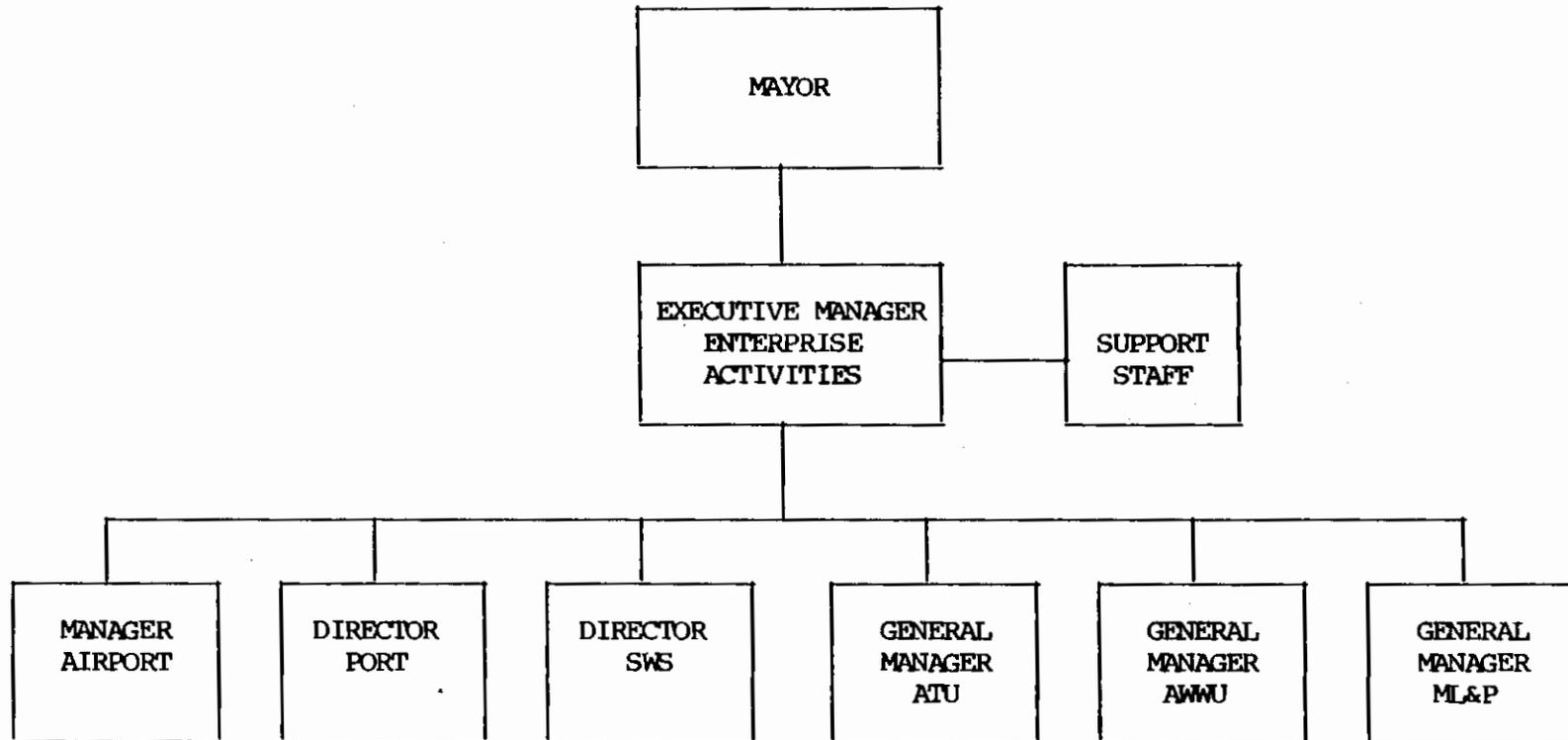


ENTERPRISE ACTIVITIES

OCT 2 1990



MUNICIPALITY OF ANCHORAGE

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|---|-----------------------------------|----------------------------|
| Utility Enterprise Activities | Division Administration | Budget Year 1991 |
|---|-----------------------------------|----------------------------|

MISSION

To supervise the administrative functions of the various enterprise activities and coordinate their efforts with general government so that enterprise management can concentrate efforts on managing day to day operations. To provide guidance and supervision of strategic planning efforts in all enterprise activities.

GOALS

- Assure that enterprise activities operations and planning efforts, including the preparation and execution of budgets, are consistent with goals and objectives of the Administration.
- Assure that all enterprise activities are using consistent operating and planning assumptions.

EXTERNAL FACTORS/PLANNING ASSUMPTIONS

- Changing regulatory environment requires constant monitoring of assumptions used by enterprise activities in the preparation of rate cases and other issues before the APUC, the Assembly, and other regulatory entities.
- Labor issues are extremely critical, particularly during times of economic decline.
- Budgets should provide as much user-friendly information as possible while remaining summary-level tools to aid in management decision-making.
- General Government and Enterprise Activities will continue to operate in an environment where responsibility for various staff functions, including finance, accounting, engineering and data processing, is shared by both units of municipal government.
- Privatization of enterprise activities and enterprise functions will be considered and evaluated.
- Alternatives to current utility management organization will be considered and evaluated, including authority organizational structures.
- The successful growth and operation of our current utilities depends on successful relationships with several external organizations, including the military community, federal regulators, and the APUC.

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| Utility Enterprise Activities | Division Administration | Budget Year 1991 |
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OBJECTIVES/PROGRAMS

- Supervise and provide liaison functions between general government and enterprise activities in administrative areas where functions overlap such as intragovernmental charges, labor relations, municipal utility service assessment issues, utility revenue distribution issues, personnel management and budget coordination.
- Develop strategic planning assumptions, such as marketing assumptions, to be used by utilities in planning efforts.
- Review and approve all enterprise activities operating and capital budgets. Assure that budgets are consistent with the Administration's goals and objectives.
- Establish and monitor administrative policies for all enterprise activities.
- Establish and maintain ongoing relationship with sectors of the community and outside organizations which have impact on successful operations of the enterprise activities, such as the military.

| Utility Enterprise Activities | Division Administration | | Budget Year 1991 |
|---|-----------------------------|--------------------------------|-----------------------------|
| Municipality of Anchorage Financial Data | | | |
| Line Item Description | Year: <u>1989</u> Actual | Year: <u>1990</u> Pro-Forma | Year: <u>1991</u> Budget |
| 8100 Personal Services | 262,251 | 280,000 | 288,000 |
| 8200 Supplies | 2,073 | 2,300 | 3,000 |
| 8300 Other Services and Charges | 25,155 | 44,000 | 50,000 |
| 8700 Intragovernmental Charges | 36,142 | 37,000 | 40,000 |
| TOTAL | 325,621 | 360,000 | 381,000 |
| 8800 Intragovernmental Revenue | 325,621 | 360,000 | 381,000 |
| EA-4 | | | |