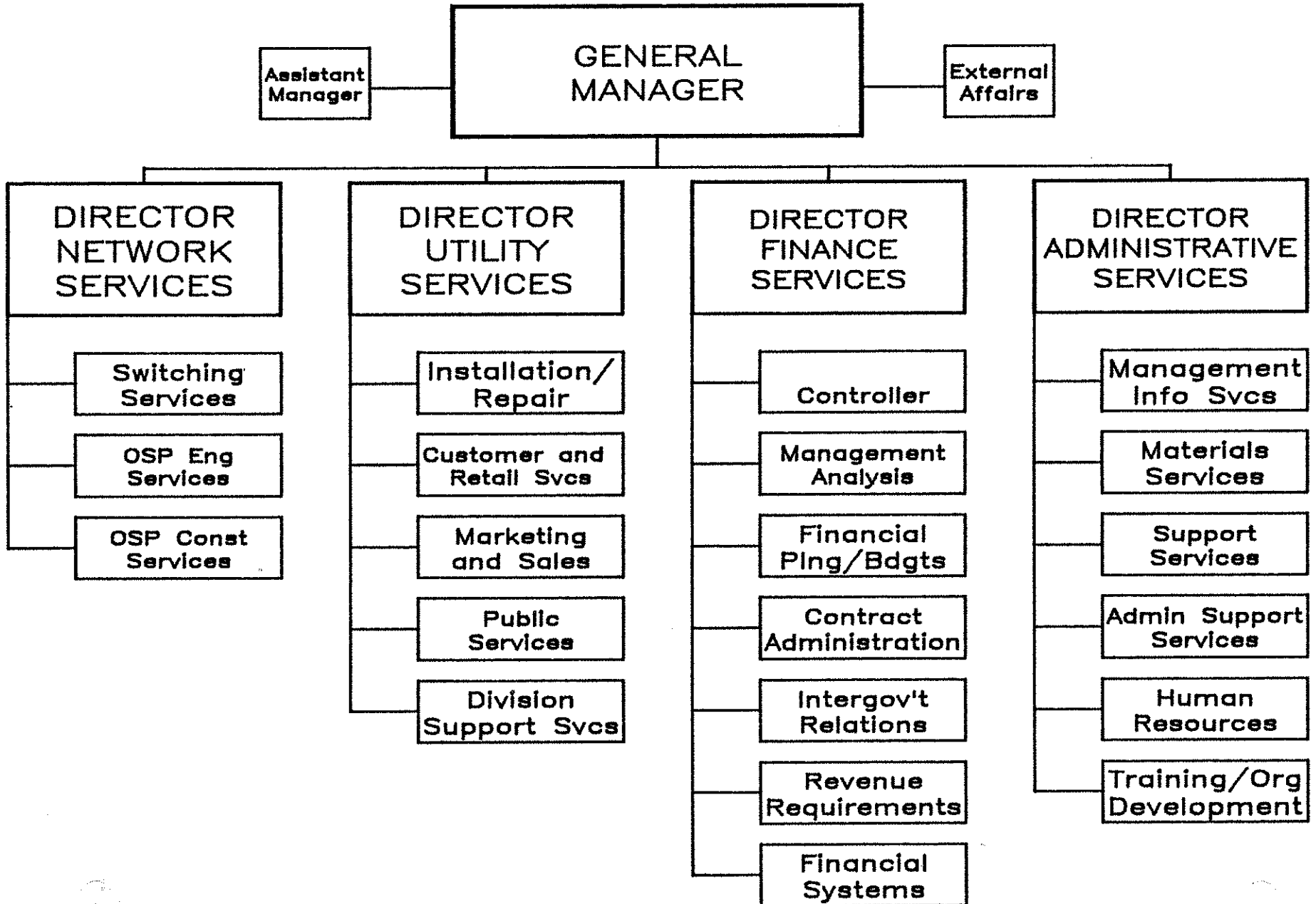


**ANCHORAGE TELEPHONE
UTILITY**

ATU ORGANIZATIONAL CHART



ANCHORAGE TELEPHONE UTILITY

BUSINESS PLAN
AND
OPERATING BUDGET

1987 - 1992

Public Utilities	Unit No	Utility	Unit No	Division	Unit No
	8001	ANCHORAGE TELEPHONE UTILITY	8300		
<p><u>MISSION STATEMENT</u></p> <p>The mission of the Anchorage Telephone Utility is to provide effective and responsive telecommunications services to our evolving market places, and to enhance our public ownership interest through: prudent and progressive entry into new service opportunities, fostering a work atmosphere that is motivating and promotes individual responsibility, employee performance and pride; pursuing opportunities for dynamic communications with customers, employees and business associates.</p>					

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GOALS TO ACCOMPLISH MISSION					
<ol style="list-style-type: none"> <li data-bbox="352 386 1709 444">1. Provide prompt, efficient, and courteous service to customers, with concern for their individual needs. <li data-bbox="352 477 1709 535">2. Maintain modern and technologically sophisticated switching and transmission systems that will meet customer service requirements. <li data-bbox="352 568 1709 626">3. Provide a management structure with sufficient skills to direct our activities in the most efficient and economical manner. <li data-bbox="352 659 1709 750">4. Actively formulate and implement comprehensive strategic, market, product, technological, operational and financial plans in order to establish a clear direction for the organization. <li data-bbox="352 782 1709 841">5. Achieve the revenue requirement for regulated services and optimize annual revenues in non-regulated services. <li data-bbox="352 873 1226 906">6. Establish optimum control over expenses. <li data-bbox="352 938 1709 1029">7. Provide residential and business customers with solutions to their telecommunication needs utilizing the existing network whenever possible. <li data-bbox="352 1062 1709 1094">8. Maintain market share in customer premise equipment product lines. <li data-bbox="352 1127 1709 1218">9. Enhance the data processing services to improve customer service, reduce costs through automation; and provide timely, more detailed information for management decision-making. <li data-bbox="352 1250 1709 1308">10. Promote the public image of ATU and educate the public on continuing industry developments. <li data-bbox="352 1341 1709 1399">11. Offer a work climate that is motivating, and promotes individual responsibility, employee performance, and pride. <li data-bbox="352 1432 1709 1490">12. Maintain employee competence through a fair recruitment program and continual training programs. 					

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- 13. Conduct an open dialog with customers, employees, the financial community, and all levels of government on these goals and other appropriate matters.
- 14. Investigate and implement, as appropriate, new products and services.

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PLANNING ASSUMPTIONS

The following assumptions are used in developing ATU's 1987-1992 Business Plan:

1. The technological advances in telecommunications such as digital switching, fiber optic cable, and cellular radio will not significantly change during the planning period and ATU will maximize the use of these technologies in its network.
2. The Anchorage economy has stabilized and the fast paced growth experienced in the 1970's will not likely occur again.
3. The telecommunications industry will continue the trend toward deregulation and the sale of customer premise equipment will become more competitive.
4. The market for customer premise equipment will show an increased tendency for both residential and business customers to own their own equipment. Price will be the primary consideration for purchase by home users; and functions, features, reliability and financing alternatives will be the major criteria for the commercial customer.
5. Business customers, with heavy long distance usage, will continue to by-pass the existing regulated networks.
6. New services, such as Integrated Business Services and Integrated Services Digital Network, will utilize and expand the capability of the existing network.
7. ATU will continue to diversify and offer enhanced services within its area of expertise of local telephone service.
8. Distributed Customer Record Information Service (DCRIS) will be implemented in January 1987.

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<p>9. Financial Management System (FMS) will be implemented in the first quarter of 1987.</p> <p>10. Inside wiring will be detariffed January 1, 1987.</p> <p>11. Billing and collection will be deregulated January 1, 1987.</p> <p>12. In June 1986, the residential access charge increased to \$2 per month. The business and residential access charges will not change in 1987.</p> <p>13. Regulatory changes will continue to shift local costs, previously covered by long distance charges, to local service.</p> <p>14. A continued emphasis will be placed upon developing a marketing, sales and service-oriented organization for both regulated and non-regulated services and products.</p> <p>15. Emphasis will be placed on all aspects of employee training; technical, management, skills and personal development.</p> <p>16. ATU will conduct employee awareness programs designed to provide direction on how ATU can better serve the customer.</p> <p>17. The ATU-IBEW labor agreement will be modified to provide more efficient, flexible and economical compensation plans for sales, marketing and marketing support employees.</p> <p>18. Current ATU facilities are adequate to meet future office and operations space requirements; however, extensive remodeling will continue and there will be an increased emphasis placed upon security in all facilities.</p> <p>19. The Municipal government will continue to recognize and support the evolving enterprise nature of ATU.</p>					

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<p>FACTORS DRIVING THE UTILITY</p> <ol style="list-style-type: none"> 1. ATU charter to provide the best possible telephone service at the most reasonable cost to the Anchorage community. 2. Continued deregulation developments within the telephone industry and the movement to cost based pricing for all services. 3. Customer demand for efficient, timely and reliable telephone service. 4. Customer demand to pay for only those services they use. 5. Advancements in telecommunications technology which provide ATU with opportunities to offer new services and generate additional revenue from the local network. These new technologies will challenge the Utility to aggressively market and competitively price these services to insure protection of the network. 6. Increased competition in all areas of customer premise equipment sales and service. 7. Inherent lag in the regulatory process before the Alaska Public Utilities Commission. 8. Municipal government policies impacting the operation of the Utility. 9. Human resource planning and the implementation of a career development and training program. 					

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Introduction
To
Division Workplans

The Workplans present specific objectives and tasks that will be accomplished during the budget year by each Division. The objectives support the mission and goals of ATU. The tasks describe specific measureable actions that will be done to achieve the objective.

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GENERAL MANAGER'S
OFFICE

AND

ADMINISTRATIVE SERVICES
DIVISION

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ANCHORAGE TELEPHONE UTILITY - DIVISION OVERVIEW

General Manager's Office

The General Manager focuses the direction for the utility. The General Manager's staff includes the Assistant General Manager, External Affairs personnel and attorneys. As needed the staff is expanded to temporarily include project managers, who will be in charge of major new project implementations.

The General Manager's office coordinates the establishment of the utility mission and goals that serve as the focal point for all management action plans.

The importance of customer relations takes on added significance since the utility is publicly owned. Through the Mayor and the Assembly, Anchorage citizens have the ability to influence the direction of ATU. The General Manager's office insures that these channels of communication remain open, and that ATU remains responsive to the needs of the community.

As the industry moves towards competition, the challenges of managing the Utility are magnified. The General Manager is mandated to provide the administrative framework in which the energies of the men and women of ATU can be nurtured and directed towards successfully addressing the dynamic future of the Utility. The General Manager has implemented training programs that will focus the behavior of ATU employees towards a company dedicated to service.

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<p style="text-align: center;">DIVISION WORKPLAN - OBJECTIVES AND TASKS</p> <p><u>General Manager's Office</u></p> <p>1. PROMOTE THE VIABILITY OF THE COMMUNICATIONS NETWORK.</p> <ul style="list-style-type: none"> o Support programs that ensure the viability, utilize the capabilities, and <u>protect the network</u>. o Diversify the products and services offered by the Utility. o Leverage the products and services off the existing network. <p>2. PROMOTE A UTILITY WIDE EMPHASIS ON ACHIEVING <u>CUSTOMER SATISFACTION</u>.</p> <ul style="list-style-type: none"> o Provide comprehensive training programs for all employees that will stress and promote service to the customer. o Provide targeted customer interface training to front line employees including service representatives, marketing personnel and installers. o Implement a comprehensive computerized customer record management system (DCRIS) to facilitate retrieval and update of customer records. o Stress the primary business philosophy that all levels of Utility personnel are responsible to the customer. o Provide incentives, such as personal recognition and monetary rewards, for personnel who contribute effective suggestions on improving customer relations. o Periodically measure customer satisfaction through Utility sponsored and independent surveys. 					

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<ul style="list-style-type: none"> ○ Provide buildings and other facilities that accommodate the needs of the customer. <p>3. DEVELOP A LONG-RANGE STRATEGIC PLAN.</p> <ul style="list-style-type: none"> ○ Direct the development of a written strategic plan for the Utility. ○ Involve all levels of management in the development and implementation of the strategic plan. ○ Direct timely, periodic and consistent status sessions on financial, technological, operational, and capital plans. ○ Involve union management in business and strategic planning so that they understand and support Utility actions. <p>4. IMPROVE ORGANIZATIONAL EFFECTIVENESS.</p> <ul style="list-style-type: none"> ○ Develop an internal organizational structure that is geared to effectively serve the customer. ○ Establish clear and unique lines of authority and responsibility for each division and communicate these to each employee. ○ Insure a smooth organizational implementation of DCRIS (Distributed Customer Record Information System). ○ Direct timely, consistent management staff sessions for directors to discuss critical business issues. ○ Provide enhancement to internal resources to manage the affairs of the Utility and reduce the need for outside consulting. ○ Using questionnaires and open forums, obtain employee feedback on the effectiveness of their organization. 					

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5. DEVELOP A POSITIVE WORKING RELATIONSHIP WITH MUNICIPAL MANAGEMENT AND REGULATORY COMMISSIONS.

- o Involve municipal management in the business and strategic planning of the Utility so that they will understand and support Utility goals.
- o Promote a harmonious working relationship with federal and state regulatory authorities with which the Utility must interface.

6. DEVELOP FORMAL INDUSTRIAL RELATIONS POLICY.

- o Administer labor/management issues in a timely and positive manner.
- o Address key employee issues regarding work rules, staffing ratios, enterprise considerations of the non-regulated division, and productivity incentives.
- o Develop a formal ATU workforce planning process and procedure that will anticipate the need to retrain workers as technology changes and insure that a consistently adept workforce is available.
- o Promote a Career Development Task Force made up of employees from all ranks within the Utility that will address career opportunities within ATU.
- o Develop formal negotiations' analysis and planning for major bargaining unit contract negotiations.

7. PROMOTE EMPLOYEE AWARENESS AND A POSITIVE WORKING ATMOSPHERE.

- o Develop and promote an employee training program centered around major "themes" of importance to the Utility such as customer service, productivity and entrepreneurial thinking. Offer these seminars to all employees.

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<ul style="list-style-type: none"> o Promote an employee awareness of individual responsibility and that each employee has a vested interest in the performance of the Utility through consistent communication programs that address the importance and individual worth of each employee to the Utility. o Sponsor employee orientation seminars for all employees, both long term and new, that provide an overview of the Utility, the management structure, and the relationship between the different sections. o Publish a General Manager's Newsletter providing timely and factual information on the state of the Utility and the important issues facing the Utility, including business plans and budgets. o Using questionnaires, suggestion boxes and open forums, answer questions and obtain suggestions on improving the Utility. o Promote management integrity by adopting a fair and objective system of employee appraisal and consideration for promotions. <p>8. ENHANCE PUBLIC AWARENESS AND IMPROVE PUBLIC IMAGE OF THE UTILITY.</p> <ul style="list-style-type: none"> o Utilize all public forums to bring the identity and importance of ATU to the community; promote the public benefits derived from municipal ownership of ATU. o Inform the public on regulatory issues as they affect the Utility and how the Utility will respond. o Sponsor ATU involvement in community affairs. o Actively participate in the Municipal open door program and present worthwhile programs to the public at these sessions. o Provide the public with open house visitation schedules at the Utility facilities. 					

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9. ADDRESS UTILITY RELATED LEGAL ISSUES EFFECTIVELY AND ON TIME.

- o Address the non-regulatory affairs of the Utility, such as employment litigation, contracts, negotiations, and real estate issues.
- o Address the regulatory issues and proceedings before the Alaska Public Utilities Commission and the Federal Communications Commission.
- o Retain municipal attorneys who specialize in regulatory matters and are regular counselors to the executive staff.

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ANCHORAGE TELEPHONE UTILITY - DIVISION OVERVIEW

Administrative Services

This division provides the support services necessary to efficiently run internal ATU operations. The services include data processing, facilities management, vehicles, warehousing and personnel.

The Management Information Systems (MIS) section is responsible for establishing, adapting and maintaining ATU software, including the new DCRIS and Financial Management Systems. MIS works with ATU users to clarify and supply their information requirements. For instance, in 1987, they will work with Utility Services Division in the creation of a marketing database.

MIS is responsible for determining ATU hardware and software requirements. MIS also manages the Comprehensive Electronic Office (CEO) which provides the majority of ATU employees with word processing, communications and document filing. This service provides significant labor savings because it replaces the heavy demand for secretarial, clerical and distribution services.

The appearance of ATU buildings, grounds and vehicles play a major role in forming the customer's opinion of the Utility. The internal management of these assets also affects the productivity of ATU personnel. The efficient operation of the warehouse is essential to keeping employee waiting time at a minimum.

Human Resources provides career development and employee training. These are major factors in successfully developing a service attitude among the employees.

Administrative Services provides the internal support capabilities of word processing, copying, internal and external mail, safety and project management administration.

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DIVISION WORKPLAN - OBJECTIVES AND TASKS

Administrative Services

Management Information Services Section

1. CONVERT REDUNDANT MANUAL AND AUTOMATED FILES INTO INTEGRATED DCRIS DATA BASES TO IMPROVE CUSTOMER SERVICE.
 - o Automate service order, billing and accounts receivable processes to facilitate customer response and assistance.
 - o Incorporate plant records into the service order process to provide a total inventory and status of central office equipment.
 - o Continue support of the automated system to meet expanding and changing business requirements.
 - o Acquire and implement a geo-mapping system to capture, report and map the location and value of all ATU assets residing in the field.
 - o Pursue the concept of sharing this mapping data with authorized government agencies and private businesses.

2. ACTIVATE THE FINANCIAL MANAGEMENT SYSTEM (FMS) SOFTWARE TO PROVIDE ATU MANAGEMENT WITH TIMELY AND ENHANCED DECISION MAKING SUPPORT.
 - o Install software package(s) that allow financial tracking and reporting at desired level of detail.

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<p>o Provide maintenance support to these packages in response to changing reporting and business requirements.</p> <p>3. IMPROVE DIRECTORY ASSISTANCE RESPONSE TIME AND INCREASE SYSTEM CAPACITY.</p> <p>o Develop procedures and training to provide round-the-clock support.</p> <p>4. EXPAND AND IMPROVE CEO CAPABILITIES.</p> <p>o Upgrade and reconfigure computer hardware to support expanding requirements.</p> <p>o Continue to train all users in proper usage and system enhancements.</p> <p>o Monitor and balance the system to maintain acceptable response times.</p> <p>5. EXPAND END USER DECISION SUPPORT CAPABILITIES.</p> <p>o Complete the design and documentation of the ATU business model (entities and data elements).</p> <p>o Acquire and install interactive decision support facilities for the end user.</p> <p>o Train and assist end users in the proper use and capabilities of decision support facilities resulting in greater self-sufficiency and reduced MIS programming support.</p> <p>o Develop and refine policies and procedures defining the role the Information Center will have in support of end user computing needs.</p>					

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<p>6. EXPAND SYSTEMS DEVELOPMENT AND MAINTENANCE CAPABILITIES.</p> <ul style="list-style-type: none"> o House development and maintenance personnel in a common facility to improve supervisory control. o Acquire and install fourth generation application development tools to reduce the program development time and personnel requirements. o Accelerate cross-training on the various ATU computer systems to insure sufficient technical back-up and provide personnel with improved professional development. <p>7. IMPROVE CENTRAL OFFICE SWITCH INFORMATION PROCESSING.</p> <ul style="list-style-type: none"> o Establish within MIS a group dedicated to Central Office "Switch Support" data collection and manipulation activities. o Work with other divisions to determine switch related data processing needs. o Acquire and develop software to fulfill identified requirements. <p>8. PROVIDE FACILITY AND FLEET MAINTENANCE SUPPORT.</p> <ul style="list-style-type: none"> o Evaluate and acquire appropriate systems so that facility and equipment maintenance activities may be scheduled, tracked, reported, etc. resulting in reduced costs and down time. o Evaluate, acquire and install an automated fueling package to provide fuel consumption and vehicle efficiency information. 					

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9. PROVIDE AUTOMATED SUPPORT TO IMPROVE ATU'S COMPETITIVE POSTURE IN THE MARKET PLACE.

- o Assist marketing staff in developing an integrated marketing support program.
- o Acquire and develop the software which will provide this support.
- o Furnish support as needed in response to a changing business environment.

10. INSURE ADEQUATE COMPUTER RESOURCES ARE AVAILABLE TO SUPPORT ATU REQUIREMENTS.

- o Monitor existing resource use and allocation to insure efficient usage and provide basis for future acquisitions.
- o Upgrade computer and communications hardware and software to support planned and/or projected applications.
- o Review, test and modify the MIS disaster recovery plan to insure the availability of processing resources for ATU'S critical operations.

Materials Management Section

1. IMPLEMENT ON-LINE INVENTORY AND PURCHASING CONTROL SYSTEM.

- o Conduct studies and assist users in determining the most economical and efficient way to provide customer material needs.

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<ul style="list-style-type: none"> o Utilize automated system to establish reorder points, quantity on hand, materials in transit and/or on order, identify obsolete or slow moving items, etc. all in the interest of providing the most efficient operation possible. <p>2. DESIGN NEW EFFICIENT WAREHOUSE FACILITY.</p> <ul style="list-style-type: none"> o Participate in the design phase to insure that the most efficient facility is constructed to meet current and future needs. o Research and insure that the proper material handling equipment is incorporated in construction. <p>3. CONTROL THE LEVEL AND VALUE OF INVENTORY RESIDING IN INSTALLER/REPAIR VEHICLES.</p> <ul style="list-style-type: none"> o Participate in a feasibility study to develop standard inventory that may be maintained on vehicles to improve inventory control and accountability. o Investigate possibilities of warehouse personnel stocking vehicles and loading staged equipment after hours. <p>4. IDENTIFY AND DISPOSE OF SURPLUS MATERIALS TO AFFORD BETTER WAREHOUSE UTILIZATION.</p> <ul style="list-style-type: none"> o Define guidelines and generate procedures to expedite the removal and disposal of surplus materials. 					

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5. REDUCE ACTUAL INVENTORY STORED IN WAREHOUSE BY UTILIZING VENDOR FACILITIES TO ACHIEVE COST SAVINGS.

- o Coordinate with various major vendors, having local offices, the possibility of establishing a material "pipe line".
- o Determine the feasibility of ATU warehousing immediate needs, the vendor warehousing sufficient quantities to fulfill orders promptly and the vendor having materials to transit to replenish his supply.
- o Implement resulting agreements and decisions.

Administrative Support Section

1. REVIEW/ANALYZE EFFECTIVENESS OF CENTRALIZED WORD PROCESSING UNIT.

- o Analyze impact of CEO on word processing functions.
- o Determine Utility needs and provide necessary support.
- o Eliminate duplication of document preparation.
- o Provide electronic filing system and record access.

2. DETERMINE COPIER AND REPRODUCTION NEEDS.

- o Conduct study to determine number, size, location and lease/purchase agreement of copy equipment in order to provide economical efficient service.
- o Standardize reproduction procedures and educate employees on available services.

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<p>3. IMPLEMENT PROJECT MANAGEMENT ADMINISTRATOR CONCEPT.</p> <ul style="list-style-type: none"> o Recruit and train project administrators who will assist and provide technical support to managers involved in major projects. Utilization of administrators will enhance the efficiency and success of a project while in turn reduce costs involved. o Procure hardware and software needs. o Develop standards and directives to insure standardization. o Expand and maintain reporting and briefing room. <p>4. PERFORM BULK MAILING AND UTILITY BILL FUNCTIONS.</p> <ul style="list-style-type: none"> o Establish positions and equipment necessary to perform functions currently being accomplished by another agency. o Initiate action to have currently involved employees and appropriate equipment transferred to ATU. <p><u>Vehicle Services Section</u></p> <p>1. ANALYZE ALL COSTS AND EXPENSES ASSOCIATED WITH THE VEHICLE SECTIONS.</p> <ul style="list-style-type: none"> o Continue to coordinate with Finance to determine appropriate and accurate overhead charges. o Review scheduling and assignments of work force to determine most effective utilization. o Review procedures for purchasing, usage and control of supplies and minor equipment to reduce cost. 					

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<p>2. MODERNIZE GARAGE FACILITIES.</p> <ul style="list-style-type: none"> o Expand existing work area to accommodate needs. o Upgrade and purchase major tools and work equipment to allow functions currently being done on contract to be accomplished in-house. o Install new automated fueling system and upgrade fuel dock area. <p>3. IMPROVE THE VEHICLE MAINTENANCE SCHEDULING PROGRAM TO REDUCE DOWN-TIME AND EMERGENCY REPAIRS.</p> <ul style="list-style-type: none"> o Expand preventive maintenance program to encompass all vehicles. o Include non-scheduled maintenance activities to provide total vehicle history for analysis. o Incorporate various single purpose manual records in automated system. <p>4. IMPROVE VEHICLE FLEET UTILIZATION.</p> <ul style="list-style-type: none"> o Continue to optimize vehicle usage by increasing pool concept. o Monitor utilization and insure vehicle is appropriate for the job. <p>5. PROCURE NEW AND REPLACEMENT VEHICLES.</p> <ul style="list-style-type: none"> o Work with user to determine exact specifications required. 					

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<ul style="list-style-type: none"> o Continue to standardize, down-size and convert to diesel power when feasible. o Convert new vehicles to standard color (off white) as the ATU blue is a special order. This will greatly reduce delivery time and result in considerable saving both at time of purchase and whenever body repair work is required. o Insure new vehicles will comply with I/M standards at time of purchase. <p data-bbox="367 706 1428 738">6. INSURE ALL REQUIRED VEHICLES COMPLY WITH I/M PROGRAM.</p> <ul style="list-style-type: none"> o Continue to train personnel in program requirements and procedures. o Continue the timely inspection of vehicles. o Maintain records to insure continued certification allowing in-house inspections. <p data-bbox="367 1039 861 1071"><u>Facilities Services Section</u></p> <p data-bbox="367 1096 1291 1128">1. REDUCE BUILDING COSTS AND MAINTENANCE FACTORS.</p> <ul style="list-style-type: none"> o Continue development of preventive maintenance program. o Review workforce scheduling and utilization. o Enhance supply and material controls. o Continue to have journeymen certified in specific trades to increase self-efficiency. 					

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<p>2. COMPLETE IMPLEMENTATION OF SPACE UTILIZATION STUDY.</p> <ul style="list-style-type: none"> o Convert North Wire Center (Broadway area) to training center. o Relocate Technical Assistance Center to new location. <p>3. UPGRADE FIRE AND SECURITY SYSTEMS AT ALL ATU FACILITIES.</p> <ul style="list-style-type: none"> o Install detection and halon hardware at appropriate sites. o Utilize closed circuit TV to strengthen security. o Expand card access system to restrict entry to authorized personnel. <p>4. DEVELOP PUBLIC SERVICES COMPLEX ANNEX PROPERTY.</p> <ul style="list-style-type: none"> o Continue beautification program; include cable yard. <p>5. IMPROVE VEHICLE SHOP AND PARKING AREAS.</p> <ul style="list-style-type: none"> o Expand garage to provide necessary work area. (1988) o Construct canopy for fuel dispensing island. (1987) o Construct covering for outdoor parking area. (1988) <p>6. AMPLIFY IN-HOUSE ENGINEERING SERVICES.</p> <ul style="list-style-type: none"> o Implement a computer aided structural design system. o Research, develop and install a computerized estimating system. 					

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<ul style="list-style-type: none"> o Automate original drawings of all ATU facilities and maintain as-built for all buildings. <p data-bbox="367 406 1680 462">7. UPGRADE AIR CONDITIONING SYSTEM FOR CENTRAL OFFICE COMPUTER CENTER.</p> <ul style="list-style-type: none"> o Conduct heat load analysis to determine appropriate size replacement unit needed to accommodate computer system growth. o Purchase and install appropriate system. <p data-bbox="367 698 850 730"><u>Personnel Services Section</u></p> <p data-bbox="367 763 1249 795">1. ENHANCE PERSONNEL RECORD KEEPING FUNCTIONS.</p> <ul style="list-style-type: none"> o Identify requirements and user needs. o Integrate current data base with new automated system. <p data-bbox="367 974 1354 1006">2. PROVIDE CAREER DEVELOPMENT AND TRAINING PROGRAMS.</p> <ul style="list-style-type: none"> o Participate in developing a flexible training facility at NWC. o Identify technical training needs required to stay abreast of a rapidly changing industry as well as encourage personal growth and career path direction. o Provide technical training to raise the level of proficiency to insure that current and anticipated customer needs are fulfilled. o Identify and provide professional development training for supervisors/managers on a continuing basis. 					

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<p data-bbox="541 305 1654 457">○ In conjunction with the message contained in "Service America" --- serve the customer --- training in interpersonal skills will be afforded at all levels of the Utility. This will be an on-going program and affect the way the Utility conducts its business.</p> <p data-bbox="352 516 1297 548">3. MONITOR AND SUPPORT SAFETY COMPLIANCE PROGRAMS.</p> <ul data-bbox="541 581 1654 1010" style="list-style-type: none"> <li data-bbox="541 581 1654 669">○ Inspect work areas and job performance to insure safe and healthful working conditions and compliance with regulatory rules and regulations. <li data-bbox="541 701 1654 760">○ Conduct safety and first aid training and raise employee safety awareness. <li data-bbox="541 792 1654 850">○ Streamline the reporting of and response to unsafe conditions or work practices. <li data-bbox="541 883 1654 922">○ Institute a safety award program to stimulate interest. <li data-bbox="541 954 1654 1010">○ Investigate the cause of all accidents and take corrective action to preclude reoccurrence. <p data-bbox="352 1075 1654 1156">4. CONDUCT ALL PERSONNEL ACTIVITIES IN A MANNER THAT IS IN THE BEST INTEREST OF THE UTILITY AND IN COMPLIANCE WITH CONSENT DECREE AND LABOR AGREEMENTS.</p> <ul data-bbox="541 1198 1654 1464" style="list-style-type: none"> <li data-bbox="541 1198 1654 1256">○ Perform job analysis to insure job descriptions are accurate and appropriate. <li data-bbox="541 1289 1654 1377">○ Monitor all recruitment and promotional activities to insure fairness and compliance with Consent Degree and labor contracts. <li data-bbox="541 1409 1654 1464">○ Participate in labor productivity and contract negotiations. 					

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<ul style="list-style-type: none"><li data-bbox="541 345 1661 407">o Administer the various compensation programs as appropriate.<li data-bbox="541 435 1528 462">o Maintain accurate personnel and training records.<li data-bbox="541 492 1661 553">o Respond to individual and management human resource needs.					

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UTILITY SERVICES
DIVISION

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ANCHORAGE TELEPHONE UTILITY - DIVISION OVERVIEW

Utility Services

Utility Services includes the responsibility for direct customer interface. Employees in this division deal with customers every day. They can most directly effect ATU'S goal of "getting and staying close to the customer." They setup new telephone service; bill the customer; provide customer service; perform installation and maintenance; and sell, lease or rent customer premise equipment. They manage the coin operated pay telephones throughout the city.

Utility Services is the customer service and marketing arm of the Utility. With the advent of competition, these functions have taken on added importance. As a first step in providing better customer service, the division will implement Distributed Customer Record Information Service (DCRIS) in January 1987. This is a new on-line interactive database that will hold all customer records and provide a service order, billing and accounts receivable system. The next step is to provide in-depth training for all employees on utilizing DCRIS and to develop the importance of serving the customer. The goal of this division is to efficiently and effectively interact with the customer at all points of contact.

Advertising and marketing programs will be developed for both regulated and non-regulated products and services. Consultants will be utilized to help ATU develop effective, cohesive programs in this area. Services will be flexible and it will be possible to put various components together that will personalize the service for each customer. Sales representatives will be trained to analyze the telecommunications needs of the customer and offer "total solutions". This is a significant redirection from the previous approach of asking customers to select from an inflexible menu of available offerings.

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DIVISION WORKPLAN - OBJECTIVES AND TASKS

Utility Services

1. DEVELOP OVERALL MARKET STRATEGIES FOR ATU.
 - o Contract with professional consultant to develop market research and strategies.
 - o Contract with advertising agency.
2. DEVELOP REVENUE GOALS FOR ATU PRODUCTS AND SERVICES.
 - o Establish sales goals.
 - o Report on forecasts and explain variances.
3. IMPLEMENT PHASE I OF DCRIS IN JANUARY 1987.
 - o Establish and conduct a comprehensive service and sales training program so that a customer only has to deal with one ATU representative for new service, service enhancements, billing activities, credit verification, and directory white page listing.
 - o Establish new customer billing process to replace Utility Customer Service process.
 - o Establish and monitor daily management reports.
 - o Establish and accomplish quality of service standards.

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4. PLAN, DEVELOP AND IMPLEMENT PHASE II OF DCRIS.
 - o Add telephone numbers, line equipment, class of service and calling features to the DCRIS on-line database.

5. STREAMLINE KEY, PBX, DATA AND SINGLE-LINE EQUIPMENT (CPE) OFFERED BY ATU.
 - o Select a variety of CPE that meets varying customer requirements.
 - o Reduce the assortment of redundant equipment offered by ATU.
 - o Maintain awareness of CPE technological advancements available and determine services suitable for ATU to offer.

6. DEVELOP MARKETING STRATEGIES FOR CPE SERVICES.
 - o Develop account representative and associate account representative positions.
 - o Assign existing and potential business customers to account representatives.
 - o Thoroughly train sales and marketing representatives on how to identify customer requirements and offer the customer a "solution" to his telecommunication needs.
 - o Train sales and marketing representatives on the benefits and shortcomings of the competitors' product offerings.
 - o Aggressively market new equipment to the embedded CPE customers.
 - o Complete a plan to handle disposal of obsolete CPE that customers return to ATU.
 - o Provide customer instruction on the operation of equipment sold or leased by ATU.

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<p>7. DEVELOP MARKETING STRATEGIES FOR CUSTOM CALLING FEATURES.</p> <ul style="list-style-type: none"> o Train DCRIS representatives on selling techniques. o Aggressively market custom calling features in the residential market. o Investigate offering additional customer calling features, such as Teenage Conference Calling and Selective Call Forwarding. <p>8. DEVELOP AND IMPLEMENT INCENTIVE PROGRAMS FOR SALES AND MARKETING PERSONNEL.</p> <ul style="list-style-type: none"> o Develop viable incentive programs for sales and marketing personnel. o Negotiate with union representatives to amend work and compensation plans for sales and marketing personnel. o Alter the Municipal Code, personnel rules and other requirements to allow for incentive programs. o Provide an internal accounting mechanism for calculating compensation programs. <p>9. PROVIDE A HIGH QUALITY OF DIRECTORY ASSISTANCE FOR MOST OF THE STATE.</p> <ul style="list-style-type: none"> o In the first quarter of 1987, implement the new directory assistance software called Automated Response Unit. o Achieve established quality standards. o Establish and implement new standards for determining quality of service. o Establish and implement programs that encourage employee suggestions on better ways to serve the customer. 					

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<p>10. DEVELOP AND IMPLEMENT NEW DIRECTORY ASSISTANCE SERVICES.</p> <ul style="list-style-type: none"> o Develop and implement a Directory Assistance Charge Plan in 1987. o Investigate potential new services, such as Directories on Site, Yellow Page Inquiries and Voice Intercept Services. <p>11. IN CONJUNCTION WITH GTE YELLOW PAGES, PUBLISH AN ANCHORAGE TELEPHONE DIRECTORY.</p> <ul style="list-style-type: none"> o Develop a plan to reduce the size of the telephone directory. o Investigate possibility of publishing directories semi-annually. o Investigate possibility of publishing directories for other Alaskan telephone companies. <p>12. OFFER A HIGH QUALITY OF COIN OPERATED TELEPHONE SERVICE.</p> <ul style="list-style-type: none"> o Install 200 new coin telephones in 1987. o Install sit down telephone booths at the airport. o Install about 50 telephones, that accept credit card charging, in the airport and major hotels. o Insure adequate handicapped access to coin telephones. o Investigate potential new coin operated telephones, such as drive-up telephones. <p>13. OFFER A HIGH QUALITY OF INSTALLATION AND MAINTENANCE.</p> <ul style="list-style-type: none"> o Install new testing computer for PBXs and key systems. o Cross-train installation/repairman on all product and service offerings. 					

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- o Develop and market maintenance contracts to both business and residential customers.
14. DEVELOP AND IMPLEMENT A DIVISION-WIDE QUALITY SERVICE ASSURANCE PROGRAM.
15. DEVELOP EMERGENCY OPERATING POLICIES, PROCEDURES AND SYSTEMS.
- o Develop emergency backup systems.
 - o Train employees on emergency procedures
 - o Offer business customers a training service on emergency action plans.

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NETWORK SERVICES
DIVISION

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ANCHORAGE TELEPHONE UTILITY - DIVISION OVERVIEW

Network Services

This division is responsible for maintaining the regulated network, which includes the central offices and the outside plant distribution system. ATU is franchised by the State of Alaska to provide local communications service in the Anchorage Bowl area on an exclusive basis. Therefore, these facilities must provide the best possible service.

The sections in this division include Central Office Engineering; Installation and Maintenance; Electronic Engineering; Network Engineering; Cellular Services; Outside Plant Engineering; and Outside Plant Construction.

Highly trained engineers are necessary to design and build these facilities and highly trained technicians are required to construct and maintain them. They must keep up-to-date on the latest technology and recommend purchase of new hardware and software that will maintain the service needed by the customers. The conversion to state of the art digital switching centers and fiber optic transmission systems is being accomplished by this division.

New services utilizing the network such as Integrated Business Service, Cellular Mobile Radio Service, Digital Access Cross Connect System and Integrated Services Digital Network are just some of those for which the Division will plan and build the electronic facilities to support.

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DIVISION WORKPLAN - OBJECTIVES AND TASKS

NETWORK SERVICES

ADMINISTRATION

1. ORGANIZE AN EFFECTIVE EMPLOYEE AWARENESS PROGRAM TO KEEP THE TOTAL WORKFORCE INFORMED ON CURRENT AND FUTURE ISSUES THAT AFFECT THE UTILITY AND ITS EMPLOYEES.
 - o Publish frequent newsletters and memos addressing the issues.
 - o Relay information from the General Manager's and Directors' staff meetings to manager/supervisors and on to foreman/employees.
 - o Discuss issues and solicit employee questions and suggestions.
2. EXPAND AND IMPROVE PROJECT MANAGEMENT.
 - o Apply project management concepts to major construction projects.
 - o Incorporate performance, budget and scheduling measurements.
 - o Motivate and instill team effort in project management team members.
3. RE-ESTABLISH THE QUALITY ASSURANCE PROGRAM.
 - o Establish the cost of quality standards.

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<ul style="list-style-type: none"> o Develop reporting systems to assure compliance to standards. o Organize a quality improvement program. <p>4. ENHANCE SAFETY PROGRAMS.</p> <ul style="list-style-type: none"> o Monitor safety practices for the protection of employees as well as equipment. o Assure applicable safety training classes are provided. <p>5. CONTROL WORK ORDER COSTS.</p> <ul style="list-style-type: none"> o Reinforce current work order cost controls. o Review and revise the plant accounting practices. o Develop an effective departmental coordination plan for capital improvement projects. o Establish a computerized work order scheduling system. <p>6. PROMOTE THE USE OF REMOTE MODULES IN LIEU OF CABLE PLANT EXPANSION.</p> <ul style="list-style-type: none"> o Plan and cost required equipment. o Establish "carrier serving area" to be served by remote modules. o Identify potential digital data service subscribers. o Develop a design for placement of remote modules. o Continue to plan for fiber optic hubs for subscriber feeder system. 					

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7. EXPAND HUMAN RESOURCE DEVELOPMENT.
 - o Develop opportunities for advancement.
 - o Provide motivation for all employees through participation and awareness of new technology.
 - o Increase professionalism at all levels by providing training and setting standards.
 - o Provide seminars for personnel development.
 - o Promote team awareness, the "one company" concept.

8. SUPPORT IMPLEMENTATION AND ON-GOING DISTRIBUTED CUSTOMER RECORDS INFORMATION SYSTEM (DCRIS) REQUIREMENTS.

9. SUPPORT THE PLANNING AND IMPLEMENTATION OF THE NEW FINANCIAL MANAGEMENT SYSTEM.

10. ESTABLISH FUNCTIONAL JOB DESCRIPTIONS FOR EXISTING STAFF.
 - o Compare job descriptions with functions actually performed and revise existing job descriptions where applicable.
 - o Develop job descriptions for those positions not defined.
 - o Obtain necessary approvals at all levels.
 - o Meet with each affected employee concerning the revised job descriptions.

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11. DEVELOP EMERGENCY ACTION MANUAL FOR VARIOUS DISASTER SITUATIONS.

- o Obtain input from public safety organizations.
- o Confer with equipment manufacturers.
- o Review proposed manual with appropriate management levels.
- o Train affected personnel in use of manual procedures.

12. PROVIDE TECHNICAL RESOURCES TO MARKETING AND SALES FOR NEW SERVICE OFFERINGS.

- o Calculate capital funds requirement.

13. ESTABLISH TECHNICAL LIBRARY.

- o Consolidate technical publications and documents in one area for divisional use.
- o Maintain and distribute updates on technical data.
- o Make available protective equipment.

SWITCHING SERVICES SECTION - ADMINISTRATION

1. IMPLEMENT INTEGRATED BUSINESS SERVICES.

- o Engineer IBS features in DMS-100 digital switching systems to support and enhance new and evolving network services.

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2. CONTINUE DEVELOPMENT AND IMPLEMENTATION OF A TRANSMISSION PLAN THAT USES LIGHTWAVE SYSTEMS.
 - o Guarantee network survivability by establishing redundant routes.
 - o Evaluate and select carriers for private line services.
3. ANALYZE AND ENGINEER EQUAL ACCESS CAPABILITIES AT WIRE CENTERS FOR INTER-EXCHANGE CARRIERS.
4. EVALUATE AND IMPLEMENT DYNAMIC NETWORK ARCHITECTURE.
 - o Support Integrated Services Digital Network (ISDN).

SWITCHING SERVICES SECTION - CENTRAL OFFICE INSTALLATION

1. INSTALL ADDITIONS TO DIGITAL SWITCHING.
 - o Implement new fiber optic systems.
 - o Implement cellular radio systems.
 - o Implement digital access cross-connect system.
2. PROVIDE EFFICIENT CENTRAL OFFICE INSTALLATION.
 - o Prepare policies, procedures and standards.
 - o Prepare management reports.

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SWITCHING SERVICES SECTION - CENTRAL OFFICE MAINTENANCE

1. COMPLETE CUTOVER OF PRIVATE LINE CIRCUITS TO NEW TEST FACILITY.
 - o Coordinate circuit transfer with customers and central office personnel.
 - o Cross-train personnel in the operation and maintenance of the system.
2. REORGANIZE CENTRAL OFFICE MAINTENANCE SECTION.
 - o Develop personnel program to transition job responsibilities from electro-mechanical to those of an all digital network.
 - o Negotiate required job revisions with IBEW union.
3. COMPLETE A POWER REQUIREMENTS STUDY FOR ALL CENTRAL OFFICE SITES.
 - o Acquire test apparatus.
 - o Develop procedures and train personnel on test apparatus.
4. REDUCE CENTRAL OFFICE RELATED SUBSCRIBER TROUBLE REPORTS.
 - o Update the office index concept of monitoring systems operation.
 - o Develop an automated report that highlights recurring system trouble.

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<p>5. IN 1987, REDUCE BY 5% THE "NO TROUBLE FOUND" CENTRAL OFFICE CIRCUIT PACKS RETURNED TO THE MANUFACTURER FOR REPAIR.</p> <ul style="list-style-type: none"> o Provide additional training for technical personnel. o Work with manufacturers and user groups to increase product knowledge. o Reinforce static awareness. <p>6. DEVELOP AND IMPLEMENT SITE SECURITY SYSTEMS.</p> <p>7. RELOCATE TECHNICAL ASSISTANCE CENTER.</p> <ul style="list-style-type: none"> o Select and gain approval for site. o Prepare remodeling specifications. o Relocate all communications facilities. <p><u>SWITCHING SERVICES SECTION - ELECTRONIC ENGINEERING (SOFTWARE CONTROL)</u></p> <p>1. DEVELOP AND ESTABLISH AN EFFECTIVE SOFTWARE CONTROL SYSTEM.</p> <ul style="list-style-type: none"> o Increase level of technical training in order to maintain the ability to continue to provide in-house expertise in regards to electronic switching. o Maintain software control for the switching centers. Maintain all offices at the same software release where applicable. o Provide technical support for potential new projects. o Retain only applicable software on site. 					

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- o Maintain off premise storage of backup software to protect against fire, etc.
- o Expedite the elimination of vendor call reports.

SWITCHING SERVICES SECTION - NETWORK ENGINEERING

1. CONTINUE DEVELOPMENT OF REGULATORY REQUIREMENTS FOR EQUAL ACCESS.
 - o Provide switching and network plans to implement equal access arrangements.
2. PROVIDE TIMELY AND ACCURATE ADMINISTRATIVE AND MANAGERIAL REPORTS ON OPERATIONS.
 - o Increase efficiency of network engineering section through improved methods and procedures.
 - o Train technical staff.
3. DEVELOP SUPPORT DOCUMENTATION TO ASSIST IMPLEMENTATION OF CELLULAR RADIO SERVICE.
 - o Provide switching and network plans for cellular radio.
 - o Insure adequate service is maintained.

SWITCHING SERVICES SECTION - CELLULAR SERVICES

1. PROVIDE NEW AND ENHANCED SERVICE OFFERINGS TO OUR SUBSCRIBERS.

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- o Develop "full service" mobile and portable telecommunications network: encompassing cellular mobile radio, paging, specialized mobile radio, and mobile satellite services for mobile and rural fixed location subscribers.

OUTSIDE PLANT ENGINEERING SECTION

1. CONTINUE IMPLEMENTATION AND DEVELOPMENT OF LONG RANGE OUTSIDE PLANT PLANNING PROGRAM (LROPP).
 - o Continue establishing "exchange feeder route analysis plans" for all wire centers.
 - o Research and document the most economical feeder network configuration.
 - o Develop outside plant program maps.
 - o Sectionalize wire centers into documented distribution areas.
 - o Expand long-range forecasts to identify capital improvement projects.
 - o Establish data base for mechanized fill counting program.
 - o Monitor plans to assure continued validity.
 - o Expand administrative route layouts.
 - o Continue long-range outside plant planning program (LROPP) and provide "serving area concept" training to the engineering personnel.

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2. CONVERT PLANT-IN-PLACE RECORDS TO DIGITIZED COMPUTER GRAPHICS.

- o Create customized symbol files and procedures for digitized files.
- o Convert one wire center pilot project for review.
- o Convert remaining wire centers and provide training for engineering personnel.
- o Develop "computerized administrative route layouts".

3. AUTOMATE A COMPUTERIZED DATA BASE THAT WILL GENERATE WORK ORDERS.

- o Develop a mechanized work order generation system.
- o Implement a computerized update of broad gauge costing.
- o Establish engineering programs which provide a mechanized tool for plant engineers.
- o Establish a material encumbrance system.

OUTSIDE PLANT CONSTRUCTION SERVICES SECTION

1. IMPROVE CAPACITY OF EXISTING OUTSIDE PLANT CABLES.

- o Evaluate existing records to identify integrity of each cable.
- o Continue standard operating procedures for "bad pair" recovery program.
- o Train personnel in the latest methods and equipment.

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<ul style="list-style-type: none"> o Obtain and/or replace equipment. o Develop plan to systematically monitor and maintain entire plant. o Coordinate programs with OSP engineering to enhance existing and future plant. <p data-bbox="558 542 1226 578">2. COMPUTERIZE WORK ORDER TRACKING.</p> <ul style="list-style-type: none"> o Continue development of quantifiable information to track and schedule manpower workload. o Refine manpower techniques through quantitative data to recognize production levels. o Correlate data to develop long range manpower and equipment requirements. o Provide Outside Plant Engineering with more accurate information for planning. o Establish training to use tracking system to its full advantage. o Implement graphic program. <p data-bbox="558 1146 1556 1182">3. IMPROVE PRODUCTIVITY AND EFFICIENCY OF WORK FORCE.</p> <ul style="list-style-type: none"> o Monitor industry standards and information on more efficient and improved construction equipment and techniques. o Establish criteria for better presentation and understanding of work orders. o Promote industrial safety training. 					

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<ul style="list-style-type: none"> o Define Utility procedures and construction specifications. <p>4. GUARANTEE INTEGRITY OF NEW OUTSIDE PLANT.</p> <ul style="list-style-type: none"> o Define and dedicate manpower required for cable acceptance. o Procure required training and equipment. o Implement findings of quality control. o Establish and enforce strict standards of operation and quality control. o Monitor practices and thoroughness of outside plant engineering. o Communicate all findings to Outside Plant Engineering. <p>5. IMPROVE QUALITY OF SERVICE IN GIRWOOD, INDIAN, BIRD, AND HOPE.</p> <ul style="list-style-type: none"> o Continue analyzing all cable plant. o Record and process data to define overall integrity of plant. o Continue manpower and equipment to correct deficiency. o Update utility records to reflect corrections. o Coordinate findings with Outside Plant Engineering to aid in planning program. 					

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FINANCIAL SERVICES
DIVISION

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ANCHORAGE TELEPHONE UTILITY - DIVISION OVERVIEW

Financial Services

Financial Services Division is responsible for promoting the financial integrity and reporting the economic status of the utility. The division is composed of General and Plant Accounting, Financial Planning & Budgets, Revenue Requirements, Contract Administration, Management Analysis and Intergovernmental Relations.

The financial management capability of the utility will be greatly enhanced in January 1987 when the new Financial Management System (FMS) is implemented. The new integrated software will include general ledger, purchasing, inventory, accounts payable and work order sub-systems. Prior to the new system, ATU utilized the municipal Financial Information System (FIS) which proved to be inadequate in many ways. The new system is an absolute necessity for preparing ATU to establish financial accountability.

The General and Plant Accounting sections collect and account for financial data and prepare detailed financial statements that report on the state of the business. The Financial Planning & Budgets section forecasts the financial impact of management decisions on the future state of the business and coordinates the preparation of operating and capital budgets. They prepare the written business and strategic plans for the utility, and examine the financial feasibility of on-going and new business ventures.

The Revenue Requirements section monitors and files comments on FCC and APUC proposed regulatory changes, develops and revises rates for tariffed services, prepares jurisdictional cost separations studies, maintains the Carrier Access Billing System, and informs and educates ATU personnel regarding changes in regulations.

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The Contract Administration section reviews requests for proposal and contracts affecting ATU, and negotiates new contracts. During 1987, the Management Analysis section will develop a research system that will report on productivity, performance and responsibility. It will also develop and monitor compliance of operating and administrative policies, procedures and standards.

The Intergovernmental Relations section will work on establishing a better rapport between ATU and governmental bodies such as, the Municipality and the APUC. Other functions of the division include payroll and accounts payable.

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DIVISION WORKPLAN - OBJECTIVES AND TASKS

FINANCE

1. CONVERT TO AN INTEGRATED ACCOUNTING SYSTEM.

General Accounting

- o Develop accounting report formats that utilize the new financial management system by fourth quarter of 1987.
- o Establish general accounting procedures by the end of the second quarter, 1987.
- o Train Utility personnel on all interfaces with the new accounting system throughout the year.
 - Provide new account codes established in 1986 and training on their use by the end of the first quarter.
 - Train personnel to utilize new input forms by the end of the first quarter.
 - Train personnel to interpret new reports, all during the year.
- o Establish an accounts receivable tracking system the first quarter.
 - Review the current revenue accounting of financial leases, reimbursable work orders and other non-standard bills and identify problem areas the first quarter.

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<p style="margin-left: 40px;">Plant Accounting</p> <ul style="list-style-type: none"> o Modify the overhead allocation system to interface with the new general ledger system. o Establish an automated continuing property record (CPR) system that will provide unit cost, work order cost accumulation, and depreciation accounting all during the year. o Establish a cost accounting system. <p style="margin-left: 40px;">Financial Planning and Budgets</p> <ul style="list-style-type: none"> o Establish section budget variance reports by end of first quarter. o Complete setup of on-line payroll system by end of first quarter. <p style="margin-left: 20px;">2. PROVIDE ACCURATE AND TIMELY FINANCIAL AND ACCOUNTING INFORMATION.</p> <p style="margin-left: 40px;">General Accounting</p> <ul style="list-style-type: none"> o Publish an accounting manual that reflects the new integrated accounting system by the first quarter. o Provide periodic training on account code usage throughout the year. o Formalize accounting data input controls and procedures. <p style="margin-left: 40px;">Plant Accounting</p> <ul style="list-style-type: none"> o Update labor rate studies. o Enhance inventory accounting. 					

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<ul style="list-style-type: none"> - Develop major and minor material inventory procedures during the year. - Develop monthly station apparatus inventory procedures during 1987. - Develop procedures to incorporate or write off inventory in the general ledger by the end of the year. <ul style="list-style-type: none"> o Implement revised depreciation rates. <p>Financial Planning & Budgets</p> <ul style="list-style-type: none"> o Establish special interest monitoring procedures. - Develop procedure and periodic reports to monitor training and travel during the first quarter. - Establish capital expenditure approval procedure. <p>3. DEVELOP TIMELY BUSINESS PLANS AND BUDGETS.</p> <p>Financial Planning & Budgets</p> <ul style="list-style-type: none"> o Define ATU policy and strategies. o Coordinate divisional input to the annual business plan and budgets during the first and second quarter. o Produce the annual business plan and operating and capital budget during the second and third quarter. o Prepare management presentation packages on the budget during the third quarter. o Draft and support long range strategic planning development. 					

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Public Utilities	Unit No	Utility	Unit No.	Division	Unit No.
	8001	ANCHORAGE TELEPHONE UTILITY	8300		
<p style="margin-left: 40px;">o Develop and implement long range financial forecast and reports.</p> <p>4. EDUCATE ATU PERSONNEL ON REGULATORY ISSUES</p> <p style="margin-left: 20px;">Revenue Requirements</p> <p style="margin-left: 40px;">o Design classes and conduct training on regulatory matters, tariffs, accounting and cost separation procedures throughout the year.</p> <p style="margin-left: 40px;">o Conduct periodic sessions during the year with each section to discuss and determine the impact of industry change on ATU jobs and job performance.</p> <p>5. DETERMINE AND DEVELOP REGULATED REVENUE SOURCES AVAILABLE.</p> <p style="margin-left: 20px;">Revenue Requirements</p> <p style="margin-left: 40px;">o Monitor and update interim settlements for intrastate toll settlements.</p> <p style="margin-left: 40px;">o Develop rates for all new services offered by ATU.</p> <p style="margin-left: 40px;">o Implement Part 69 of the FCC Rules and Regulations.</p> <p>6. ADEQUATELY RESPOND TO FEDERAL AND STATE REGULATORY DECISIONS.</p> <p style="margin-left: 20px;">Revenue Requirements</p> <p style="margin-left: 40px;">o Monitor federal and state regulatory proceedings.</p> <p style="margin-left: 40px;">o Continue interstate tariff and cost support filings.</p> <p style="margin-left: 40px;">o Conduct activities necessary for equal access.</p>					

Public Utilities	Unit No	Utility	Unit No.	Division	Unit No
	8001	ANCHORAGE TELEPHONE UTILITY	8300		
<ul style="list-style-type: none"> o Conduct activities required due to the detariffing and deregulation of billing and collection. o Prepare annual interstate tariff and cost support filing. o Conduct activities in 1987 required due to the detariffing of installation and maintenance of inside wiring. o Revise local tariffs as required during the year. o Prepare and file tariff on individual business network. o Rewrite local operating tariff. <p>7. MAINTAIN CARRIER ACCESS AND BILLING SYSTEM (CABS).</p> <p>Revenue Requirements</p> <ul style="list-style-type: none"> o Calculate customer access minutes, bill and collect revenue and handle inquiries during the year. <p>8. PREPARE JURISDICTIONAL COST SEPARATION STUDIES</p> <p>Revenue Requirements Section</p> <ul style="list-style-type: none"> o Complete the 1986 cost study. o Prepare traffic studies (operator study, holding time studies, traffic factor annualization) during 1987. <p>9. PROVIDE CONTROL AND REVIEW OF CONTRACT ADMINISTRATIVE SERVICES</p> <p>Contract Administration</p>					

Public Utilities	Unit No. 8001	Utility ANCHORAGE TELEPHONE UTILITY	Unit No. 8300	Division	Unit No.
<ul style="list-style-type: none"> o Review all Request for Proposal (RFP) affecting ATU. <ul style="list-style-type: none"> - Respond to GSA RFP as required. o Insure that all executed contracts reflect current agreements. <ul style="list-style-type: none"> - Rewrite ATU's contracts as required. - Review all customer and vendor contracts. - Review and renegotiate if necessary all federal contracts. o Analyze and negotiate all new contracts. o Identify and number all ATU customers and supplier contracts. <p>10. ANALYZE AND ADVISE MANAGEMENT ON FINANCIAL IMPLICATIONS OF ALTERNATIVES FACING THE UTILITY.</p> <p>Financial Planning & Budgets</p> <ul style="list-style-type: none"> o Provide financial evaluation of products and services during 1987. <ul style="list-style-type: none"> - Provide qualitative and quantitative analysis of each new venture. - Provide financial statements for each new venture. o Provide financial indicators to be used to evaluate alternative construction methods. <p>Revenue Requirements</p>					

Public Utilities	Unit No	Utility	Unit No.	Division	Unit No
	8001	ANCHORAGE TELEPHONE UTILITY	8300		
<p data-bbox="653 289 1766 375">o Provide input during the year of changes in the telecommunication industry that could impact new ventures.</p> <p data-bbox="562 440 1766 505">11. DEVELOP A MANAGEMENT ANALYSIS FUNCTION TO ASSIST ATU PROVIDE PROMPT, EFFICIENT SERVICE AT A REASONABLE COST.</p> <p data-bbox="653 532 995 565">Management Analysis</p> <p data-bbox="653 597 1766 683">o Develop a main research reporting system for productivity, performance, responsibility accounting by year end, 1987.</p> <p data-bbox="653 716 1766 781">o Develop operating and administrative policies, procedures and standards.</p> <p data-bbox="653 813 1766 878">o Conduct internal control and procedure compliance studies throughout the year.</p> <p data-bbox="562 927 1766 992">12. PROVIDE ON-GOING LIAISON BETWEEN UTILITY MANAGEMENT AND REGULATORY AND LEGISLATIVE AGENCIES.</p> <p data-bbox="653 1024 1136 1057">Intergovernmental Relations</p> <p data-bbox="653 1089 1556 1122">o Monitor state and federal regulatory actions.</p> <p data-bbox="653 1154 1766 1203">o Establish improved liaison with Alaska Public Utilities Commission.</p> <p data-bbox="653 1235 1766 1300">o Maintain timely analysis of docket files and proposed changes in statutes, regulations and ordinances.</p> <p data-bbox="653 1333 1766 1414">o Establish liaison with Municipal Attorney on regulatory issues and track Municipal court actions affecting the Utility.</p> <p data-bbox="653 1446 1766 1479">o Coordinate all legislative issues affecting the utility.</p>					

Public Utilities	Unit No 8001	Utility ANCHORAGE TELEPHONE UTILITY	Unit No 8300	Division	Unit No
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WORKFORCE PROJECTION

	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>
UTILITY SERVICES	636	643	644	611	618	624	632
NETWORK SERVICES	213	214	212	209	209	209	209
ADMINISTRATIVE SERVICES	162	174	173	176	176	176	176
FINANCE SERVICES	59	67	70	72	72	73	73
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TOTAL	1,070	1,098	1,099	1,068	1,075	1,082	1,090

MUNICIPALITY OF ANCHORAGE

PAGE

Public Utilities	Unit No	Utility	Unit No	Division	Unit No	
	8001	ANCHORAGE TELEPHONE UTILITY	8300			
RESOURCE IMPACTS LONG RANGE FORECAST (\$ in thousands)						
	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>
Growth in Access Lines (%)	.71%	2.83%	3.21%	3.44%	3.81%	3.96%
Revenue	\$132,157	\$135,072	\$136,945	\$141,501	\$145,027	\$150,062
Expenses	<u>117,157</u>	<u>121,072</u>	<u>120,445</u>	<u>123,501</u>	<u>126,027</u>	<u>129,562</u>
Net Income	\$ 15,000	\$ 14,000	\$ 16,500	\$ 18,000	\$ 19,000	\$ 20,500
Non-regulated Net Income (included above)	\$ 400	\$ 750	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Regulated Rate of Return	9.3%	9.0%	9.0%	9.0%	9.0%	9.0%
Personnel (year end)	1,098	1,099	1,068	1,075	1,082	1,090
Capital Expenditure Budget	\$ 37,845	\$ 47,840	\$ 38,370	\$ 37,272	\$ 39,215	\$ 41,353
Bond Sales	\$ 10,000	\$ 20,000	\$ 8,000	\$ 13,000	\$ 14,000	\$ 15,000
Revenue Distribution (max. allowable - 5% revenue)	\$ 6,400	\$ 6,700	\$ 6,800	\$ 7,000	\$ 7,200	\$ 7,500

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No. 8001	Utility ANCHORAGE TELEPHONE UTILITY	Unit No. 8300	Division
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA				
KEY FINANCIAL RATIOS LINE ITEM DESCRIPTION	1985 ACTUAL	1986 PRO FORMA	1987	1987
			PROPOSED	ADOPTED
Current Ratio (times)	2.58	2.38	2.00	
Long Term Debt/Gross Plant (%)	62%	55%	51%	
Debt/Equity (%)	58/42	56/44	55/45	
Rate of Return (%)	13.3%	11.0%	9.3%	
Bond Debt Coverage (times)	2.52	2.46	2.30	
Operating Margin (Regulated - %)	24.7%	22.3%	19.7%	
Net Profit Margin (Total Company - %)	15.9%	13.1%	11.3%	

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division
	8001	ANCHORAGE TELEPHONE UTILITY	8300	
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA				
KEY MEASUREMENT RATIOS LINE ITEM DESCRIPTION	1985	1986	1987	1987
	ACTUAL	PRO FORMA	PROPOSED	ADOPTED
Access Lines (Total)	115,524	117,200	118,032	
Access Lines Growth Rate	2.24%	1.45%	0.71%	
Regulated Operating Revenue Per Access Line (\$)	877	880	938	
Regulated Operating Expense Per Access Line (\$)	660	683	754	
Total Toll Service Revenue Per Access Line (\$)	496	513	568	
Total Local Service Revenue Per Access Line (\$)	287	268	253	
Net Book Cost Per Access Line (\$)	1,826	1,884	2,102	
Regulated Operating Expense per \$1000 Plant Investment	290.12	274.60	275.77	
Regulated Operating Revenue Per \$1000 Plant Investment	385.42	353.61	343.25	

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
		Anchorage Telephone Utility			

1987 BUDGET IMPACTS

Operating

An on-line interactive database management system referred to as DCRIS (Distributed Customer Record Information System) will come on line in early 1987. A customer's account can be automatically processed from a computer terminal by a single customer service representative. The convenience of account management for both the customer and the utility will be greatly enhanced. The DCRIS billing system will increase cash flow by providing more billing cycles, ensuring accurate invoices and reducing process time. DCRIS will also assist in identifying market segments, which will enable more effective market strategy. Overall, DCRIS will substantially reduce administrative costs while increasing customer service and convenience.

In 1987, ATU will introduce cellular radio to the Anchorage mobile communications market. Market studies conducted in the Anchorage area reveal that there is a good demand for this service.

ATU will also introduce the Integrated Business Services (IBS). IBS provides the customer telephone services normally found in PBX or key system from the digital central office thus providing an increase in customer convenience and reliability.

The new Financial Management System (FMS) will be implemented in January 1987. FMS will automate accounting and budgeting functions, provide statistical data, increase flexibility of reporting and improve management and planning capabilities.

Capital

An ongoing program to upgrade major trunking to fiber optics will continue in 1987 with scheduled completion in 1988. This will provide ATU with unlimited growth potential, redundant routing and high speed transmission capacity. Integrated Business System hardware will be installed in North, Central and South wire centers.

ATU will continue its efforts to upgrade all building facilities to enhance customer convenience and improve employee safety. A major project in the effort to provide a safe work place for employees is the Fuel Docks upgrade for \$1.1 million. This project will automate the refueling of company vehicles while incorporating the most modern petroleum safety features available.

MUNICIPALITY OF ANCHORAGE				
Public Utilities	Unit No	Utility	Unit No	Division
	8001	ANCHORAGE TELEPHONE UTILITY	8300	
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA				
STATEMENT OF REVENUE AND EXPENSES LINE ITEM DESCRIPTION	1985 ACTUAL	1986 PRO FORMA	1987	1987
			PROPOSED	ADOPTED
(\$ in thousands)				
<u>REVENUE</u>				
<u>REVENUE FROM SERVICES</u>				
Subscriber Line	32,037	30,200	28,400	
Public Telephone	1,172	1,274	1,450	
Toll Service	57,315	60,147	67,018	
Telegraph Commissions	24	20	15	
Commercial Revenue	12,096	12,948	14,500	
Rent of Facilities*	360	150	412	
Rent of Equipment	4,791	5,843	5,404	
New Services	0	0	591	
Total Revenue From Services	107,795	110,582	117,790	
<u>REVENUE FROM SALES</u>				
Sales and Financial Leases	4,390	5,730	6,946	
<u>OTHER REVENUE</u>				
Installations	3,673	3,573	1,771	
Other Revenue From Operations	1,201	365	350	
Interest Income	8,887	7,728	7,500	
Miscellaneous	69	0	0	
Total Other Revenue	13,830	11,666	9,621	
Uncollectibles	(2,172)	(2,150)	(2,200)	
TOTAL REVENUE	123,843	125,828	132,157	

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No	Utility	Unit No	Division
	8001	ANCHORAGE TELEPHONE UTILITY	8300	
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA				
STATEMENT OF REVENUE AND EXPENSES LINE ITEM DESCRIPTION	1985 ACTUAL	1986 PRO FORMA	1987	1987
			PROPOSED	ADOPTED
<u>COSTS OF GOODS SOLD</u>				
Cost of Goods Sold	3,399	3,235	2,479	
<u>DIRECT EXPENSES</u>				
Maintenance/Installation	29,366	30,883	34,861	
Traffic Operations	7,437	7,361	12,443	
Total Direct Expenses	36,803	38,244	47,304	
<u>SELLING, GENERAL AND ADMINISTRATIVE</u>				
Marketing and Sales Administration	2,961	2,933	2,918	
Commercial Expenses	16,647	16,805	17,449	
Administrative Expenses	9,225	11,092	9,322	
Total General & Administrative Expenses	28,833	30,830	29,689	
<u>DEPRECIATION, TAXES AND INTEREST</u>				
Depreciation	18,609	20,545	21,100	
MUSA	1,451	1,667	1,915	
Interest on Funded Debt	13,467	14,282	14,293	
Other Interest Expense	1,559	525	377	
Total Other Expenses	35,086	37,019	37,685	
TOTAL EXPENSES	104,121	109,328	117,157	
NET INCOME	19,722	16,500	15,000	
* Financial Statement adjusted to eliminate impact of rental transactions from the regulated activity to the non regulated.				

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division
	8001	ANCHORAGE TELEPHONE UTILITY	8300	
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA				
SOURCES & USES OF CASH LINE ITEM DESCRIPTION	1985 ACTUAL	1986 PRO FORMA	1987	1987
			PROPOSED	ADOPTED
(\$ in thousands)				
Sources of Cash:				
Net Income (Loss)	19,722	16,500	15,000	
Depreciation & Amortization	18,986	21,007	21,598	
Bond Proceeds	14,701	9,700	10,000	
Increase in Current Liabilities	13,537	0	0	
Total Sources of Cash	66,946	47,207	46,598	
Uses of Cash:				
Additions to Plant	41,129	43,964	52,185	
Bond Principal Payment	7,925	7,875	8,645	
Increase in Current Assets	1,578	0	0	
Residual Equity Transfer	1,570	1,256	1,644	
Utility Revenue Distribution	0	5,500	6,400	
Other	955	500	500	
Total Uses of Cash	53,157	59,095	69,374	
Net Increase (Decrease) in Cash	13,789	(11,888)	(22,776)	
Beginning Cash Balance, January 1	79,610	93,399	81,511	
Ending Cash Balance, December 31	93,399	81,511	58,735	
Detail of Cash Balance:				
Revenue Bond Reserve Cash	13,527	14,609	15,778	
Equity in General Cash Pool	64,641	53,451	33,182	
Equity in Construction Cash Pool	15,231	13,451	9,775	
Total Ending Cash Balance, Dec. 31	93,399	81,511	58,735	

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No	Utility	Unit No	Division
	8001	ANCHORAGE TELEPHONE UTILITY	8300	
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA				
DEBT SERVICE COVERAGE	1985 ACTUAL	1986 PRO FORMA	1987 PROPOSED	1987 ADOPTED
LINE ITEM DESCRIPTION				
(\$ in thousands)				
Regulated Operating Revenue	101,332	103,104	110,736	
Regulated Operating Expense*	57,915	59,845	68,351	
Non Regulated Operating Revenue	14,069	14,996	13,921	
Non Regulated Operating Expense*	12,224	12,464	11,121	
Net Operating Income	<u>45,262</u>	<u>45,791</u>	<u>45,185</u>	
Non Operating Income (Net)	8,447	7,728	7,500	
Net Available for Debt Service	<u>53,705</u>	<u>53,519</u>	<u>52,685</u>	
Revenue Bond Debt Service	21,269	21,723	22,938	
Debt Service Coverage Ratio	2.52	2.46	2.30	
Required Debt Coverage Ratio	1.4	1.4	1.4	
*Before depreciation and MUSA				

MUNICIPALITY OF ANCHORAGE				
Public Utilities	Unit No.	Utility	Unit No.	Division
	8001	ANCHORAGE TELEPHONE UTILITY	8300	
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA				
SUMMARY LINE ITEM DESCRIPTION	1985 ACTUAL	1986 PRO FORMA	1987	1987
			PROPOSED	ADOPTED
(\$ in thousands)				
<u>OPERATING BUDGET</u>				
REVENUE	123,842	125,828	132,157	
EXPENSE	104,120	109,328	117,157	
NET INCOME	19,722	16,500	15,000	
<u>CAPITAL BUDGET</u>				
FACILITIES SERVICES	8,162	8,101	3,070	
UTILITY SERVICES (CPE)	4,500	4,000	4,000	
MATERIALS MANAGEMENT	2,600	2,444	1,825	
MANAGEMENT INFORMATION SERVICES	5,423	5,002	6,000	
FLEET SERVICES	0	1,326	1,000	
SPECIAL SYSTEMS	2,296	4,250	1,200	
UTILITY SERVICES (COIN. PHONES)	500	600	600	
OUTSIDE PLANT ENGINEERING	12,260	15,215	10,000	
OUTSIDE PLANT CONSTRUCTION			2,650	
CENTRAL OFFICE ENGINEERING	17,415	16,027	7,500	
<u>CAPITAL IMPROVEMENT BUDGET</u>	<u>53,156</u>	<u>56,965</u>	<u>37,845</u>	

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division
	8001	ANCHORAGE TELEPHONE UTILITY	8300	
MUNICIPALITY OF ANCHORAGE FINANCIAL DATA				
FUND EQUITY BALANCE			1987	1987
LINE ITEM DESCRIPTION	1985 ACTUAL	1986 PRO FORMA	PROPOSED	ADOPTED
(\$ in thousands)				
Balance January 1	104,454	122,606	132,350	
Net Income	19,722	16,500	15,000	
Contributions Received	0	0	0	
Deduct RET and Utility Distribution	(1,570)	(6,756)	(8,044)	
Balance December 31	122,606	132,350	139,306	
Detail of Fund Equity				
Retained Earnings	122,606	132,350	139,306	
Contributed Capital	<u>0</u>	<u>0</u>	<u>0</u>	
Total Fund Equity (Dec. 31)	122,606	132,350	139,306	

Public Utilities	Unit No 8001	Utility ANCHORAGE TELEPHONE UTILITY	Unit No 8300	Division	Unit No
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1987 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY

(in thousands)

<u>PROJECT TITLE</u>	<u>PROJECT COST</u>	<u>REVENUE</u>	<u>G. O. BONDS</u>	<u>OPERATIONS</u>	<u>STATE GRANT</u>	<u>FEDERAL GRANT</u>
FACILITIES SERVICES	3,070	1,355	0	1,715	0	0
UTILITY SERVICES (CPE)	4,000		0	4,000	0	0
MATERIALS MANAGEMENT	1,825		0	1,825	0	0
MANAGEMENT INFORMATION SERVICES	6,000	3,050	0	2,950	0	0
FLEET SERVICES	1,000		0	1,000	0	0
SPECIAL SYSTEMS	1,200	1,200	0	0	0	0
UTILITY SERVICES (COIN PHONES)	600		0	600	0	0
OUTSIDE PLANT ENGINEERING	10,000		0	10,000	0	0
OUTSIDE PLANT CONSTRUCTION	2,650		0	2,650	0	0
CENTRAL OFFICE ENGINEERING	7,500	4,395	0	3,105	0	0
TOTAL	37,845	10,000	0	27,845	0	0

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS

Utility Telephone		1987		(000) Omitted		
PROJECT CATEGORY	PROJECT TITLE	LOCATION	FUNDING			
			BONDS G-G O.BONDS R-REV.BONDS	OPERATIONS	GRANTS F-FEDERAL S-STATE	TOTAL
<u>Facility Services</u>						
FS 87-1	Asbestos Abatement	PSC/NWC		250		250
FS 87-2	Cellular Project	Anchorage Area		200		200
FS 87-3	Expand Vehicle Storage	PSC		10		10
FS 87-4	Fuel Dock Upgrade	Garage/PSC	1,105			1,105
FS 87-5	Garage Upgrade	Garage/PSC		350		350
FS 87-6	New Warehouse Facilities	PSC		10		10
FS 87-7	NWC Tech. Assist. Ctr.	NWC		150		150
FS 87-8	Misc. Small Bldg. Proj.	PSC		525		525
FS 87-9	Remodel Broadway Section of NWC	NWC	250			250
FS 87-10	Develop Master Plan	PSC		200		200
FS 87-11	New DP Facility	PSC		20		20
PREPARED BY _____ DATE _____ TOTAL			G R	F S		
			1,355	1,715		3,070

BUDGET YEAR PROJECTS

1987

Utility Telephone

(000) Omitted

PROJECT CATEGORY	PROJECT TITLE	LOCATION	FUNDING			
			BONDS G-G.O BONDS R-REV BONDS	OPERATIONS	GRANTS F-FEDERAL S-STATE	TOTAL
<u>Utility Services</u>						
CPE87-1	Purchase CPE for rentals	Anchorage		4,000		4,000
PREPARED BY _____ DATE _____ TOTAL			G R	4,000	F S	4,000

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS

Utility Telephone

1987

(000) Omitted

PROJECT CATEGORY	PROJECT TITLE	LOCATION	FUNDING			
			BONDS G-G.O.BONDS R-REV.BONDS	OPERATIONS	GRANTS F-FEDERAL S-STATE	TOTAL
<u>Materials Management</u>						
MM 87-1	Furniture			800		800
MM 87-2	Major Tools			175		175
MM 87-3	Personal Computers			150		150
MM 87-4	CO Official Equipment			700		700
PREPARED BY _____ DATE _____ TOTAL			G R	1,825	F S	1,825

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS

1987

Utility Telephone

(000) Omitted

PROJECT CATEGORY	PROJECT TITLE	LOCATION	FUNDING			
			BONDS G - G.O BONDS R - REV BONDS	OPERATIONS	GRANTS F - FEDERAL S - STATE	TOTAL
Mgmt Information Services:						
MIS 87-1	ATU Network/Monitoring System	PSC		320		320
MIS 87-2	Automated Mapping/CPR	PSC	1,750			1,750
MIS 87-3	Cellular Telephone	PSC		50		50
MIS 87-4	Data General Software	PSC		150		150
MIS 87-5	Data General Hardware	PSC	1,300			1,300
MIS 87-6	DCRIS Phase II	EWC		780		780
MIS 87-7	End-User Decision Support	PSC		150		150
MIS 87-8	Financial Mgmt System	PSC		175		175
MIS 87-9	IBM Hardware Upgrades	EWC		705		705
MIS 87-10	IBM Systems Software	EWC		300		300
MIS 87-11	Misc. Small Systems	PSC		320		320
PREPARED BY _____ DATE _____ TOTAL			G 3,050 R	2,950	F S	\$6,000

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS
1987

(000)Omitted

Utility Telephone

PROJECT CATEGORY	PROJECT TITLE	LOCATION	FUNDING			
			BONDS G - G.O BONDS R - REV BONDS	OPERATIONS	GRANTS F - FEDERAL S - STATE	TOTAL
<u>Fleet Services</u> VS87-1	Vehicle Procurement	PSC		1,000		1,000
PREPARED BY _____ DATE _____ TOTAL			G R	1,000	F S	1,000

BUDGET YEAR PROJECTS

1987

(000) Omitted

Utility Telephone

PROJECT CATEGORY	PROJECT TITLE	LOCATION	FUNDING			
			BONDS G - GO BONDS R - REV BONDS	OPERATIONS	GRANTS F - FEDERAL S - STATE	TOTAL
Special Systems Engineering	SSP861-1 Cellular Radio Telephone	Various	1,200			1,200
Cellular Services						
PREPARED BY <u>John Bains-Jordan</u> DATE <u>06/09/86</u> TOTAL			1,200		F S	1,200

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS

Utility Telephone

1987

(000)Omitted

PROJECT CATEGORY	PROJECT TITLE	LOCATION	FUNDING			
			BONDS G-G.O BONDS R-REV BONDS	OPERATIONS	GRANTS F-FEDERAL S-STATE	TOTAL
PS87-1	Coin Phones	PSC		600		600
PREPARED BY _____ DATE _____ TOTAL			G R	600	F S	600

BUDGET YEAR PROJECTS

1987

(000)Omitted

Utility Telephone

PROJECT CATEGORY	PROJECT TITLE	LOCATION	FUNDING			
			BONDS G- G O BONDS R- REV BONDS	OPERATIONS	GRANTS F- FEDERAL S- STATE	TOTAL
Outside Plant	Additions	North Wire Center		1,588		1,588
	Replacements	South Wire Center		1,880		1,880
	Rearrangements	East Wire Center		1,492		1,492
		West Wire Center		1,300		1,300
		Rabbit Creek Wire Center		470		470
		Central Wire Center		2,350		2,350
		O'Malley Wire Center		210		210
		Ft. Rich. Wire Center		120		120
		Elmendorf Wire Center		130		130
		Girdwood Wire Center		150		150
		Indian Wire Center		75		75
		Hope Wire Center		35		35
		Pole Attachments		200		200
	PREPARED BY <u>R. L. Metcalfe</u> DATE <u>06/25/86</u> TOTAL			G R	10,000	F S

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS

1987

(000) Omitted

Utility Telephone

PROJECT CATEGORY	PROJECT TITLE	LOCATION	FUNDING			
			BONDS G-G.O.BONDS R-REV BONDS	OPERATIONS	GRANTS F-FEDERAL S-STATE	TOTAL
<u>Outside Plant Construction</u>						
OPC 87-1	Station Connections	Anchorage		1,550		1,550
OPC 87-2	Subdivision Buried Cable	Anchorage		1,100		1,100
PREPARED BY _____ DATE _____ TOTAL			G R	2,650	F S	2,650

BUDGET YEAR PROJECTS

1987

(000) Omitted

Utility Telephone

PROJECT CATEGORY	PROJECT TITLE	LOCATION	FUNDING			
			BONDS G - G O BONDS R - REV BONDS	OPERATIONS	GRANTS F - FEDERAL S - STATE	TOTAL
C.O. Equipment Additions	N3871-1 Carrier	North Wire Center		187		187
	N3871-2 Misc.	North Wire Center		121		121
	N3871-3 Subscriber Terminal	North Wire Center		23		23
	N3871-4 Test Equip.	North Wire Center		97		97
	N3871-5 Fiber Optics	North Wire Center		544		544
	N3871-6 IBN	North Wire Center	1,680			1,680
	CN1871-1 Carrier	Central Wire Center		187		187
	CN1871-2 Misc.	Central Wire Center		176		176
	CN1871-3 Subscriber Terminals	Central Wire Center		28		28
	CN1871-4 Test Equip.	Central Wire Center		87		87
	CN1871-5 Fiber Optics	Central Wire Center	377			377
	CN1871-6 IBN	Central Wire Center	860			860
	S2871-1 Carrier	South Wire Center		81		81
	S2871-2 Misc.	South Wire Center		98		98
	S2871-3 Subscriber Terminals	South Wire Center		57		57
	S2871-4 Test Equip.	South Wire Center		18		18
	S2871-5 Fiber Optics	South Wire Center		218		218
	S2871-6 IBN	South Wire Center	560			560
PREPARED BY _____ DATE _____ TOTAL			G R		F S	

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS
1987

(000) Omitted

Utility Telephone

PROJECT CATEGORY	PROJECT TITLE	LOCATION	FUNDING			TOTAL
			BONDS G-G O BONDS R-REV BONDS	OPERATIONS	GRANTS F-FEDERAL S-STATE	
C.O. Equipment Additions	RC1871-1 Carrier	Rabbit Creek Wire Center	111			111
	RC1871-2 Misc.	Rabbit Creek Wire Center		81		81
	RC1871-3 Protectors	Rabbit Creek Wire Center		19		19
	RC1871-4 Test Equip.	Rabbit Creek Wire Center		4		4
	RC1871-5 Fiber Optics	Rabbit Creek Wire Center		58		58
	1871-1 Carrier	Indian Wire Center		32		32
	EL1871-1 Carrier	Elmendorf Wire Center		17		17
	EL1871-2 Misc.	Elmendorf Wire Center		17		17
	OM1871-1 Carrier	O'Malley Wire Center		18		18
	OM1871-2 Fiber Optics	O'Malley Wire Center		27		27
	OM1871-3 Misc.	O'Malley Wire Center		27		27
	PREPARED BY _____ DATE _____ TOTAL			G R		F S

BUDGET YEAR PROJECTS

1987

Utility Telephone

(000) Omitted

PROJECT CATEGORY	PROJECT TITLE	LOCATION	FUNDING			
			BONDS G-G.O.BONDS R REV BONDS	OPERATIONS	GRANTS F-FEDERAL S STATE	TOTAL
C.O. Equipment Additions	W2871-1 Carrier	West Wire Center		82		82
	W2871-2 Misc	West Wire Center		197		197
	W2871-3 Subscriber Terminals	West Wire Center		81		81
	W2871-4 Fiber Optics	West Wire Center	203			203
	E3871-1 Carrier	East Wire Center		21		21
	E3871-2 Misc.	East Wire Center		198		198
	E3871-3 Fiber Optics	East Wire Center	604			604
	E3871-4 Test Equipment	East Wire Center		12		12
	E3871-5 RLCM (IBN)	East Wire Center		172		172
	FR1871-1 Misc	Ft. Richardson Wire Center		27		27
	H2871-1 Carrier	Hope Wire Center		78		78
	H2871-2 Misc.	Hope Wire Center		15		15
PREPARED BY _____	DATE _____	TOTAL	G R 4,395	3.105	F S	\$7,500

MUNICIPALITY OF ANCHORAGE							PAGE			
Public Utilities	Unit No	Utility	Unit No	Division	Unit No					
	8001	ANCHORAGE TELEPHONE UTILITY	8300							
CAPITAL IMPROVEMENT PLAN										
1987 - 1992										
<u>PROJECT TITLE</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>TOTAL REVENUE BONDS</u>	<u>TOTAL OPERATIONAL REVENUE</u>	<u>STATE/FEDERAL GRANTS</u>	<u>TOTAL</u>
FACILITIES SERVICES	3,070	11,750	600	630	662	695	13,026	4,381	0	17,407
UTILITY SERVICES (CPE)	4,000	4,800	5,100	5,400	5,700	6,000	0	31,000	0	31,000
MATERIALS MANAGEMENT	1,825	1,331	1,322	1,389	1,484	1,346	0	8,697	0	8,697
MANAGEMENT INFORMATION SERVICES	6,000	4,725	4,305	1,385	1,416	1,248	7,099	11,980	0	19,079
FLEET SERVICES	1,000	1,555	1,755	1,520	1,375	1,320	0	8,525	0	8,525
SPECIAL SYSTEMS	1,200	517	301	91	0	0	1,200	909	0	2,109
UTILITY SERVICES (COIN PHONES)	600	500	500	500	500	500	0	3,100	0	3,100
OUTSIDE PLANT ENGINEERING	10,000	11,583	12,494	13,477	14,540	15,687	6,426	71,355	0	77,781
OUTSIDE PLANT CONSTRUCTION	2,650	2,750	2,825	3,000	3,150	3,300	0	17,675	0	17,675
CENTRAL OFFICE ENGINEERING	7,500	8,329	9,168	9,880	10,388	11,257	52,249	4,273	0	56,522
Total CIB/CIP	37,845	47,840	38,370	37,272	39,215	41,353	80,000	161,895	0	241,895
<u>SOURCE OF FUNDING:</u>										
REVENUE BONDS	10,000	20,000	8,000	13,000	14,000	15,000	80,000	0	0	80,000
OPERATIONAL	27,845	27,840	30,370	24,272	25,215	26,353	0	161,895	0	161,895
STATE GRANT	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANT	0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING	37,845	47,840	38,370	37,272	39,215	41,353	80,000	161,895	0	241,895

FUTURE CAPITAL PROJECTS

Utility Telephone

(000) Omitted

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1988	1989	1990	1991	1992
FS 87-3	Expand Vehicle Storage	PSC	1,500				
FS 87-5	Garage Upgrade	PSC	1,000				
FS 87-6	New Warehouse Facilities	PSC	6,000				
FS 87-8	Misc. Small Bldg.	PSC	500	600	630	662	695
FS 87-11	New DP Facility	PSC	2,750				
Source of Funding							
		G.O. BONDS					
		REVENUE BONDS	11,671				
		OPERATIONS	79				
		STATE GRANTS					
		FEDERAL GRANTS					
		TOTAL	11,750	600	630	662	695

PREPARED BY _____

DATE _____

FUTURE CAPITAL PROJECTS

(000) Omitted

Utility Telephone

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR					
			1988	1989	1990	1991	1992	
<u>Utility Services</u>								
CPE87-1	Purchase CPE for Rentals		4,800	5,100	5,400	5,700	6,000	
Source of Funding								
		G.O. BONDS	_____	_____	_____	_____	_____	
		REVENUE BONDS	_____	_____	_____	_____	_____	
		OPERATIONS	4,800	5,100	5,400	5,700	6,000	
		STATE GRANTS	_____	_____	_____	_____	_____	
		FEDERAL GRANTS	_____	_____	_____	_____	_____	
		TOTAL	4,800	5,100	5,400	5,700	6,000	

PREPARED BY _____ DATE _____

FUTURE CAPITAL PROJECTS

Utility Telephone

(000) Omitted

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1988	1989	1990	1991	1992
MM 87-1	Furniture		230	246	237	425	258
MM 87-2	Major Tools		191	229	298	207	228
MM 87-3	Personal Computers		100	37	44	42	50
MM 87-4	CO Office Equipment		810	810	810	810	810
Source of Funding							
		G.O. BONDS	_____	_____	_____	_____	_____
		REVENUE BONDS	_____	_____	_____	_____	_____
		OPERATIONS	<u>1,331</u>	<u>1,322</u>	<u>1,389</u>	<u>1,484</u>	<u>1,346</u>
		STATE GRANTS	_____	_____	_____	_____	_____
		FEDERAL GRANTS	_____	_____	_____	_____	_____
		TOTAL	<u>1,331</u>	<u>1,322</u>	<u>1,389</u>	<u>1,484</u>	<u>1,346</u>

PREPARED BY _____ DATE _____

MUNICIPALITY OF ANCHORAGE

FUTURE CAPITAL PROJECTS

Utility Telephone

(000)

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR					
			1988	1989	1990	1991	1992	
MIS 87-1	ATU Network/Monitoring	PSC	400	200	150	150	100	
MIS 87-2	Automated Mapping/CPR	PSC	500	150	100	100	100	
MIS 87-3	Cellular Telephone	PSC	200	-	-	-	-	
MIS 87-4	Data General Software	PSC	125	75	50	50	50	
MIS 87-5	Data General Hardware	PSC	200	200	250	225	200	
MIS 87-6	DCRIS Phase II	EWC	50	55	60	66	73	
MIS 87-7	End-User Decision Support	PSC	150	-	-	-	-	
MIS 87-8	Financial Mgmt System	PSC	-	-	-	-	-	
MIS 87-9	IBM Hardware Upgrade	EWC	200	2,500	200	200	200	
MIS 87-10	IBM System Software	EWC	150	500	100	75	75	
MIS 87-11	Misc. Small Systems	PSC	400	350	325	350	300	
	Facility Consolidation	PSC	2,000	100				
	Marketing Support System	PSC	350	175	150	200	150	
Source of Funding								
			G.O. BONDS					
			REVENUE BONDS			1,385	1,416	1,248
			OPERATIONS	4,725	4,305			
			STATE GRANTS					
			FEDERAL GRANTS					
			TOTAL	4,725	4,305	1,385	1,416	1,248

PREPARED BY _____ DATE _____

FUTURE CAPITAL PROJECTS

Utility Telephone

(000) Omitted

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1988	1989	1990	1991	1992
VS87-1	Vehicle Procurement	PSC	1,555	1,755	1,520	1,375	1,320
Source of Funding							
		G.O. BONDS	_____	_____	_____	_____	_____
		REVENUE BONDS	_____	_____	_____	_____	_____
		OPERATIONS	1,555	1,755	1,520	1,375	1,320
		STATE GRANTS	_____	_____	_____	_____	_____
		FEDERAL GRANTS	_____	_____	_____	_____	_____
		TOTAL	1,555	1,755	1,520	1,375	1,320

PREPARED BY _____ DATE _____

MUNICIPALITY OF ANCHORAGE

SPECIAL SYSTEMS ENGINEERING

FUTURE CAPITAL PROJECTS

Utility TELEPHONE

(000) Omitted

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1988	1989	1990	1991	1992
SPECIAL SYSTEMS	CELLULAR RADIO TELEPHONE	VARIOUS	517	301	91	0	0

Source of Funding	G.O. BONDS	_____	_____	_____	_____	_____
	REVENUE BONDS	_____	_____	_____	_____	_____
	OPERATIONS	517	301	91	0	0
	STATE GRANTS	_____	_____	_____	_____	_____
	FEDERAL GRANTS	_____	_____	_____	_____	_____
TOTAL	517	301	91	0	0	

PREPARED BY _____ DATE _____

FUTURE CAPITAL PROJECTS

Utility Telephone

(000) Omitted

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1988	1989	1990	1991	1992
PS87-1	Coin Phones	PSC	500	500	500	500	500

Source of Funding

G.O. BONDS

REVENUE BONDS

OPERATIONS

STATE GRANTS

FEDERAL GRANTS

TOTAL

_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
500	500	500	500	500
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
500	500	500	500	500

PREPARED BY _____

DATE _____

MUNICIPALITY OF ANCHORAGE

FUTURE CAPITAL PROJECTS

(000) Omitted

Utility Telephone

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1988	1989	1990	1991	1992
Outside Plant	Additions Replacements Rearrangements	North Wire Center	2,100	2,200	2,300	2,500	2,685
		South Wire Center	2,128	2,400	2,454	2,850	3,055
		East Wire Center	1,900	2,000	2,100	2,300	2,475
		West Wire Center	1,300	1,462	1,650	1,700	1,900
		Rabbit Creak Wire Ctr	500	610	730	745	875
		Central Wire Center	2,700	2,822	3,200	3,355	3,489
		O'Malley Wire Center	220	230	240	250	260
		Ft. Richardson Wire Ctr	125	130	135	140	145
		Elmendorf Wire Center	135	140	150	160	170
		Girdwood Wire Center	160	180	190	200	286
		Indian Wire Center	75	80	83	95	100
		Hope Wire Center	40	40	45	45	47
		Pole Attachments	All Wire Centers	200	200	200	200

Source of Funding

G.O. BONDS	_____	_____	1,735	2,196	2,495
REVENUE BONDS	_____	_____	_____	_____	_____
OPERATIONS	11,583	12,494	11,742	12,344	13,192
STATE GRANTS	_____	_____	_____	_____	_____
FEDERAL GRANTS	_____	_____	_____	_____	_____
TOTAL	11,583	12,494	13,477	14,540	15,687

PREPARED BY _____ DATE _____

FUTURE CAPITAL PROJECTS

Utility Telephone

(000)Omitted

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR					
			1988	1989	1990	1991	1992	
<u>Outside Plant Const.</u>								
OPC 87-1	Station Connections	Anchorage	1600	1625	1700	1750	1800	
OPC 87-2	Subdivision Buried Cable	Anchorage	1150	1200	1300	1400	1500	
Source of Funding			G.O. BONDS	_____	_____	_____	_____	_____
			REVENUE BONDS	_____	_____	_____	_____	_____
			OPERATIONS	<u>2,750</u>	<u>2,825</u>	<u>3,000</u>	<u>3,150</u>	<u>3,300</u>
			STATE GRANTS	_____	_____	_____	_____	_____
			FEDERAL GRANTS	_____	_____	_____	_____	_____
			TOTAL	<u>2,750</u>	<u>2,825</u>	<u>3,000</u>	<u>3,150</u>	<u>3,300</u>

PREPARED BY _____ DATE _____

MUNICIPALITY OF ANCHORAGE

FUTURE CAPITAL PROJECTS

Utility TELEPHONE

(000) Omitted

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1988	1989	1990	1991	1992
CENTRAL OFFICE EQUIPMENT	ADDITIONS, REPLACEMENTS, AND REARRANGEMENTS	NORTH WIRE CENTER	1530	3523	1455	3404	2216
		SOUTH WIRE CENTER	387	1794	322	1300	492
		EAST WIRE CENTER	1725	938	1995	672	3041
		WEST WIRE CENTER	542	767	1545	629	2356
		FORT RICHARDSON	52	54	52	60	77
		RABBIT CREEK WIRE CENTER	1142	551	1392	229	810
		CENTRAL WIRE CENTER	2292	977	2575	3465	1461
		O'MALLEY WIRE CENTER	180	187	180	208	266
		ELMENDORF	52	54	52	60	77
		GIRDWOOD	220	228	220	255	325
		INDIAN	180	54	52	60	77
HOPE	27	41	40	46	59		

Source of Funding

G.O. BONDS

REVENUE BONDS

OPERATIONS

STATE GRANTS

FEDERAL GRANTS

TOTAL

<u>8,329</u>	<u>8,000</u>	<u>9,880</u>	<u>10,388</u>	<u>11,257</u>
	<u>1,168</u>			
<u>8,329</u>	<u>9,168</u>	<u>9,880</u>	<u>10,388</u>	<u>11,257</u>

PREPARED BY _____

DATE _____