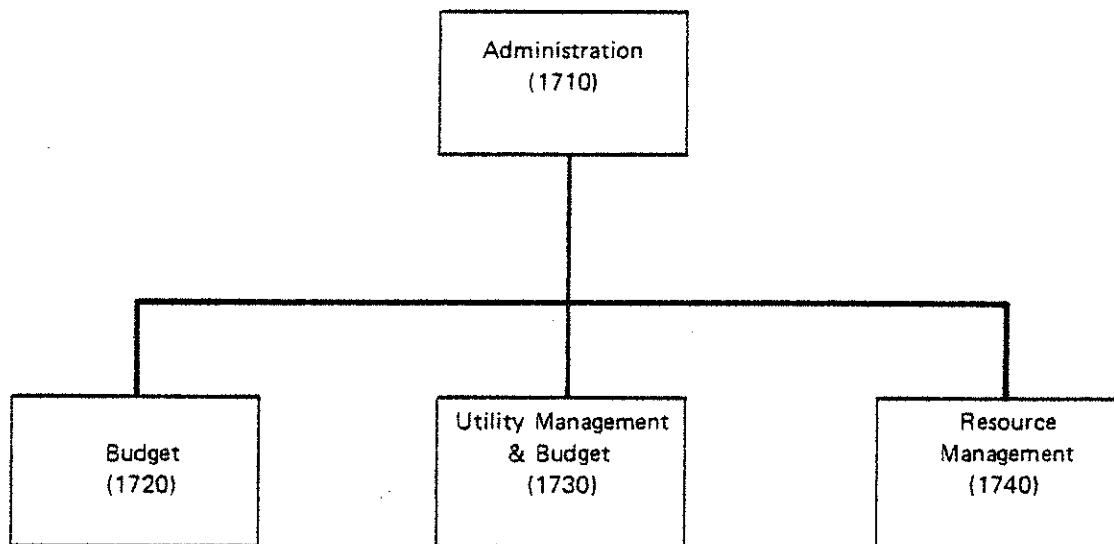


ORGANIZATION CHART  
DEPARTMENT OF MANAGEMENT & BUDGET



## DEPARTMENT OF MANAGEMENT AND BUDGET

The Department of Management and Budget is responsible for planning, publishing, and managing the municipal budget; for promoting programs which carry out established municipal policies; for monitoring individual department progress in achieving program goals; and for assisting departments in applying program planning methods to the budget process. In addition, the department is responsible for improving the municipal operations by providing assistance to all departments concerned with developing their internal management abilities, and coordinating state and federal grant assistance.

Administration - The Administration Division provides the executive management and administrative clerical support for the department. The Director participates in Municipal policy development and is responsible for implementing related provisions of the Municipal Charter, Municipal Code, and Municipal Policies and Procedures.

Budget - The Budget Division facilitates the efficient and effective utilization and management of municipal resources through the development, implementation, and monitoring of budgeting systems and by providing financial management information and analyses to Municipal decision makers. Specific annual product responsibilities include publication of: preliminary and approved operating and capital budgets and a six-year fiscal projection and plan. The division also coordinates and monitors federal and state grants and manages the A-95 Grants Clearinghouse for the Anchorage area.

Utilities Management and Budget - The Utilities Management and Budget Division works with the Municipal Utilities in the formation, submission, and monitoring of their budget and long range capital and fiscal plans. The utility budget process and management policies and procedures are reviewed and changes and refinements are recommended as necessary. The division participates with the utilities in the development of financial planning and reporting systems.

Resource Management - The Resource Management Division facilitates the efficient and effective management of Municipal resources through the development and implementation of management systems and the training of management personnel. Specific responsibilities include management and organizational studies, the establishment of work standards, conducting job content and workload analyses, and the design and implementation of management system improvements.

## DEPARTMENT

Management and Budget

ACCOUNT NUMBER	DIVISIONS/SECTIONS	1979	1980	1981		
		ACTUAL	REVISED	REQUESTED	RECOMMENDED	APPROVED
1710	Administration	-0-	96,910	129,210	129,210	129,210
1720	Budget	639,520	660,100	672,060	486,390	486,390
1730	Utility Management and Budget	75,790	88,730	93,960	93,960	93,960
1740	Resource Management	-0-	-0-	-0-	227,930	227,930
	Direct Organizational Cost	715,310	845,740	895,230	937,490	937,490
	Add Intragovernmental Charges	295,590	351,110	311,940	317,870	251,040
	Total Departmental Cost	1,010,900	1,196,850	1,207,170	1,255,360	1,188,530
	Less Intragovernmental Charges	85,840	122,350	173,110	237,130	232,280
	Function Cost	925,060	1,074,500	1,034,060	1,018,230	956,250
	Less Revenues	-0-	-0-	100,000	395,280	395,280
	Local Tax Cost	925,060	1,074,500	934,060	622,950	560,970

COMMENTARY

DEPT. - Management and Budget	UNIT NO. 1700	DIV. Administration	UNIT NO. 1710	SEC.	UNIT NO.
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MISSION

To facilitate more effective and efficient government through coordinated development, presentation and maintenance of the budgetary plan, through promotion of programs which implement established policies and assist in achieving program goals, and through accurate and timely information to assist the administration in making decisions relative to the allocation and utilization of Municipal resources.

SUMMARY DESCRIPTION OF 1981 LEVEL OF SERVICE

One Director, one Secretary and one Receptionist (CETA) to coordinate the development of a fiscally responsible budgetary plan for the Municipality; review the preliminary recommendations developed by resource management studies and assist in the implementation of the approved recommendations; revise and update the departmental three-year work plan; assist the supervisory staff of the department in developing their objectives and action plans and provide secretarial and receptionist support.

WORKLOAD	WORK ACTIVITIES	SERVICE PRODUCTS/OUTCOME
16 employees	Direct staff, set goals, establish policies and procedures, manage resources and provide administrative clerical support	Effective management and budgetary services
Three annual budgets (prior, current, and future)	Coordinate development of the future year budget, maintenance of the current year budget and assist with the audit of the prior year budget	Unified budgetary plan; public informed of budgetary impacts
220 pre-agenda ordinances, resolutions, and memorandums	Review pre-agenda/agenda documents for budgetary and funding	Accurate budget information
Three Resource Management studies	Review management studies	Recommendations to assist in achieving program goals
Five union contracts	Verify contract costing and funding	Budgetary impacts analyzed

CHANGES FROM CURRENT LEVEL

Zero base budgeting implemented in thirteen general government departments.

PERFORMANCE MEASURES FOR THIS LEVEL OF SERVICE

DESCRIPTION	1979 ACTUAL	1980 BUDGETED	1981 PLANNED
Departments with zero base budgeting implemented	4.5	11.5	13
Budgetary overview presentations	5	6	8
Pre-agenda reviews completed within 48 hours	97%	95%	95%

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.	
Management and Budget	1700	Administration	1710			
FINANCIAL RESOURCES		1979	1980	1981		
		ACTUAL	REVISED	REQUESTED	RECOMMENDED	APPROVED
1000	Personal Services	New Budget	90,180	103,130	103,130	103,130
2000	Supplies	Unit In	980	1,370	1,370	1,370
3000	Other Services & Charges	1980	4,730	6,310	6,310	6,310
4000	Debt Service		-0-	-0-	-0-	-0-
5000	Capital Outlay		1,020	18,400	18,400	18,400
<b>DIRECT ORGANIZATIONAL COST</b>			96,910	129,210	129,210	129,210
6000	Intragovernmental Charges		38,860	23,190	30,930	31,480
<b>BUDGET UNIT COST</b>			135,770	152,400	160,140	160,690
7000	Intragovernmental Revenue		-0-	-0-	16,010	16,070
<b>FUNCTION COST</b>			135,770	152,400	144,130	144,620
Local Revenue:						
	Taxes Other Than Property		-0-	-0-	-0-	-0-
	Licenses and Permits		-0-	-0-	-0-	-0-
	Fines and Forfeitures		-0-	-0-	-0-	-0-
	Charges for Services		-0-	-0-	-0-	-0-
	Other Local Revenue		-0-	-0-	-0-	-0-
	Total Local Revenue		-0-	-0-	-0-	-0-
	State Revenue		-0-	-0-	-0-	-0-
	Federal Revenue		-0-	-0-	-0-	-0-
	Fund Balance Appropriated		-0-	-0-	-0-	-0-
<b>TOTAL REVENUES</b>			-0-	-0-	-0-	-0-
<b>LOCAL TAXES REQUIRED</b>			135,770	152,400	144,130	144,620
PERSONNEL RESOURCES		RANGE & STEP	1980 BUDGET	1981		
				REQUESTED	RECOMMENDED	APPROVED
Management and Budget Director		22E	1	1	1	1
Senior Office Associate		10N E-F	1	1	1	1
<b>TOTAL</b>			2	2	2	2
<b>NUMBER OF CETA POSITIONS SUPPORTING THIS BUDGET UNIT:</b>			1			

DEPT. Management and Budget	UNIT NO. 1700	DIV. Budget	UNIT NO. 1720	SEC.	UNIT NO.
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MISSION

To promote efficient and effective management of Municipal resources through development of fiscal policies, plans, and budgeting systems and through coordination and monitoring of grants.

SUMMARY DESCRIPTION OF 1981 LEVEL OF SERVICE

One Budget Officer, three Senior Budget Analysts, five Budget Analysts, one Principal Accounting Clerk, and one CETA Accounting Clerk to develop, implement, and monitor effective budgeting systems in General Government Operating Budget, Grants and Capital Improvement projects through effective use of field input and Financial Information Systems and provide the Municipal Administration and Department Directors with accurate information on which to base decisions.

WORKLOAD	WORK ACTIVITIES	SERVICE PRODUCTS/OUTCOME
Charter requirement: Operating/Capital Budget; six-year capital program/fiscal plan; appropriation control	Develop and maintain budget system; develop, maintain, and apply long-range fiscal projection model	Annual operating, capital, grant budgets Six-year capital plan Six-year fiscal projection Budget analysis and status reports on ongoing and proposed budgets and programs
Requirement for accurate and timely information from departments on budget performance	Monitor budget status Train departments in budget-research analysis	Accurate information from departments Consistent and viable budget
Grant applications and awards	Coordinate and monitor grant Manage A-95 Clearinghouse	Appropriation control
A-95 and Coastal Zone Management reviews	Distribute and file grant regulations and information Review of A-95 and Coastal Zone Management submissions	400 A-95 reviews filed 400 A-95 reviews completed

CHANGES FROM CURRENT LEVEL

Implementation of zero base budgeting in 13 departments of General Government.

PERFORMANCE MEASURES FOR THIS LEVEL OF SERVICE

DESCRIPTION	1979 ACTUAL	1980 BUDGETED	1981 PLANNED
Budgets published	4	4	4
Quarterly reviews	3	3	3
Budget training sessions	16	16	18
Departments with zero base budgeting	4.5	11.5	13
Grant/A-95 reviews	300/340	335/360	365/400
House of field assistance	1,500	2,000	2,300

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.		
Management and Budget	1700	Budget	1720				
<b>FINANCIAL RESOURCES</b>			<b>1979</b>	<b>1980</b>	<b>1981</b>		
			<i>ACTUAL</i>	<i>REVISED</i>	<i>REQUESTED</i>		
					<i>RECOMMENDED</i>		
					<i>APPROVED</i>		
1000	Personal Services		501,600	469,460	498,380	445,220	445,220
2000	Supplies		4,150	3,920	5,000	4,550	4,550
3000	Other Services & Charges		131,460	184,690	167,040	35,120	35,120
4000	Debt Service		-0-	-0-	-0-	-0-	-0-
5000	Capital Outlay		2,310	2,030	1,640	1,500	1,500
<b>DIRECT ORGANIZATIONAL COST</b>			639,520	660,100	672,060	486,390	486,390
6000	Intragovernmental Charges		285,540	287,120	241,590	219,220	154,870
<b>BUDGET UNIT COST</b>			925,060	947,220	913,650	705,610	641,260
7000	Intragovernmental Revenue		-0-	8,490	31,990	13,560	12,210
<b>FUNCTION COST</b>			925,060	938,730	881,660	692,050	629,050
Local Revenue:							
	Taxes Other Than Property		-0-	-0-	-0-	-0-	-0-
	Licenses and Permits		-0-	-0-	-0-	-0-	-0-
	Fines and Forfeitures		-0-	-0-	-0-	-0-	-0-
	Charges for Services		-0-	-0-	-0-	-0-	-0-
	Other Local Revenue		-0-	-0-	-0-	-0-	-0-
	Total Local Revenue		-0-	-0-	-0-	-0-	-0-
	State Revenue		-0-	-0-	100,000	60,000	60,000
	Federal Revenue		-0-	-0-	-0-	-0-	-0-
	Fund Balance Appropriated		-0-	-0-	-0-	335,280	335,280
<b>TOTAL REVENUES</b>			-0-	-0-	100,000	395,280	395,280
<b>LOCAL TAXES REQUIRED</b>			925,060	938,730	781,660	296,770	233,770
<b>PERSONNEL RESOURCES</b>			<i>RANGE &amp; STEP</i>	<i>1980 BUDGET</i>	<i>1981 REQUESTED</i>	<i>1981 RECOMMENDED</i>	<i>1981 APPROVED</i>
	Budget Officer		21E	1	1	1	1
	Management Systems Officer		21E	1	1	-0-	-0-
	Principal Administrative Officer		16N C-F	4	4	3	3
	Senior Administrative Officer		15N B-E	5	5	5	5
	Principal Accounting Clerk		11N B-C	1	1	1	1
<b>TOTAL</b>				12	12	10	10
<i>NUMBER OF CETA POSITIONS SUPPORTING THIS BUDGET UNIT:</i>				1			

DEPT. - Management and Budget	UNIT NO. 1700	DIV. Utility Management and Budget	UNIT NO. 1730	SEC.	UNIT NO.
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MISSION

To promote efficient and effective government by facilitating the formation, submission, and maintenance of the Municipal Utilities Budget and fiscal long-range plans consistent with Municipal goals and policies and by reviewing, assessing, and making recommendations on the management and organizational needs.

SUMMARY DESCRIPTION OF 1981 LEVEL OF SERVICE

One Utility Management and Budget Officer and one Office Associate to interpret, formulate, and monitor Municipal policies and procedures for the Anchorage Municipal Utilities; prepare objective evaluations at the request of Municipal management and refine the utility planning/budgeting/accounting process.

WORKLOAD	WORK ACTIVITIES	SERVICE PRODUCTS/OUTCOME
Uniform budget process	Review policies and define procedures	Recommend policy changes and refined procedures
Utility budget preparation and fiscal plan formation	Conduct training session; coordinate the budget/plan preparation; consolidate and present	Trained Utility Budget Analysts; published operational budgets, quarterly revisions, and utility fiscal plans; Executive Directives; completed products for Assembly action
Utility and enterprises financial planning and reporting systems	Joint effort with utility administration and enterprises administration to develop a discussion draft identifying project scope and responsibilities	
400 transfers, supplemental appropriations, memorandums, ordinances and resolutions	Review material	Accurate budgetary information
Special assignments	Conduct special analytical studies	Special reports and projects as assigned

CHANGES FROM CURRENT LEVEL

None

PERFORMANCE MEASURES FOR THIS LEVEL OF SERVICE

DESCRIPTION	1979 ACTUAL	1980 BUDGETED	1981 PLANNED
Policy and procedure preparation/review	2	3	5
Budget training sessions	1	1	2
Budget review and maintenance	8	8	8
Fiscal plan reviews	3	4	4
Review Assembly documents	390	400	350
Special projects	6	10	10



DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.
Management and Budget	1700	Utility Management and Budget	1730		
<b>FINANCIAL RESOURCES</b>			<b>1979</b>	<b>1980</b>	<b>1981</b>
			<i>ACTUAL</i>	<i>REVISED</i>	<i>REQUESTED</i>
					<i>RECOMMENDED</i>
					<i>APPROVED</i>
1000	Personal Services		70,030	76,890	82,970
2000	Supplies		740	890	1,000
3000	Other Services & Charges		4,120	10,950	9,990
4000	Debt Service		-0-	-0-	-0-
5000	Capital Outlay		900	-0-	-0-
<b>DIRECT ORGANIZATIONAL COST</b>			75,790	88,730	93,960
6000	Intragovernmental Charges		10,050	25,130	47,160
<b>BUDGET UNIT COST</b>			85,840	113,860	141,120
7000	Intragovernmental Revenue		85,840	113,860	141,120
<b>FUNCTION COST</b>			-0-	-0-	-0-
Local Revenue:					
	Taxes Other Than Property		-0-	-0-	-0-
	Licenses and Permits		-0-	-0-	-0-
	Fines and Forfeitures		-0-	-0-	-0-
	Charges for Services		-0-	-0-	-0-
	Other Local Revenue		-0-	-0-	-0-
	Total Local Revenue		-0-	-0-	-0-
	State Revenue		-0-	-0-	-0-
	Federal Revenue		-0-	-0-	-0-
	Fund Balance Appropriated		-0-	-0-	-0-
<b>TOTAL REVENUES</b>			-0-	-0-	-0-
<b>LOCAL TAXES REQUIRED</b>			-0-	-0-	-0-
<b>PERSONNEL RESOURCES</b>			<b>RANGE &amp; STEP</b>	<b>1980 BUDGET</b>	<b>1981</b>
					<b>REQUESTED</b>
					<b>RECOMMENDED</b>
					<b>APPROVED</b>
Utility Management and Budget Officer			21E	1	1
Office Associate			9N C-D	1	1
<b>TOTAL</b>				2	2
<b>NUMBER OF CETA POSITIONS SUPPORTING THIS BUDGET UNIT:</b>				-0-	

DEPT. Management and Budget	UNIT NO. 1700	DIV. Resource Management	UNIT NO. 1740	SEC.	UNIT NO.
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## MISSION

To promote efficient and effective management of Municipal resources through the development and implementation of management systems, and the training of management personnel.

## SUMMARY DESCRIPTION OF 1981 LEVEL OF SERVICE

One Resource Management Officer and one Principal Administrative Officer to conduct management studies, design improved operations, implement new programs; conduct management training needs assessment, develop training programs and train managers and supervisors in management principles and skills.

WORKLOAD	WORK ACTIVITIES	SERVICE PRODUCTS/OUTCOME
Four organizational studies	Conduct analysis, make recommendations, write final report	Four organization study reports
165 managers and supervisors	Train in management principles	165 trained personnel
150 managers and supervisors	Train in special skills	150 trained personnel
Zero base budgeting training	Train Budget Analysts, manage training of Municipal managers and develop budget unit plans	Service levels prepared in 13 departments
Three management systems	Conduct analysis, design system, implement improvements	Three management systems implemented
Two work measurement studies	Conduct analysis, design system, implement improvements	Work standards established in two organizations
12 position study requests	Conduct job content and workload analysis, write reports	12 position study reports

## CHANGES FROM CURRENT LEVEL

The Municipal Management Training Program was added in 1980 and will be expanded in 1981 from management principles training to include special skills development in such areas as written and oral communications, time management, conference leadership, etc. Zero base budgeting system will be expanded to 13 general government departments.

## PERFORMANCE MEASURES FOR THIS LEVEL OF SERVICE

DESCRIPTION	1979 ACTUAL	1980 BUDGETED	1981 PLANNED
Organizational studies	2	3	4
Managers trained in management principles	Not Applicable	100	165
Departments with zero base budgeting	4.5	11.5	13
Management systems implemented	0	2	3
Work standards developed	0	2	2
Position studies	4	12	12

**RESOURCE SUMMARY**

FUND: 0101 Areawide General

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.
Management and Budget	1700	Resource Management	1740		
<b>FINANCIAL RESOURCES</b>			<b>1979</b>	<b>1980</b>	<b>1981</b>
			<i>ACTUAL</i>	<i>REVISED</i>	<i>REQUESTED</i> <i>RECOMMENDED</i> <i>APPROVED</i>
1000	Personal Services		Included in Budget Unit 1720		
2000	Supplies				93,430   93,430
3000	Other Services & Charges				1,760   1,760
4000	Debt Service				132,330   132,330
5000	Capital Outlay				-0-   -0-
<b>DIRECT ORGANIZATIONAL COST</b>					410   410
					227,930   227,930
6000	Intragovernmental Charges				16,300   15,680
<b>BUDGET UNIT COST</b>					244,230   243,610
7000	Intragovernmental Revenue				62,180   61,030
<b>FUNCTION COST</b>					182,050   182,580
Local Revenue:					-0-   -0-
Taxes Other Than Property					-0-   -0-
Licenses and Permits					-0-   -0-
Fines and Forfeitures					-0-   -0-
Charges for Services					-0-   -0-
Other Local Revenue					-0-   -0-
Total Local Revenue					-0-   -0-
State Revenue					-0-   -0-
Federal Revenue					-0-   -0-
Fund Balance Appropriated					-0-   -0-
<b>TOTAL REVENUES</b>					-0-   -0-
<b>LOCAL TAXES REQUIRED</b>					182,050   182,580
<b>PERSONNEL RESOURCES</b>			<b>RANGE &amp; STEP</b>	<b>1980 BUDGET</b>	<b>1981</b>
					<i>REQUESTED</i> <i>RECOMMENDED</i> <i>APPROVED</i>
Management Systems Officer			21E	-0-	-0-   1   1
Resource Management Analyst			16N B-C	-0-	-0-   1   1
<b>TOTAL</b>				-0-	-0-   2   2

NUMBER OF CETA POSITIONS SUPPORTING THIS BUDGET UNIT: