydropower, Equal Rights Commission

# Current Employee Survey Analysis by Department: Intent to Stay

Percent Agree or Strongly Agree increased to 61% in 2025, compared to 53% in 2024.

To what extent do you agree or disagree with the following statements?  
"I see myself working here in 2 years."



**61% Agree or Strongly Agree**  
**23% Neither Agree nor Disagree**  
**16% Disagree or Strongly Disagree**

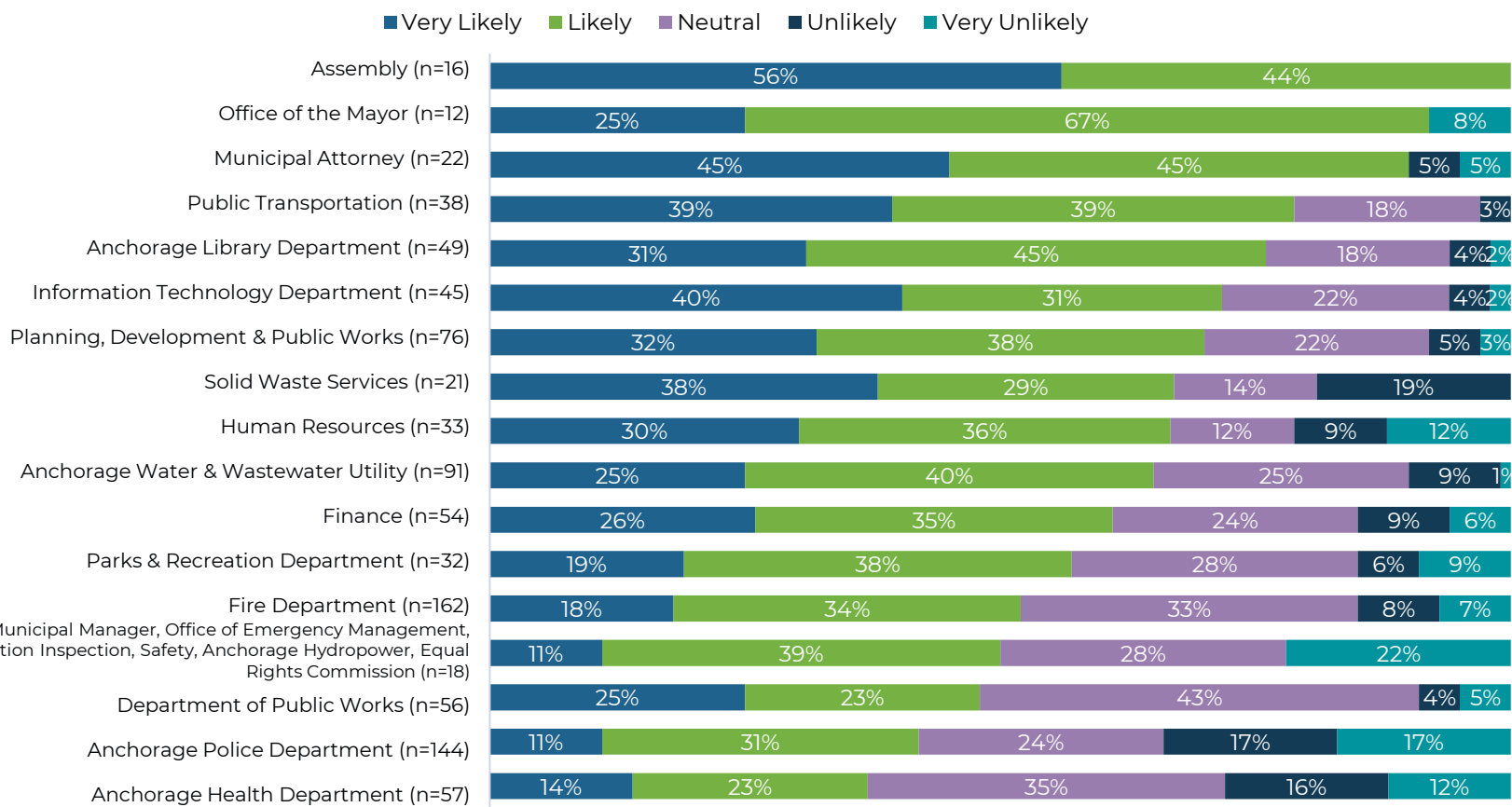
- Age: those aged 45 to 54 are most likely to agree (65%)
- Tenure: those with less than 3 years service are most likely to agree (68%)
- Employment Category: most likely to agree are Local 959, Non-Represented, and Executives; most likely to disagree are APDEA
- Department: most likely to agree are Assembly and Public Transportation; most likely to disagree are Police, and the departments grouped as Office of Municipal Manager, Office of Emergency Management, Transportation Inspection, Safety, Anchorage Hydropower, Equal Rights Commission



# Current Employee Survey Analysis by Department: Intent to Stay

Percent Likely or Very Likely increased to 56% in 2025, from 44% in 2024.

How likely are you to recommend the Municipality of Anchorage to friends or family as a great place to work?



56% Likely or Very Likely  
26% Neither Agree nor Disagree  
18% Unlikely or Very Unlikely

- Age: those 55 or older (71%) or under 25 (67%) are most likely to recommend
- Tenure: those with less than 3 years of service are most likely to recommend (70%)
- Employment Category: the Executives (80%), Local 1547 (74%), Non-Represented (70%) and Local 959 (69%) are most likely to recommend; APDEA (35%) and Local 32 are most unlikely to recommend (24%)
- Department: the Assembly is most likely to recommend (100%) followed by Office of the Mayor (92%) and Municipal Attorney (90%); Police (34%) and Health (28%) are most unlikely to recommend

