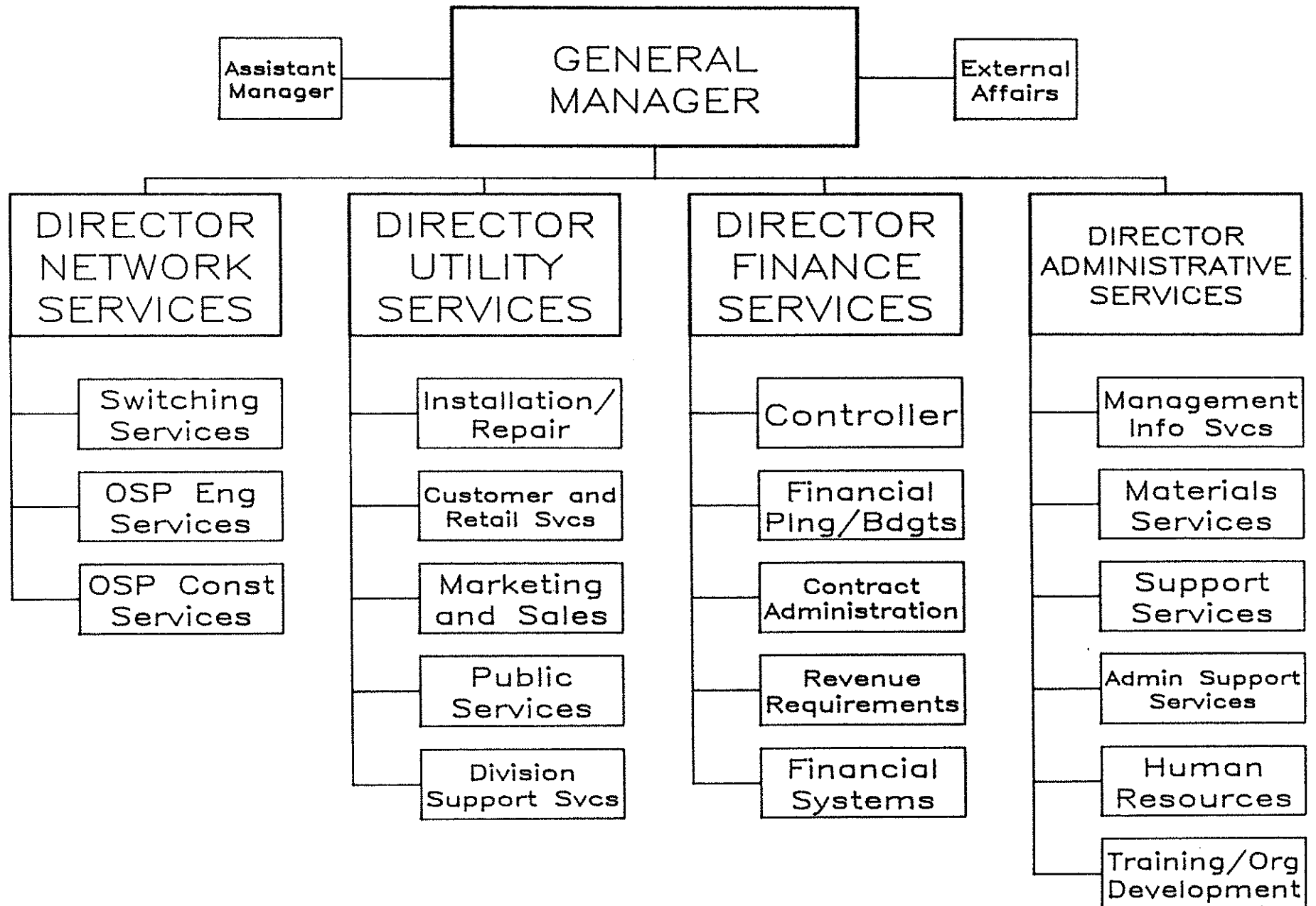


ANCHORAGE TELEPHONE UTILITY

ATU ORGANIZATIONAL CHART



MUNICIPALITY OF ANCHORAGE

Utility	Division	Budget Year
ANCHORAGE TELEPHONE UTILITY		1988

ANCHORAGE TELEPHONE UTILITY

BUSINESS PLAN
AND
OPERATING BUDGET

1988 - 1993

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
<p style="text-align: center;"><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

SERVICE GOALS

- o Provide prompt, efficient and courteous service to customers, with concern for their individual needs.
- o Promote the public image of ATU and educate the public on continuing industry developments.
- o Conduct an open dialog with customers, employees, the financial community and all levels of government on these goals and other appropriate matters.

BUSINESS GOALS

- o Actively formulate and implement comprehensive strategic, market, product, technological, operational and financial plans in order to establish a clear direction for the organization.
- o Achieve the revenue requirement for regulated services and optimize annual revenues in non-regulated services.
- o Achieve levels of cost containment that will match revenue losses that result from the erosion of traditional revenue sources due to changes in the regulatory environment and the loss of subscribers due to the recession in the Anchorage economy.
- o Provide a management structure with sufficient skills to direct our activities in the most efficient and economical manner.
- o Provide residential and business customers with solutions to their telecommunication needs utilizing the existing network whenever possible.
- o Maintain modern and technologically sophisticated switching and transmission systems that will meet customer service requirements.
- o Investigate and implement, as appropriate, new products and services.

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- o Enhance the data processing services to improve customer service, reduce costs through automation; and provide timely, more detailed information for management decision-making.

HUMAN RESOURCE GOALS

- o Offer a work climate that is motivating and promotes individual responsibility, employee performance and pride.
- o Maintain employee competence through a fair recruitment program and continual training programs.

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FACTORS DRIVING THE UTILITY

CHARTER

- o ATU charter to provide the best possible telephone service at the most reasonable cost to the Anchorage community.

ECONOMY

- o A recession in the Anchorage economy, forecast to continue through 1989.

BUSINESS PERFORMANCE

- o The need for rate relief in local services as regulatory mandated cost allocation shifts erode former sources of revenue such as toll separations.
- o The need to implement cost containment measures that will increase efficiency and compensate for revenue shortfalls until local rate relief and new revenue sources are developed, but will not result in work stoppages.
- o Human resource planning, training and development to provide a competitive and cost efficient workforce.

MARKET

- o Customer demand for efficient, timely and reliable telecommunication service.
- o Customer willingness to pay for only those services they use.
- o Competition in all areas of customer premise equipment sales and service which will continue to increase.
- o Advancements in telecommunications technology such as cellular radio that provide ATU with opportunities to offer new services and generate additional revenue from the local network.

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ADMINISTRATION AND REGULATION

- o Protection of ATU's position as the dominant local telephone company in Alaska while maintaining a working relationship with the Alaska Public Utilities Commission.
- o Inherent lag in the regulatory process before the Alaska Public Utilities Commission.
- o Pressures from factions of municipal management to pursue privatization of municipal utilities.
- o Municipal government policies impacting the operation of the Utility.

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<p>PLANNING ASSUMPTIONS</p> <p>The following assumptions are used in developing ATU's 1988-1993 Business Plan:</p> <p>ECONOMY</p> <ul style="list-style-type: none"> o The Anchorage economy has yet to stabilize and the general downturn will continue through 1989 with a loss of employment of 2-4% per year. <p>REGULATORY TRENDS</p> <ul style="list-style-type: none"> o The telecommunications industry will continue the trend toward deregulation with the goal to completely deregulate the industry by the mid 1990's. o Regulatory changes will produce a reduction in toll revenues of \$15-\$20 million between 1985 and 1993. New sources of revenue and increased rates for existing services coupled with increased productivity and the containment of costs will be required to offset this deficit. <p>MARKETS AND RATES</p> <ul style="list-style-type: none"> o 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 function, features, reliability and financing alternatives will be the major criteria for the commercial customer. All customers with embedded equipment, having begun their service prior to 1983, will be made an offer to purchase that equipment at net book value. o Business customers, with heavy long distance usage, will continue to by-pass the existing regulated networks. New services, such as Integrated Business Services and Cellular Mobile Radio will be actively marketed to mitigate this trend and provide new sources of revenue. o Billing and collection services that were detariffed January 1, 1987, are being marketed to both interexchange carriers, Alascom and GCI. A contract has been signed with Alascom. 		

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<ul style="list-style-type: none"> o Services formerly offered at no charge such as directory assistance will be offered at a nominal charge to offset the direct cost of production as subsidies decline. o Regulatory changes will continue to shift costs, previously covered by long distance charges, to local service requiring the filing of a local rate increase request in 1988. o 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. o Equal Access will be implemented by the fourth quarter of 1987 and will require ATU to aggressively market its services to interexchange carriers. This will necessitate a strong working relationship with these carriers. <p>BUSINESS ORGANIZATION AND EFFICIENCY</p> <ul style="list-style-type: none"> o Distributed Customer Record Information Services (DCRIS) will be further expanded in 1988 to include automated plant assignment. o The Financial Management System (FMS) will be completed in 1987 and will provide a significant management tool for effective cost control. Continued decentralization of financial authority and responsibility will occur through 1988 and beyond. o Continued emphasis will be placed upon developing a marketing, sales and service-oriented organization for both regulated and non-regulated services and products. o Emphasis will be placed on all aspects of employee training; technical, management, skills and personal development to enhance and promote customer service. o Management will attempt to negotiate the terms of the ATU-IBEW labor agreement to address productivity and performance incentives as an adjunct to the cost containment issues that face ATU in a declining economy. 		

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<ul style="list-style-type: none"><li data-bbox="220 321 1927 386">o The program to modernize ATU facilities is almost complete and the workforce is now settled in their office space.<li data-bbox="220 418 1927 483">o The Municipal government will continue to recognize and support the evolving enterprise nature of ATU.		

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Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
<div data-bbox="903 626 1260 724" data-label="Section-Header"> <p>INTRODUCTION TO DIVISION WORKPLANS</p> </div> <div data-bbox="220 781 1959 893" data-label="Text"> <p>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 measurable actions that will be done to achieve the objectives.</p> </div>		

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
<p>GENERAL MANAGER'S OFFICE</p> <p>AND</p> <p>ADMINISTRATIVE SERVICES DIVISION</p>		

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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 General Manager must direct the utility into profitable new ventures and cost containment measures that will insure the health of the utility as it is impacted by the economic recession in Anchorage and by the loss of traditional revenues due to changes in the regulatory environment.

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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DIVISION WORKPLAN - OBJECTIVES AND TASKS

GENERAL MANAGER'S OFFICE

1. DEVELOP A LONG-RANGE STRATEGIC PLAN.

- o Direct the development of a written strategic plan for the Utility.
- o Involve all levels of management in the development and implementation of the strategic plan.
- o Direct timely, periodic and consistent status sessions on financial, technological, operational, and capital plans.
- o Involve union management in business and strategic planning so that they understand and support Utility actions. Work towards reducing the "today" thinking that permeates an environment politically motivated by election campaigns.

2. PROMOTE A UTILITY WIDE EMPHASIS ON ACHIEVING CUSTOMER SATISFACTION.

- o Direct comprehensive training programs for all employees that will stress and promote service to the customer.
- o Direct targeted customer interface training to front line employees including service representatives, marketing personnel and installers.
- 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.
- o Direct the provision of buildings and other facilities that accommodate the needs of the customer.

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ANCHORAGE TELEPHONE UTILITY		1988

3. INCREASE THE EMPHASIS ON TIMELY MANAGEMENT OF REVENUES AND EXPENSES.

- o Direct the implementation of an expense reduction program that is fair and mitigates the productivity impact on the Utility.
- o Encourage revenue generation proposals and increase lobbying efforts to obtain support from municipal management, the Assembly, and the regulatory agencies.
- o Review budget variance reports on a quarterly basis and establish directives for management to follow concerning upcoming expenditures.
- o Review all requests for large expenditures in terms of less costly alternatives that may be available. Approve or disapprove these requests as appropriate.
- o Review all replacement and new personnel requests in terms of necessity. Approve or disapprove these requests as appropriate.
- o Review all travel and training expenditure requests and approve or reject as appropriate.

4. PROMOTE THE VIABILITY OF THE COMMUNICATIONS NETWORK.

- o Support cost efficient programs that maintain the viability and technical sophistication of the network.
- o Promote diversification of the products and services offered by the Utility.
- o Promote the marketing of products and services that utilize and emphasize the capabilities of the local network.

5. IMPROVE ORGANIZATIONAL EFFECTIVENESS.

- o Develop an internal organizational structure that is geared to effectively serve the customer.
- o Establish clear and unique lines of authority and responsibility for each division and communicate these to each employee.

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- o Direct the formation of a business and financial reporting system that will effectively address the need for management action in a timely manner.
- o Insure a smooth organizational implementation of DCRIS (Distributed Customer Record Information System) expansions.
- o Direct timely, consistent management staff sessions for directors to discuss critical business issues.
- o Enhance internal resources so that the need for outside consulting is reduced.
- o Using questionnaires and open forums, obtain employee feedback on the effectiveness of their organization.

6. 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.

7. 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 Promote 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 Direct formal negotiations' analysis and planning for major bargaining unit contract negotiations.

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ANCHORAGE TELEPHONE UTILITY		1988
<p>8. PROMOTE EMPLOYEE AWARENESS AND A POSITIVE WORKING ATMOSPHERE.</p> <ul style="list-style-type: none"> o Direct 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. 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>9. 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 Promote open house visitation schedules at Utility facilities for the public. 		

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

- o Monitor the regulatory issues and proceedings before the Alaska Public Utilities Commission and the Federal Communications Commission.
- o Address the non-regulatory affairs of the Utility, such as employment litigation, contracts, negotiations, and real estate issues.
- o Retain 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, warehousing, training, vehicles, facilities management and personnel.

The Management Information Services (MIS) section determines ATU computer hardware requirements based upon user defined needs and system growth. MIS is responsible for the procurement/development and maintenance of ATU software systems. MIS works with ATU users to clarify and supply their information requirements. MIS also manages the Comprehensive Electronic Office (CEO) which provides the majority of ATU employees with word processing, communications, document filing and other office automation functions.

The Material Services section insures that all equipment and materials are re-ordered and warehoused properly to insure the maximum return on investment and that internal delays are kept at a minimum. This enables the Utility to provide effective customer service.

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

Facilities Management is responsible for the maintenance and upkeep of ATU property. The appearance of ATU buildings, grounds and vehicles plays 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 Personnel Services and Training sections establish Utility personnel policy and maintain all employee records and provide career development and employee training. These are major factors in successfully fostering job satisfaction and a service attitude among employees. These sections are also responsible for developing and insuring compliance with safety standards.

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Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
<p>DIVISION WORKPLAN - OBJECTIVES AND TASKS</p> <p><u>ADMINISTRATIVE SERVICES</u></p> <p>1. MAINTAIN AND ENHANCE SOFTWARE.</p> <ul style="list-style-type: none"> o Incorporate plant records into the DCRIS service order process which will provide a total inventory and status of central office equipment. o Enhance software programs in order to meet expanding and changing business requirements in finance, marketing, engineering and administration. o Install fourth generation application development tools to reduce program development time and personnel requirements. o Promote and monitor cross-training on the various ATU computer systems in order to insure sufficient technical back-up and provide personnel with improved professional development. <p>2. IMPROVE DIRECTORY ASSISTANCE SUPPORT.</p> <ul style="list-style-type: none"> o Develop procedures and training to provide round-the-clock operational and technical support of this critical system. o Provide the directory and marketing staffs with technical support in order to identify and bill revenue generating directory services. <p>3. EXPAND AND IMPROVE OFFICE AUTOMATION CAPABILITIES.</p> <ul style="list-style-type: none"> o Upgrade and reconfigure computer hardware to support expanding requirements. Migrate Data General systems to the IBM environment and utilize the vacated resources to support office automation. o Train users in proper usage and system enhancements. o Monitor and balance the system to maintain acceptable response times. 		

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Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
<p>4. EXPAND END USER DECISION SUPPORT CAPABILITIES.</p> <ul style="list-style-type: none"> o Utilize the ATU business data base model when defining user requirements. o Acquire and install interactive decision support facilities for the end user. 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. o Monitor and refine policies and procedures defining the role of the Information Center in support of end user computing needs. <p>5. ACQUIRE A NEW FACILITY AND FLEET MAINTENANCE SYSTEM.</p> <ul style="list-style-type: none"> o Evaluate and acquire appropriate systems that will schedule, track and report on facility and equipment maintenance activities to achieve a reduction in costs and down time. o Evaluate, acquire and install an automated fueling package that will provide fuel consumption and vehicle efficiency information. <p>6. INSURE THAT THE COMPUTER RESOURCES ARE AVAILABLE TO SUPPORT ATU REQUIREMENTS.</p> <ul style="list-style-type: none"> o Monitor existing resource allocation, and 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. <p>7. DEVELOP AN EFFICIENT, ECONOMICAL INVENTORY AND PURCHASING CONTROL SYSTEM.</p> <ul style="list-style-type: none"> o Conduct studies and assist users in determining the most economical and efficient way to provide customer material needs. o Utilize an automated inventory system to establish reorder points, quantity on hand, materials in transit and/or on order, identification of obsolete or slow moving items, etc. in the interest of providing the most efficient operation possible. 		

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Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
<ul style="list-style-type: none"> o Use an automated purchasing system to evaluate the quality of vendor service. o Participate in a feasibility study to develop standard inventory that will be maintained on vehicles in order to improve inventory control and accountability. o Investigate possibilities of warehouse personnel stocking vehicles and loading staged equipment after hours. o Educate ATU users on purchasing procedures via a ATU Purchasing Handbook and classes. <p>8. REDUCE WAREHOUSE COSTS.</p> <ul style="list-style-type: none"> o Define guidelines and generate procedures to expedite the removal and disposal of surplus materials. o Store inventory at vendor facilities. Coordinate with various major vendors, having local offices, the possibility of establishing a material "pipe line". o Wherever possible, standardize similar commodities and arrange for annual bids. <p>9. PROVIDE REPRODUCTION AND COURIER SERVICES.</p> <ul style="list-style-type: none"> o Conduct a study to determine reproduction requirements. o Consolidate mail pick-up and drop-off points. <p>10. CONTINUE PROJECT MANAGEMENT ADMINISTRATION.</p> <ul style="list-style-type: none"> o Support managers involved in major projects with resource and cost control analyses. o Maintain reporting and briefing room. <p>11. PERFORM BULK MAILING AND UTILITY BILLING.</p> <ul style="list-style-type: none"> o Establish contingency plan for utility bill statement mailing in the event of mechanical failure. 		

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Utility	Division	Budget Year
ANCHORAGE TELEPHONE UTILITY		1988
<ul style="list-style-type: none"> o Initiate preventive maintenance program for mail operations equipment. o Resolve the problem of static electricity on the inserter. <p>12. REDUCE VEHICLE MAINTENANCE COSTS.</p> <ul style="list-style-type: none"> o Work with Finance to determine appropriate and accurate overhead charges. o Review procedures for purchasing, usage and control of supplies and minor equipment. o Maintain a vehicle pool and assign vehicles based on utilization. o Expand preventive maintenance program to encompass all vehicles. Include scheduled and non-scheduled maintenance activities when analyzing a vehicle's history. o Automate single purpose manual records. <p>13. 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. <p>14. PROCURE NEW AND REPLACEMENT VEHICLES.</p> <ul style="list-style-type: none"> o Work with user to determine exact specifications required. o Continue to standardize, down-size and convert to diesel power when feasible. o Convert new vehicles to standard off-white color versus the existing ATU blue, which must be special ordered. 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. 		

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Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
<p>15. INSURE ALL REQUIRED VEHICLES COMPLY WITH I/M PROGRAM.</p> <ul style="list-style-type: none"> o Train personnel in program requirements and procedures. o Inspect vehicles on time and maintain records to insure continued certification. <p>16. IMPROVE BIDDING PROCESS AND ADMINISTRATION OF SERVICE CONTRACTS.</p> <ul style="list-style-type: none"> o Automate tracking and enhance performance criteria of service contracts. o Define guidelines and generate procedures for administering service contracts. <p>17. ANALYZE AND EVALUATE RADIO COMMUNICATIONS SYSTEMS.</p> <ul style="list-style-type: none"> o Evaluate the existing radio communication equipment, the alternatives and select the most efficient and economical service. <p>18. REDUCE BUILDING AND MAINTENANCE COSTS.</p> <ul style="list-style-type: none"> o Develop preventive maintenance program. o Enhance supply and material controls. o Certify journeymen in specific trades in order to increase self-sufficiency. o Initiate a space study program that will identify future utility needs. o Automate original drawings of all ATU facilities and maintain as-builts for all buildings. <p>19. CONDUCT ALL EMPLOYEE AND LABOR RELATIONS ACTIVITIES IN A MANNER DESIGNED TO MAXIMIZE HUMAN RESOURCES AND INSURE COMPLIANCE WITH THE LABOR AGREEMENT AND MUNICIPAL PERSONNEL RULES.</p> <ul style="list-style-type: none"> o Monitor recruitment and promotional activities to insure fairness and compliance with established procedures and labor contracts. Insure timely recruitment of qualified applicants. 		

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
<ul style="list-style-type: none"> o Provide for equitable resolution of labor grievances, OEO complaints and civil litigation. o Coach and assist supervisory personnel in employee disciplinary actions. o Perform job analysis to insure job descriptions are accurate and appropriate. o Participate in labor productivity and contract negotiations. o Administer the compensation and pay progression programs. o Maintain accurate personnel and training records. <p>20. MONITOR AND SUPPORT SAFETY COMPLIANCE PROGRAMS.</p> <ul style="list-style-type: none"> o Inspect work areas and job performance to insure safe and healthy working conditions and compliance with regulatory rules and regulations. o Conduct safety and first aid training and raise employee safety awareness. o Streamline the reporting of and response to unsafe conditions or work practices. o Institute a safety award program to stimulate interest. o Investigate the cause of all accidents and take corrective action to preclude reoccurrence. o Increase emphasis on Workers' Compensation loss control by timely investigation of accidents, tracking employees who are on supplemental benefits, and vigorous efforts to return the employee to modified or 100% work. <p>21. DEVELOP A TRAINING INFORMATION SYSTEM.</p> <ul style="list-style-type: none"> o Report on individual, section and division training activity for the purpose of human resource planning and budgeting. o Provide projected training requirements based on current year's activity. 		

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
<p>22. DEVELOP TRAINING PROGRAMS.</p> <ul style="list-style-type: none"> o Promote individual development planning. <ul style="list-style-type: none"> - Complete ATU wide implementation of individual development planning process. Incorporate the individual plans into a human resource development plan. - Train supervisors in the process of developing plans for employees. - Improve the format for development plan profiles. o Pursue supervisory/Management development. <ul style="list-style-type: none"> - Operate completed supervisory development curriculum. - Expand special management development curriculum. - Implement special reports for supervisory/management development. o Enhance technical development. <ul style="list-style-type: none"> - Continue to provide full range of SL-1 training both on and off-site with expansion of on-site training capabilities. - Support IBS service line training. - Expand on-site DMS training offerings. - Implement Technical Center concept, offering training to other communication organizations in the state. - Complete implementation and action as necessary of ATU Technical Training Center. 		

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Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
<ul style="list-style-type: none"> o Foster professional development. <ul style="list-style-type: none"> - Offer a broad range of professional development programs. - Establish and offer regular programs on an ATU video education network linked to all facilities. <p>23. ENHANCE PROGRAMS FOR ORGANIZATION COMMUNICATIONS.</p> <ul style="list-style-type: none"> o Continue program of "All Employees" meetings, "All Management" meetings and other programs as needed to provide direct communications. o Use video technology to better distribute information to the various work sites. <p>24. DEVELOP A PROGRAM FOR ORGANIZATION DEVELOPMENT.</p> <ul style="list-style-type: none"> o Complete Training Standards/Standards of Performance programs in all ATU divisions. o Continue support of organization development efforts by providing direct support for goal setting, team building, and other issues as identified by ATU agencies. <p>25. DEVELOP PROGRAMS TO MEET THE CHANGING REQUIREMENT OF THE UTILITY.</p> <ul style="list-style-type: none"> o Develop in-house courses as necessary to meet ATU needs as they change and develop. o Develop complete programs that include materials development, course design, and audio visuals development to include video production. o Develop internal "line" instructors to provide training in their areas of expertise as a part of the job function. 		

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Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
<p style="text-align: center;">UTILITY SERVICES DIVISION</p>		

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Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
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ANCHORAGE TELEPHONE UTILITY - DIVISION OVERVIEW

UTILITY SERVICES

Utility Services Division has the responsibility for direct customer interface. Employees in this division deal with customers every day and directly affect ATU's goal of providing prompt, efficient, and courteous service to customers. This division initiates customer service; bills the customer; performs installation and maintenance services; sells, leases and rents customer premise equipment; publishes and distributes the telephone directory; provides operator assistance services; and manages the coin and coinless public telephones throughout the city.

The Business Center is responsible for customer interface. This section initiates telephone service, bills and receives payment from customers, coordinates repair activities, and terminates telephone services. The DCRIS system, implemented in 1987, has increased the Business Center's ability to respond to and interact with customers.

Installation and Maintenance insures that customers receive timely installation of telephone services once they request this from the Business Center. These sections also repair and maintain customer premise equipment.

Marketing and Sales sell and promote ATU products and services. This section focuses on providing telecommunications solutions to its customers; such as consultation on customer requirements and customer instruction. Marketing and Sales monitor and analyze customer demand to insure that ATU service offerings are consistent with customer needs.

The Directory Services group, in conjunction with GTE Yellow Pages company, publishes and distributes the Anchorage Telephone directory. In addition, this section is responsible for all yellow page advertising.

Operator Services provides customer directory assistance for Anchorage and most other communities in the State of Alaska.

The Coin Phone unit operates and maintains public telephones. This section continually monitors customer needs and installs new public telephones where needed.

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DIVISION WORKPLAN - OBJECTIVES AND TASKS**UTILITY SERVICES****1. INCREASE REVENUES GENERATED BY EXISTING PRODUCTS AND SERVICES.**

- o Establish revenue goals for each existing product and service and communicate this information to the entire sales staff.
- o Develop specific marketing plans and strategies for each service offering.
- o Monitor performance of each product and service line and compare to plan.
- o Implement the Multi-Lines Sales Plan developed in 1987 and complete the plan to handle disposal of obsolete equipment returned to ATU.
- o Introduce charging for Directory Assistance services.
 - Develop pricing schedule and customer education plan.
 - Obtain Administration, Assembly and APUC approval.
- o Continue to enhance market research studies and strategies to successfully compete with non-wireline cellular and other radio telephone service providers.
 - Aggressively market cellular services during its first full year of operation.
 - Assess radio coverage for future cell site augmentation.
 - Monitor traffic and system performance and schedule appropriate adjustments and modifications.

2. GENERATE ADDITIONAL REVENUES FROM NEW PRODUCTS AND SERVICES.

- o Investigate new service offerings on a timely basis.

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<ul style="list-style-type: none"> o Develop market strategy for future network-based services. <ul style="list-style-type: none"> - Develop marketing forecasts for network-based services; i.e., DDS, DACS, IBS, Data Path. - Train Marketing and Sales staff on the capabilities/benefits of network services. - Work with Rates and Tariffs to develop competitive and compensatory tariffs. o Sell selected information extracted from the directory data base. <ul style="list-style-type: none"> - Identify targeted markets. - Identify internal resources required to provide this service. - Develop marketing plan and price struture. o Publish and sell internal phone directories to federal, state, and local governments, and large companies. <ul style="list-style-type: none"> - Determine target markets excluding those currently being served by GTE. - Develop pricing structure and additional resource requirements. - Prepare proposals offering the new service and actively market. o Provide audiotext "voice mail"/messenger services. <ul style="list-style-type: none"> - Determine target markets, price structure, and marketing plan. o Provide a "talking yellow page" service. <ul style="list-style-type: none"> - Determine target markets, price structure, and marketing plan. 		

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3. INCREASE THE USEFULNESS OF THE TELEPHONE DIRECTORY TO CUSTOMERS.

- o Publish and distribute only the number of telephone directories required by customers.
- o Separate the 1988 telephone directory into three books: one white pages and two yellow pages.
- o Prepare special printed directories and mailing lists that can be sold to the public and will improve internal operating capabilities.
- o Update and publish the "white pages" of the directory twice a year using the most "cost effective" approach.
- o Implement a directory assistance charge plan for 411 calls.
- o Implement a co-op yellow page advertising research program that can help business customers identify and take advantage of approximately \$2 million in free advertising reserved by the manufacturer for distributors in Alaska.
- o Implement a special directory promoting businesses offering Senior Citizen discounts.

4. INSTALL A PERSONALIZED RESPONSE SYSTEM FOR OPERATORS TO INCREASE PRODUCTIVITY LEVEL AND REDUCE STRESS.

- o Provide for automated personal recording of operators' voices.
- o Develop plan to obtain operator acceptance of the new system.
- o Purchase the software; record messages.
- o Implement the new system.

5. INCREASE THE EFFECTIVENESS OF MARKETING AND SALES STAFF.

- o Thoroughly train AEs and AAEs on how to identify customer requirements and offer customers "solutions" to telecommunications requirements.

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<ul style="list-style-type: none"> o Train AEs and AAEs on benefits and shortcomings of competitors' product offerings. o Negotiate with union representatives to amend work and compensation plans for Marketing and Sales personnel. o Introduce changes to the Municipal Code, Personnel Rules, and other requirements to allow for incentive programs. o Develop adequate measurement tools to evaluate performance. o Develop internal accounting programs for calculating compensation programs. <p>6. CONTINUE TO UPDATE AND MODIFY THE BUSINESS OFFICE OPERATIONS TO MAINTAIN AND IMPROVE CUSTOMER SERVICE.</p> <ul style="list-style-type: none"> o Continue training of DCRIS Specialists so that the customer will have to deal with only one person when conducting basic ATU business. o Establish and implement quality of service standards for DCRIS Specialists. o Review and analyze workforce requirements after full implementation of DCRIS. o Integrate new service requests, service enhancements, billing activities, and credit verification with DCRIS. <p>7. ENHANCE PUBLIC AWARENESS PROGRAM PERTAINING TO COIN TELEPHONES.</p> <ul style="list-style-type: none"> o Continue to improve appearance and implement public awareness posters. o Conduct market survey to determine coin telephone markets within the Anchorage area. o Increase station installations where needed. o Review product lines and future technology to determine which products are feasible to market to meet anticipated demands. o Enhance handicap coin phone programs. 		

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<p data-bbox="233 345 1276 375">8. PRESERVE COIN PHONE REVENUE IN A DECLINING ECONOMY.</p> <ul data-bbox="310 407 1373 824" style="list-style-type: none"><li data-bbox="310 407 1031 436">o Advertise ATU services in booths.<li data-bbox="310 472 1373 501">o Change lumination to lower voltage where practical.<li data-bbox="310 537 1031 566">o Install new luminated quad signs.<li data-bbox="310 602 1184 631">o Investigate local coin overtime charging.<li data-bbox="310 667 1262 696">o Study existing locations for maximum utility.<li data-bbox="310 732 1150 761">o Install drive-up phones where possible.<li data-bbox="310 797 1167 826">o Maintain coin service on military bases. <p data-bbox="233 857 1339 886">9. INCREASE PRODUCTIVITY IN THE COIN ADMINISTRATION AREA.</p> <ul data-bbox="310 919 1948 1239" style="list-style-type: none"><li data-bbox="310 919 1948 984">o Analyze, define, and prepare new programs with various support groups to improve internal procedures and cost containment.<li data-bbox="310 1016 1415 1045">o Decrease subscriber trouble reports per/100 stations.<li data-bbox="310 1078 1719 1107">o Maintain existing counting procedures in 1988 coin counting contract.<li data-bbox="310 1143 1325 1172">o Take advantage of new technology as it develops.<li data-bbox="310 1208 1209 1237">o Reduce overall station installation costs.		

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Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
<p style="text-align: center;">NETWORK SERVICES DIVISION</p>		

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ANCHORAGE TELEPHONE UTILITY - DIVISION OVERVIEW

NETWORK SERVICES

The Network Services division has the responsibility to engineer, build, and maintain the telecommunications network operated by the Anchorage Telephone Utility. This network is comprised of twelve central office switching systems and the cabling and trunking that interconnects them, called the outside plant distribution system. ATU is certified by the State of Alaska to provide local communications service in the Anchorage Bowl Area. Through this regulatory review process, coupled with the accessibility afforded by public ownership through the Municipality of Anchorage, ATU has maintained a consistent policy to provide a technically superior system for use by its customers. The men and women of Network Services have designed and built one of the first fully digital exchange networks in the nation and have pioneered the cold weather use of lightwave fiber distribution systems.

The technology of the future, which this division is planning for today, will provide faster and more reliable transmission of both voice and data signals. Virtually all types of customers will be afforded the opportunity to enjoy these services. The emergence of the Integrated Services Digital Network on an international basis will bring both voice and data capability to the entire network and utilize a majority of the fixed facilities already in place. Mobility options will become more attractive. Cellular mobile radio service, available now in Anchorage, is the first step towards changing the concept of calling a location to that of reaching a person, regardless of where that person may be.

Network Services is organized with four major management areas. Administration includes the Director's office and Cost Center Management. Switching Services is comprised of Central Office Engineering, Installation and Maintenance, along with Network Engineering and Planning. Outside Plant Engineering includes the forces responsible for planning and engineering the distribution system portion of the network. Construction Services is charged with the responsibility to build and maintain the distribution network.

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<p>DIVISION WORKPLAN - OBJECTIVES AND TASKS</p> <p><u>NETWORK SERVICES</u></p> <ol style="list-style-type: none"> 1. INCREASE EFFICIENCY THROUGH OPEN AND FREQUENT COMMUNICATION ON BUSINESS ISSUES. <ul style="list-style-type: none"> o Relay daily information from the General Manager's and Directors' staff meetings to managers, supervisors, and foremen. o Solicit employee suggestions for division improvements, and discuss on a quarterly basis. o Distribute published Municipality of Anchorage and Anchorage Telephone Utility newsletters and memos to all employees. 2. SUPPORT FORMAL PROJECT MANAGEMENT. <ul style="list-style-type: none"> o Establish internal policy on the use of formal project management criteria for major capital projects. o Provide periodic and consistent management review of schedule and budget performance using the project management system. o Insure that all affected employees are knowledgeable of the project management system operation and advantages. 3. PROMOTE MUNICIPALITY OF ANCHORAGE AND ATU SAFETY PROGRAMS. <ul style="list-style-type: none"> o Participate in the establishment of cost effective safety practices and policies. o Monitor and insure safety practices are adhered to for the protection of employees and equipment. o Insure safety training classes are available and provided to all affected employees. o Provide protective equipment as required. 		

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<p>4. SUPPORT THE ATU EDUCATIONAL DEVELOPMENT PROGRAM.</p> <ul style="list-style-type: none"> o Encourage employee participation in the ATU career development program. o Promote opportunities for employees that increase their skill level through education and training. o Promote awareness of new technology through active support of technical training programs. o Increase professionalism at all levels by setting performance and training standards. <p>5. SUPPORT COST CONTAINMENT AND INCREASED EFFICIENCY THROUGH THE ACTIVE USE OF COMPANY AUTOMATED INFORMATION SYSTEMS.</p> <ul style="list-style-type: none"> o Support the implementation of phase II of the DCRIS (Distributed Customer Records Information System) project. o Provide input and support for the training of division personnel on the use of the new Financial Management System (FMS). o Provide timely feedback to management regarding budget variances as reported through FMS. <p>6. REVISE AND DEVELOP FUNCTIONAL JOB DESCRIPTIONS.</p> <ul style="list-style-type: none"> o Compare job descriptions with functions actually performed and revise existing descriptions where needed. o Develop job descriptions for new positions not currently evaluated. o Obtain necessary approvals. o Meet with each employee to discuss their job description and explain the performance criteria expected. 		

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<p>7. ESTABLISH AN INTERNAL AUTOMATED WORK SCHEDULING AND REPORTING SYSTEM TO MINIMIZE COSTS AND INCREASE EFFICIENCY.</p> <ul style="list-style-type: none"> o Form a central office task group to establish system requirements. o Review and update current asset accounting practices. o Develop an effective inter-departmental coordination plan for capital projects to eliminate redundant activity and increase communication. o Train personnel and implement the system. <p>8. ESTABLISH EMERGENCY ACTION PROGRAMS AT EACH WIRE CENTER.</p> <ul style="list-style-type: none"> o Coordinate the implementation of the new Emergency Action Manual with the ATU Safety Office. o Implement the emergency action procedures at each wire center, insuring all affected personnel are properly trained. o Obtain current updates from the Safety Office on a regular basis. o Confer with equipment manufacturers regularly to discuss safety problems with each type of equipment. <p>9. DEVELOP REPORTING SYSTEMS FOR THE QUALITY ASSURANCE PROGRAM.</p> <ul style="list-style-type: none"> o Establish quality assurance reporting standards. o Develop reporting systems to complement reporting standards. o Implement an aggressive follow-up quality improvement program. <p>10. PROVIDE TECHNICAL EVALUATION OF NEW SERVICE OFFERINGS TO MARKETING.</p> <ul style="list-style-type: none"> o Identify and engineer advanced telecommunications services through the switched network as they become available. 		

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<p>o Provide timely technical evaluations of proposed new offerings.</p> <p>11. IMPROVE THE TECHNICAL LIBRARY AND RESEARCH CENTER.</p> <p>o Consolidate and centralize technical publications and documents and provide for ease of reference.</p> <p>o Establish selection criteria for major equipment purchases emphasizing efficiency and cost effectiveness.</p> <p>o Distribute the latest technical data to all affected personnel on a routine and consistant basis.</p> <p>12. EVALUATE THE EFFECTIVENESS OF USING REMOTE SUBSCRIBER LINE AND CARRIER MODULES (RLCM).</p> <p>o Conduct engineering economic selection studies on available equipment.</p> <p>o Implement the new services not available today due to outside plant constraints.</p> <p>o Establish "Carrier Serving Areas" (CSA) to be served by RLCM to optimize total plant investments and subscriber demand and growth.</p> <p>o Develop design criteria for the placement of remote modules concurrent with practices to support fiber optic hubs which will facilitate these new type services.</p> <p>13. ENGINEER AND INSTALL DIGITAL DATA SERVICES.</p> <p>o Identify customer requirements, architectures, and protocols from marketing forecasts.</p> <p>o Design the hardware and software configuration to provide the level of required service.</p> <p>o Procure equipment and install Digital Data Services.</p>		

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<p>14. ENGINEER AND PROVIDE FOR THE GROWTH OF INTEGRATED BUSINESS SERVICES UTILIZING MERIDIAN DIGITAL CENTREX (MDC).</p> <ul style="list-style-type: none"> o Evaluate demand studies provided by marketing. o Design the hardware and software configuration to provide for the demand. o Procure and install the required equipment for the evolving network offerings. o Provide technical support to the rates and tariffs specialists to ensure timely development of tariffs. <p>15. ENGINEER AND PROVIDE FOR THE EXPANDED APPLICATION OF LIGHTWAVE FIBER OPTIC TRANSMISSION SYSTEMS.</p> <ul style="list-style-type: none"> o Increase the installation of fiber optics within and between wire centers and to customer locations in both the switched and private point to point local area networks. o Develop the expanded use of fiber optics, identifying priority areas and applications that will support remote switching modules. o Coordinate design with outside plant engineering and construction, along with marketing personnel. <p>16. ENGINEER CENTRAL OFFICE EQUAL ACCESS CAPABILITIES FOR INTER-EXCHANGE CARRIERS.</p> <ul style="list-style-type: none"> o Engineer and install new equipment and software required to maintain equal access to all interexchange carriers. <p>17. PROMOTE AND IMPLEMENT DYNAMIC NETWORK ARCHITECTURE.</p> <ul style="list-style-type: none"> o Evaluate the progress of the international movement towards the establishment of an Integrated Services Digital Network (ISDN) and advise management of action necessary at ATU to support this system architecture at a reasonable cost. o Support the adoption of Signaling System 7 that will enable the implementation of ISDN and provide an international standard. 		

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- o Support Electronic Switched Network (ESN)

18. IMPROVE EFFICIENCY AND TECHNICAL KNOWLEDGE OF CENTRAL OFFICE INSTALLATION FORCES.

- o Prepare formal written policies, procedures and standards for installation of equipment at all central offices.
- o Increase opportunity for technical training in new digital equipment technology.
- o Prepare written safety standards and implement procedures to insure compliance.
- o Prepare timely and periodic management reports to highlight areas of concern particularly in the areas of cost control, safety, and quality control.
- o Increase effectiveness of interfaces with engineering groups to insure more efficiency in the implementation of engineering designs.

19. REDUCE CENTRAL OFFICE RELATED SUBSCRIBER TROUBLE REPORTS.

- o Provide training for maintenance personnel to recognize and prevent damage to printed circuit packs caused by static electricity.
- o Acquire software to generate periodic central office performance reports.

20. IMPROVE OPERATIONAL CHARACTERISTICS OF THE PRIVATE LINE TESTBOARD UNIT.

- o Acquire advanced facilities to better test circuits that provide non-switched services.
- o Provide advanced training in data circuit operation and maintenance.

21. IMPROVE ALARM SYSTEM AND CENTRAL OFFICE SITE SECURITY.

- o Implement expanded remote alarm system to monitor site parameters.
- o Establish and enforce "need to enter" security policy.

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<p>22. PROVIDE TIMELY AND ACCURATE ADMINISTRATIVE AND MANAGERIAL REPORTS ON THE OPERATION OF SWITCHING SYSTEMS.</p> <ul style="list-style-type: none"> o Review methods and procedures and revise as required to increase operational efficiency. o Acquire software for managerial report processing. o Transfer data collection and report processing to larger mainframe computer units. o Provide technical training to insure required skill levels are available. <p>23. PROVIDE TECHNICAL SUPPORT TO UTILITY SERVICES.</p> <ul style="list-style-type: none"> o Conduct traffic studies to determine customer trunking needs. o Provide engineering services to support customer requirements. o Provide technical training to insure staff is familiar with the latest technology. <p>24. IMPROVE SERVICE QUALITY OF THE NETWORK.</p> <ul style="list-style-type: none"> o Increase the frequency of reporting and analysis of trunk utilization and switch operational measurements to more timely identification of potential problem areas. o Continue the program to rearrange and/or move existing equipment rather than purchasing additional hardware in order to curtail costs while maintaining system quality. <p>25. PROVIDE ENGINEERING SUPPORT FOR THE DCRIS PHASE II IMPLEMENTATION.</p> <ul style="list-style-type: none"> o Help develop DCRIS Phase II transition plan, criteria and schedules. o Provide DCRIS structure load input. o Assist where needed as defined by the DCRIS implementation team. 		

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<p>26. CONTINUE IMPLEMENTATION AND DEVELOPMENT OF LONG RANGE OUTSIDE PLANT PLANNING PROGRAM (LROPP).</p> <ul style="list-style-type: none"> o Proceed with establishing "Exchange Feeder Route Analysis Plans" for all wire centers. o Develop and document the most economical feeder network configuration. o Establish Outside Plant Program Maps for all wire centers. o Separate the wire centers into documented distribution areas and move towards the implementation of the "Dedicated Plant Concept." o Expand the long range forecasts to a total network planning function with interaction to other functional responsibilities. o Establish a data base to improve the efficiency and administration of the capital budget documents. o Review all plans and work orders to assure adherence to current economic policies. o Identify and document potential "Carrier Serving Areas." o Provide training and direction to the Engineering Personnel in the areas of the "Serving Area Concept" and implementation of the "Long Range Outside Plant Plan." <p>27. IMPLEMENT A TELEPHONE GEOGRAPHIC INFORMATION SYSTEM (TGIS).</p> <ul style="list-style-type: none"> o Develop and implement a "Payback Plan" which will evaluate the economic impact as opposed to the expected benefits that the proposed TGIS system will provide. o Prepare a request for proposal (RFP) for TGIS hardware and software acquisition. <p>28. CONTINUE ATU PARTICIPATION IN DIG SAFE, LTD.</p> <ul style="list-style-type: none"> o Develop methods and procedures to insure a smooth transition to the Anchorage Regional Cable Locating "ONE-CALL CENTER." 		

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<ul style="list-style-type: none"> o Convert ATU'S cable locating operation to the Dig Safe Ltd. contract locating service. o Reduce ATU's financial participation in Dig Safe, Ltd. by encouraging promotional efforts toward non-participating Utilities and Excavating Companies. <p>29. IMPROVE CAPACITY OF EXISTING OUTSIDE PLANT CABLES.</p> <ul style="list-style-type: none"> o Test all existing cables to identify integrity. o Continue "bad pair" recovery program. o Train personnel in the latest methods and technology. o Obtain and/or replace test equipment. o Monitor and maintain cable pressurization program. o Coordinate programs with OSP Engineering to enhance existing and future plant. <p>30. AUTOMATE 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 distribution planning. o Establish training to use tracking system to its full advantage. 		

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31. IMPROVE PRODUCTIVITY AND EFFICIENCY OF WORK FORCE.

- o Monitor industry standards and information on more efficient and improved construction equipment and techniques.
- o Finish design of new Cable Trouble Analysis System (CTAS).
- o Complete design of computerized network of track clearances for house moves.
- o Improve standards of inspection and quality control of all contracted services.
- o Establish criteria for better presentation and understanding of work orders.
- o Promote industrial safety training.
- o Define Municipality of Anchorage/Utility procedures and construction specifications.
- o Continue to establish and standardize various standard operating procedures.

32. GUARANTEE INTEGRITY OF NEW OUTSIDE PLANT.

- 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 findings to Outside Plant Engineering to assist in their long range planning.

33. LOWER MAINTENANCE COSTS WITHIN SUBDIVISIONS.

- o Construct facilities that more closely reflect the actual conditions and requirements of new subdivision agreements.

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<ul style="list-style-type: none">o Improve communications with subdivision developers and document verbal agreements.o Place more emphasis on enforcing municipal and ATU specification standards.o Develop micro computer data base applications to provide timely and detail subdivision project accounting so that better utilization of workforce and material resources can be obtained.		

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Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
<p data-bbox="903 893 1218 974">FINANCE SERVICES DIVISION</p>		

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ANCHORAGE TELEPHONE UTILITY - DIVISION OVERVIEW

FINANCE SERVICES

Finance Services Division is responsible for promoting the financial integrity and reporting the economic status of the utility. This objective will be greatly enhanced by the Financial Management System (FMS) implemented in late 1987. The division is composed of a Controller, General and Revenue Accounting, Plant and Cost Accounting, Financial Systems Administration, Financial Planning & Budgets, Regulatory Affairs and Contract Administration.

The General and Plant Accounting sections collect and account for the financial activities of ATU by preparing detailed financial statements that report on the state of the business. The Financial Systems Administration section oversees the development and operation of financial systems for the Utility. This section also coordinates development of policies and procedures in accounting and financial management in order to insure adequate internal controls over all accounting and finance activities. Other responsibilities that report to the controller include payroll processing and accounts payable functions.

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. This section also prepares the written business and strategic plans for the utility, and examines 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.

Contract Administration provides control and review of all contract services.

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<p>DIVISION WORKPLAN - OBJECTIVES AND TASKS</p> <p><u>FINANCE SERVICES</u></p> <p>1. MAINTAIN AND ENHANCE INTEGRATED ACCOUNTING SYSTEM.</p> <ul style="list-style-type: none"> o Oversee the continual development and modification of the Financial Management System. o Develop additional accounting report formats that utilize the new Financial Management System. o Update and maintain general accounting procedures. o Continue to train Utility personnel on interfaces with the new accounting system (utilization of input forms, report usage, etc), and account code usage. o Update and maintain an accounts receivable tracking system. <ul style="list-style-type: none"> - Review the current revenue accounting of financial leases, reimbursable work orders and other non-standard bills and identify problem areas. - Maintain the Charge-Off System that tracks accounts receivable charge-off assigned to collection agency/attorney. - Update and maintain collection system. - Modify and maintain DCRIS Deposit System. o Maintain a payroll system that insures all employees are paid accurately, with proper authority and in compliance with established policies, procedures, and labor agreements. o Develop a new code structure that will comply with the new Federal Communications Commission Uniform System of Accounts - Part 32 and integrate with the ATU Financial Management System. 		

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- o Modify the overhead allocation system to comply with the provisions of the FCC Uniform System of Accounts - Part 32.
- o Enhance cost accounting through development of additional reports that fully utilize the new Financial Management System.
- o Continue to develop and modify the new Accounts Payable system which will give ATU control over all aspects of Accounts Payable up to processing the disbursement of checks.
- o Implement new account coding that will track expenditures (labor, supplies, consulting, etc) at the section level to improve the budget variance reporting and management control.

2. PROVIDE ACCURATE AND TIMELY FINANCIAL AND ACCOUNTING INFORMATION.

- o Maintain and update an accounting manual.
- o Provide training on the new FCC Uniform System of Accounts - Part 32 to be implemented in 1988.
- o Develop monthly station apparatus inventory procedures.
- o Formalize accounting data input controls and procedures.
- o Update labor rate studies.
- o Enhance inventory accounting.
 - Maintain and enhance major and minor material inventory procedures.
 - Maintain and enhance procedures to incorporate or write off inventory in the general ledger.
- o Implement a procedure to enhance the accuracy and timeliness of Continuing Property Record (CPR) information.
- o Present a formal quarterly business review to management.

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<ul style="list-style-type: none"> - Compare financial performance to plan on a periodic and routine basis. - Monitor and report variable and non-variable expenditures so that management can review and adjust future cost outlays as appropriate. - Present routine long range forecasts of revenues, expenses and cash requirements. <ul style="list-style-type: none"> o Establish capital expenditure approval procedures. <p>3. DEVELOP TIMELY BUSINESS PLANS AND BUDGETS, AND PROVIDE SPECIAL FINANCIAL ANALYSIS AND REPORTING.</p> <ul style="list-style-type: none"> o Implement a series of budget variance reports for both operations and capital at the section level to enhance management accountability and control. o Quantify financial impact of ATU policy and strategy issues and present to management. o Coordinate divisional input to the annual business plan and budget process. o Produce the annual business plan, operating and capital budgets. o Coordinate management review and approval of the business plan and related budgets. o Develop and implement long range financial forecasts and reports. <p>4. EDUCATE ATU PERSONNEL ON REGULATORY ISSUES.</p> <ul style="list-style-type: none"> o Maintain timely analysis of dockets; propose and file changes in statutes, regulations and ordinances. o Design classes and conduct training on regulatory matters, tariffs, accounting and cost separation procedures. 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. 		

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Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
<p>5. DETERMINE AND DEVELOP AVAILABLE REGULATED REVENUE SOURCES.</p> <ul style="list-style-type: none"> o Monitor and update interim settlements for intrastate toll settlements. o Develop rates for all new services offered by ATU. o Implement Part 69 of the FCC Rules and Regulations for determination of access charges. <p>6. ADEQUATELY RESPOND TO FEDERAL AND STATE REGULATORY DECISIONS.</p> <ul style="list-style-type: none"> o Provide central interface for correspondence and distribution of information from outside legal counsel. o Monitor federal and state regulatory proceedings. o Prepare and distribute report detailing current federal and state regulatory proceedings. o Continue interstate tariff and cost support filings. o Conduct activities required for equal access. 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 required due to the detariffing of installation and maintenance of inside wiring. o Revise local tariffs as required. o Prepare and file tariff on Integrated Business Service (IBS). o Rewrite local operating tariff. 		

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<ul style="list-style-type: none"> o Assist in the completion of regulatory obligations from the Embedded CPE Sales Plan. o Design and implement financial system modifications necessary to comply with changes in regulatory requirements. <p>7. MAINTAIN CARRIER ACCESS AND BILLING SYSTEM (CABS).</p> <ul style="list-style-type: none"> o Bill a continually increasing number of Interexchange Carriers for Switched Access to the ATU local network. o Bill customers for Special Access Circuits (Interstate Private Lines). o Maintain tariff rate database for both Switched and Special Access. o Develop and maintain surrogate factor database for computing access minutes of use. o Maintain Special Access circuit database. o Coordinate Interexchange Carrier and CPA audits of CABS. o Coordinate and implement revisions to CABS for Equal Access. o Prepare monthly reports to management on changes to regulated revenues. o Administer Tape Distribution Control, to verify the exchange of billing and CABS Tapes between the Interexchange Carriers and ATU. <p>8. MONITOR AND COORDINATE THE PREPARATION AND FILING OF A LOCAL RATE CASE PROCESS.</p> <ul style="list-style-type: none"> o Assist and monitor the development of jurisdictional revenue requirements. o Assist and monitor cost of capital determinations. o Assist and monitor the development of the rate design. o Provide testimony both prefile and during hearings for designated portions of the rate case. 		

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Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
<p>9. PREPARE JURISDICTIONAL COST SEPARATION STUDIES.</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). o Prepare the 1987 cost study. o Define and prepare various scenarios of cost reimbursement based on FCC and APUC actions. o Prepare connecting intrastate interexchange carrier and budgetary levels of intrastate interim settlements. o Prepare budgetary forecasts of interstate access charge revenues. <p>10. REVIEW AND CONTROL UTILITY CONTRACTS.</p> <ul style="list-style-type: none"> o Review all Request for Proposals (RFP's) for consistency and procedure compliance. 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 federal contracts as required. o Prepare uniform contract guidelines. o Review all new contracts for consistency of format and compliance with uniform contract guidelines. o Identify and index all ATU customer and supplier contracts. 		

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
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11. ANALYZE AND ADVISE MANAGEMENT ON FINANCIAL IMPLICATIONS OF ALTERNATIVES FACING THE UTILITY.

- o Provide management with financial evaluations of new and existing services.
 - Provide qualitative and quantitative analysis of each service line as required.
 - Provide financial statements for new ventures.
- o Assist marketing in determining and establishing service prices that are cost based.
- o Inform management of the financial impact of proposed regulatory actions.
- o Provide management with continual information on the changes in the telecommunication industry that could impact new ventures.

12. DEVELOP PROGRAM TO ANALYZE OPERATIONAL METHODS TO PROMOTE EFFICIENCY AND CONTROL COSTS.

- o Review existing management methods, utility wide, and recommend improvements that streamline procedures and reduce redundancies.
- o Develop and implement a system to measure productivity, performance, and responsibility accounting.
- o Conduct internal control and procedure compliance studies.
- o Complete special analyses and projects as requested.

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division						Budget Year 1988
<u>WORKFORCE PROJECTION</u>							
	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>
Utility Services	613	520	484	472	438	428	395
Network Services	177	171	162	159	150	148	140
Administrative Services	156	140	136	135	132	131	129
Finance Services	61	54	53	53	53	52	52
Total	1,007	885	835	819	773	759	716
Executive	26	22					
Non-Represented	217	201					
Represented (IBEW)	764	662					

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
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1988 BUDGET ASSUMPTIONS**SALARIES AND WAGES**

Wages and salary rates are projected at current levels for both union and non union personnel. This will require the extension of the IBEW contract increase deferral agreement. Expenditures for salaries and wages will be reduced through the layoff of 49 regular positions and the reduction of 76 temporary positions in 1987 along with a planned reduction in compensable hours worked from 40 to 37.5 per week for all union and non union personnel. If the required concessions to achieve this are not attainable, an additional 73 regular positions will be eliminated.

BENEFITS

Benefits will be calculated at 40% of annual base wages. The figure is based upon the experience for 1986 adjusted for known increases in FICA and unemployment insurance payments. Assumed in the calculation is an average vacation usage of three weeks per employee.

RATE INCREASES

In 1987, ATU requested the APUC to suspend an order to reduce current rates by \$2.73 per month for inside wiring. The operating plan assumes ATU will retain these charges in existing rates. A formal rate case will be filed in 1988 asking for a local service rate increase above the current level. It is expected this increase of approximately 33% will be granted in 1989.

INFLATION

Inflation for 1988 on non labor expenditures is assumed at 4% based upon the 1987 fourth quarter forecast of 3.9% as prepared by the nation's top 25 business economists reported in the Wall Street Journal, January 1987. This is consistent with the forecast for the Alaska economy prepared by the business economists of Alaska Pacific Bank and reported in their Alaska Business Trends, 1987 Preliminary Forecast.

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
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DEBT SERVICE INTEREST RATES

New debt issues will assume the MOA Finance Department suggested rate of 8.5%. Existing debt will be calculated at the current composite rate.

INTEREST INCOME

General cash pool investments will be calculated at an interest rate of 6.5%. Long term investments in the bond redemption reserve will be calculated at their invested rate of 10.5%. Interest income will reflect this composite rate.

INTRAGOVERNMENTAL CHARGES

Budget estimates are based on the requests received from general government departments as set forth in the general government operating budget. These are calculated according to agreed upon allocation methodologies.

Utility ANCHORAGE TELEPHONE UTILITY		Division		Budget Year 1988	
RECONCILIATION OF 1987 BUDGET TO 1988 BUDGET					
(\$ in thousands)	1987 BUDGET	1988 BUDGET	VARIANCE	EXPLANATION	
REVENUE					
REVENUE FROM SERVICES					
Subscriber Line	26,100	23,543	<2,557>	A	
Public Telephone	1,450	1,700	250	B	
Toll Service	49,500	44,400	<5,100>	C	
Telegraph commissions	15	15	0		
Commercial Revenue	13,050	13,500	450	D	
Rent of Equipment	6,800	5,283	<1,517>	E	
Directory Assistance/Cellular Radio		1,450	1,450	J	
Total Revenue from Services	96,915	89,891	<7,024>		
REVENUE FROM SALES					
Sales and Financial Leases	6,012	3,893	<2,119>	F	
OTHER REVENUE					
Billing and Collection	1,800	1,800	0		
Installations	2,220	3,584	1,364	B	
Other Revenue from Operations	762	485	<277>	H	
Interest Income	5,166	3,600	<1,566>	I	
Total Other Revenue	9,948	9,469	<479>		
Uncollectibles	<2,050>	<2,160>	<110>	K	
TOTAL REVENUE	110,825	101,093	<9,732>		

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division		Budget Year 1988	
RECONCILIATION OF 1987 BUDGET TO 1988 BUDGET				
(\$ in thousands)				
	1987 BUDGET	1988 BUDGET	VARIANCE	EXPLANATION
<u>COST OF GOODS SOLD</u>				
Cost of Goods Sold	2,479	2,000	<479>	L
<u>LABOR AND MATERIALS & SUPPLIES</u>				
Labor	49,616	46,035	<3,581>	M
Materials & Supplies	14,500	13,400	<1,100>	N
Intragovernmental Charges	5,292	3,994	<1,298>	O
Total Labor and Materials and Supplies	69,408	63,429	<5,979>	
<u>DEPRECIATION, TAXES AND INTEREST</u>				
Depreciation	22,926	19,649	<3,277>	P
Municipal Utilities Services Account	2,468	2,961	493	Q
Interest Expense	13,544	12,902	<642>	R
Total Other Expenses	38,938	35,512	<3,426>	
TOTAL EXPENSES	110,825	100,941	<9,884>	
NET INCOME (LOSS)	0	152	152	

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
RECONCILIATION OF 1987 BUDGET TO 1988 BUDGET EXPLANATION OF VARIANCE		
A. Modest decline in customers coupled with a reduction in the SPF and COE toll settlement factors; the inside wire rate decrease is suspended; no local rate increase in 1988.		
B. Increase in usage and number of public telephones		
C. Decrease in toll revenues due to deregulation of CPE/inside wiring, detariffing of billing and collection, reallocation of commercial expense, and change in cost allocation factors		
D. Slight increase in Directory revenues		
E. Lower Customer Premise Equipment rents due to economic downturn		
F. Decrease in sales and leases of Customer Premise Equipment due to the economic downturn		
G. Higher Customer Premise Equipment installation revenue forecasted in 1988		
H. Decrease in miscellaneous small revenues from 1987		
I. Lower cash balances for short term investments		
J. Increase in revenues due to new service offerings		
K. Higher uncollectibles due to declining economic conditions		
L. Decrease in equipment purchase for resale due to economic downturn		
M. Decrease in labor cost due to the cost containment plan begun by management in 1987, an assumed wage freeze for 1988, and an assumed reduction in compensable hours worked or equivalent labor cost concessions.		
N. Reduction in material, supplies, and consulting expenditures as part of cost containment program		

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
RECONCILIATION OF 1987 BUDGET TO 1988 BUDGET EXPLANATION OF VARIANCE		
O. Decrease in Intragovernmental Charges due to the elimination of the Public Utilities Administration and the decentralization of accounting and billing functions		
P. Change in non-regulated depreciation rates		
Q. Increase in projected mill rates		
R. Reduction in Interest on Funded Debt due to the refunding of \$62 million revenue bonds		

Utility ANCHORAGE TELEPHONE UTILITY	Division						Budget Year 1988																								
<div>ANCHORAGE TELEPHONE UTILITY POSSIBLE RATE INCREASES</div> <div>FOR YEARS 1988 - 1992</div> <table><thead><tr><th></th><th><u>1987</u></th><th><u>1988</u></th><th><u>1989</u></th><th><u>1990</u></th><th><u>1991</u></th><th><u>1992</u></th><th><u>1993</u></th></tr></thead><tbody><tr><td>Possible Local Telephone Rate Increases (%)</td><td></td><td></td><td>33%</td><td></td><td>25%</td><td></td><td>25%</td></tr><tr><td>Rate Increases (\$)</td><td>\$10.02¹</td><td></td><td>\$13.34</td><td></td><td>\$16.68</td><td></td><td>\$20.84</td></tr></tbody></table> <p>Cause: As a result of the National deregulation of the telephone industry, the process by which the costs of operating ATU's network are passed on to the long distance user will change resulting in a lower cost recovery from the toll caller. The lower costs for toll users must be offset by an increase in local user rates. The Federal Communications Commission plan envisions that the average telephone customer will see only a slight change in their overall telephone bill. However, the degree of change will be based on each user's relative use of long distance and local telephone services. ATU has direct control over the local service rates only. The interexchange companies (toll carriers) determine the rates paid for long distance services.</p> <p>Over the next five years of transition in how relative rates will be determined, ATU has committed to a plan that will actually decrease the level of direct operating expenses, capitalizing on the efficiencies of its modern digital network. Annual capital expenditures will be reduced by half from current levels.</p> <p>¹Rate shown is the average residential access line charge which includes central office charge for push button calling but does not include federally mandated subscriber line charge, taxes, or optional customer premise equipment charge.</p>									<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	Possible Local Telephone Rate Increases (%)			33%		25%		25%	Rate Increases (\$)	\$10.02 ¹		\$13.34		\$16.68		\$20.84
	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>																								
Possible Local Telephone Rate Increases (%)			33%		25%		25%																								
Rate Increases (\$)	\$10.02 ¹		\$13.34		\$16.68		\$20.84																								

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division					Budget Year 1988
RESOURCE IMPACTS LONG RANGE FORECAST (\$ in thousands)						
	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>
Growth in Access Lines (%)	(1.0%)	1.0%	2.0%	2.0%	2.0%	2.0%
Revenue	101,093	107,228	107,910	112,361	114,307	115,171
Expenses	100,941	101,588	101,544	101,708	101,731	101,873
Net Income	152	5,640	6,366	10,653	12,576	13,298
Regulated Rate of Return	4.8%	7.1%	7.2%	8.4%	9.0%	9.0%
Personnel (year end)	885	835	819	773	759	716
Capital Expenditure Budget	26,859	26,016	22,962	23,417	24,604	24,392
Bond Sales	10,000	10,000	10,000	10,000	10,000	10,000
Maximum Allowable Revenue Distribution (5% of gross revenue)	5,000	5,300	5,400	5,600	5,700	5,700

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ASSEMBLY REVISION 11/24/87

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988
<u>1988 Budget Impacts</u>		
<u>Operating</u>		
<ul style="list-style-type: none">- Anchorage recession has caused a reduction in revenues generated from local subscriber service.- Toll revenues are decreasing due to regulatory changes aimed at reducing toll subsidies available to local exchange companies.- ATU will apply for a local rate increase in 1988 with the expectation that it will be granted in 1989.- Cellular Radio Service and Directory Assistance charges will be implemented in 1988.- In 1987, ATU began a down sizing of labor and non-labor expenses that will continue through 1988.		
<u>Capital</u>		
<ul style="list-style-type: none">- An ongoing program to upgrade major trunking to fiber optics will continue in 1988. This will provide ATU with unlimited growth potential, redundant routing and high speed transmission capacity.- Manholes and ducting extensions will be placed where needed and upgrades to existing ducting will be made in conjunction with city road improvement plans.- Management Information Services will upgrade existing IBM hardware and software in order to support increased activity in operations, finance, customer service and marketing.		

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division		Budget Year 1988
Municipality of Anchorage Financial Data			
SUMMARY			
Line Item Description	Year: 1986 Actual	Year: 1987 Pro Forma	Year: 1988 Budget
(\$ in thousands)			
OPERATING BUDGET			
REVENUE	116,897	108,860	101,093
EXPENSE	107,645	109,697	100,941
EXTRAORDINARY INCOME CHARGE	<12,042>		
NET INCOME (LOSS)	< 2,790>	< 837>	152
CAPITAL BUDGET			
BUILDING AND GROUNDS	8,101	3,070	2,250
CUSTOMER PREMISE EQUIPMENT	4,000	4,000	1,500
FURNITURE AND TOOLS	2,444	1,825	1,495
MANAGEMENT INFORMATION SERVICES	5,002	6,000	3,725
VEHICLE SERVICES	1,326	1,000	750
CELLULAR SERVICES	4,250	1,200	517
COIN PHONES	600	600	500
OUTSIDE PLANT SYSTEMS	15,215	10,000	7,329
OUTSIDE PLANT DROPS		2,650	800
CENTRAL OFFICE EQUIPMENT	16,027	7,500	7,993
CAPITAL IMPROVEMENT BUDGET	56,965	37,845	26,859

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988	
DEBT SERVICE COVERAGE		Municipality of Anchorage Financial Data	
Line Item Description	Year: 1986 Actual	Year: 1987 Pro Forma	Year: 1988 Budget
(\$ in thousands)			
Net Income (Loss)	9,722	(837)	152
Depreciation	19,217	20,380	19,649
Municipal Utilities Services Assessment	1,656	2,468	2,961
Interest on Funded Debt	13,785	12,503	12,403
Net Available for Debt Service	44,380	34,514	35,165
Revenue Bond Debt Service			
Interest on Funded Debt	13,785	12,503	12,403
Principal Payment	7,875	9,470	10,400
TOTAL DEBT SERVICE	21,660	21,973	22,803
Debt Service Coverage Ratio	2.05	1.57	1.54
Required Debt Coverage Ratio	1.4	1.4	1.4

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY		Division		Budget Year 1988	
Municipality of Anchorage Financial Data					
STATEMENT OF REVENUE AND EXPENSES					
Line Item Description		Year: 1986 Actual	Year: 1987 Pro Forma	Year: 1988 Budget	
(\$ in thousands)					
REVENUE					
REVENUE FROM SERVICES					
Subscriber Line/IBS		29,698	26,100	23,543	
Public Telephone		1,287	1,650	1,700	
Toll service		57,383	49,900	44,400	
Telegraph Commissions		20	15	15	
Commercial Revenue		12,552	13,050	13,500	
Rent of Equipment		5,266	6,304	5,283	
Directory Assistance/Cellular Radio		0	0	1,450	
Total Revenue from Services		106,205	97,019	89,891	
REVENUE FROM SALES					
Sales and Financial Leases		5,063	3,366	3,893	
OTHER REVENUE					
Billing & Collection		0	1,920	1,800	
Maintenance/Installations		2,307	2,341	3,584	
Other Revenue from Operations*		531	480	485	
Interest Income		4,936	5,900	3,600	
Miscellaneous		27	0	0	
Total Other Revenue		7,801	10,641	9,469	
Uncollectibles		<2,172>	<2,166>	<2,160>	
TOTAL REVENUE		116,897	108,860	101,093	

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division	Budget Year 1988	
Municipality of Anchorage Financial Data			
STATEMENT OF REVENUE AND EXPENSES			
Line Item Description	Year: 1986 Actual	Year: 1987 Pro Forma	Year: 1988 Budget
<u>COST OF GOODS SOLD</u>			
Cost of Goods Sold	2,408	2,000	2,000
<u>DIRECT EXPENSES</u>			
Maintenance/Installation	30,668	30,670	28,283
Traffic Operations	7,265	8,678	7,213
Total Direct Expenses	37,933	39,348	35,496
<u>SELLING, GENERAL AND ADMINISTRATIVE</u>			
Billing and Collection	0	1,920	1,800
Marketing and Sales Administration	2,584	2,238	1,909
Commercial Expenses	17,540	16,624	13,460
Administrative Expenses	11,972	11,563	10,764
Total General & Administrative Expense	32,096	32,345	27,933
<u>DEPRECIATION, TAXES AND INTEREST</u>			
Depreciation	19,217	20,380	19,649
Municipal Utilities Services Assessment	1,656	2,468	2,961
Interest on Funded Debt	13,994	12,701	12,588
Other Interest Expense	341	455	314
Total Other Expenses	35,208	36,004	35,512
TOTAL EXPENSES	107,645	109,697	100,941
Extraordinary Income Charge	12,042	0	0
NET INCOME (LOSS)	<2,790>	<837>	152
* Financial Statement adjusted to eliminate impact of rental transactions from regulated activity to the non regulated activity.			

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY		Division	Budget Year 1988
Municipality of Anchorage Financial Data			
SOURCES AND USES OF CASH			
Line Item Description	Year: 1986 Actual	Year: 1987 Pro Forma	Year: 1988 Budget
(\$ in thousands)			
SOURCES OF CASH:			
Net Income (Loss)	<2,790>	<837>	152
Depreciation & Amortization	19,620	20,546	19,816
Bond Proceeds	71,775	0	10,000
Increase in Current Liabilities	7,100	0	0
Total Sources of Cash	95,705	19,709	29,968
USES OF CASH:			
Additions to Plant	33,369	25,900	24,470
Bond Principal Payment	58,975	9,470	10,400
Increases in Current Assets	1,541	0	0
Decrease in Current Liabilities	0	0	20,000
Fund Economic Development Support	0	0	40
Fund Utility Privatization Study	0	0	97
Residual Equity Transfer (final payment)	1,256	0	1,644
Utility Revenue Distribution	5,500	7,000	5,000
Other	218	300	300
Total Uses of Cash	100,859	42,670	61,951
Net Increase (Decrease) in Cash	<5,154>	<22,961>	<31,983>
Beginning Cash Balance, January 1	93,043	87,889	64,928
Ending Cash Balance, December 31	87,889	64,928	32,945
DETAIL OF CASH BALANCE:			
Revenue Bond Reserve Cash	16,017	16,779	16,779
Equity in General Cash Pool	54,099	40,649	8,666
Equity in Construction Cash Pool	17,773	7,500	7,500
Total Ending Cash Balance, December 31	87,889	64,928	32,945

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY		Division		Budget Year 1988
Municipality of Anchorage Financial Data				
FUND EQUITY BALANCE		Year: 1986 Actual	Year: 1987 Pro Forma	Year: 1988 Budget
Line Item Description				
(\$ in thousands)				
Balance January 1		122,607	114,317	106,480
Net Income (Loss)		<2,790>	<837>	152
Utility Distribution		5,500	7,000	5,000
Residual Equity Transfer (final payment)		0	0	1,644
Fund Economic Development Support		0	0	40
Fund Utility Privatization Study		0	0	97
Balance December 31		114,317	106,480	99,851
Detail of Fund Equity				
Retained Earnings		114,317	106,480	99,851
Contributed Capital		0	0	0
Total Fund Equity (December 31)		114,317	106,480	99,851

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY		Division	Budget Year 1988
Municipality of Anchorage Financial Data			
KEY FINANCIAL RATIOS	Year: 1986 Actual	Year: 1987 Pro Forma	Year: 1988 Budget
Line Item Description			
Current Ratio (times)	2.3	1.9	2.0
Long Term Debt/Gross Plant (%)	59.5	53.3	50.7
Debt/Equity	61/39	62/38	63/37
Rate of Return (%)	9.1	4.1	4.8
Debt Service Coverage (times)	2.05	1.57	1.54
Operating Margin (regulated - %)	20.2	9.3	12.0
Net Profit Margin (total company - %)	Net Loss	Net Loss	Break-even

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division		Budget Year 1988
Municipality of Anchorage Financial Data			
KEY MEASUREMENT RATIOS			
Line Item Description	Year: 1986 Actual	Year: 1987 Pro Forma	Year: 1988 Budget
Access Lines (average)	115,231	113,919	112,900
Access Lines Growth Rate	.85%	<1.14%>	<.89%>
Regulated Operating Revenue Per Access Line (\$)	854	781	732
Regulated Operating Expenses Per Access Line (\$)	687	704	646
Total Toll Service Revenue Per Access Line (\$)	498	438	393
Total Local Service Revenue Per Access Line (\$)	269	244	224
Net Book Cost Per Access Line (\$)	1,876	1,938	1,997
Regulated Operating Expense Per \$1,000 Plant Investment	274	255	220
Regulated Operating Revenue Per \$1,000 Plant Investment	340	283	251

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY	Division		Budget Year 1988
Municipality of Anchorage Financial Data			
EXPENSE DETAIL BY TYPE			
Line Item Description	Year: 1986 Actual	Year: 1987 Pro Forma	Year: 1988 Budget
<u>EXPENSES</u>			
LABOR	47,581	51,937	46,035
MATERIALS, SUPPLIES & CONTRACTS	13,072	14,224	13,400
INTRAGOVERNMENTAL CHARGES	9,376	5,532	3,994
COST OF GOODS SOLD	2,408	2,000	2,000
DEPRECIATION	19,217	20,380	19,649
MUNICIPAL UTILITIES SERVICES ASSESSMENT	1,656	2,468	2,961
INTEREST	14,335	13,156	12,902
TOTAL EXPENSES	107,645	109,697	100,941

MUNICIPALITY OF ANCHORAGE

Utility ANCHORAGE TELEPHONE UTILITY		Division			Budget Year 1988	
1988 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY						
PROJECT TITLE	PROJECT COST	REVENUE*	G. O. BONDS	OPERATIONS*	STATE GRANT	FEDERAL GRANT
Buildings & Grounds	2,250	2,250	-0-	0	-0-	-0-
Customer Premise Equipment	1,500	0	-0-	1,500	-0-	-0-
Furniture & Tools	1,495	0	-0-	1,495	-0-	-0-
Management Information Services	3,725	3,725	-0-	0	-0-	-0-
Vehicle Services	750	0	-0-	750	-0-	-0-
Cellular Service	517	0	-0-	517	-0-	-0-
Coin Phones	500	0	-0-	500	-0-	-0-
Outside Plant Systems	7,329	4,025	-0-	3,304	-0-	-0-
Outside Plant Drops	800	0	-0-	800	-0-	-0-
Central Office Equipment	7,993	0	-0-	7,993	-0-	-0-
TOTAL	26,859	10,000	-0-	16,859	-0-	-0-
*Includes accrued interest on capital funds invested						

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS
 (\$000 omitted)
 1988

Utility ANCHORAGE TELEPHONE UTILITY

Budget Year: 1988

Project Category	Project Title	Location	Funding			
			Revenue Bonds	Operations	Grants Fed/State	Total
<u>Building & Grounds</u>						
FS 88-1	Warehouse Facilities	Plant Svc Complex	1,000			1,000
FS 88-2	Expand vehicle garage	Plant Svc Complex	750			750
FS 88-3	Misc. Building improvements & projects	Various	500			500
PREPARED BY _____ DATE _____ Total			2,250			2,250

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS
(\$000 omitted)Utility ANCHORAGE TELEPHONE UTILITYBudget Year: 1988

Project Category	Project Title	LOCATION	Funding			
			Revenue Bonds	Operations	Grants Fed/State	Total
<u>CUSTOMER PREMISE EQUIPMENT</u>						
CPE 88-1	CPE For Rentals	PSC		1,030		1,030
SC 88-1	Customer Engineering	Anchorage		270		270
NCTE 88-1	Network Channel Terminating Equip.	PSC		200		200
PREPARED BY _____ DATE _____			Total	1,500		1,500

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS
(\$000 omitted)
1988

Utility ANCHORAGE TELEPHONE UTILITY

Budget Year: 1988

Project Category	Project Title	Location	Funding			
			Revenue Bonds	Operations	Grants Fed/State	Total
<u>Furniture & Tools</u>						
MM 88-1	Furniture			438		438
MM 88-2	Major Tools			198		198
MM 88-3	Personal Computers			359		359
MM 88-4	CO Official Equip. projects			500		500
PREPARED BY _____ DATE _____			Total	1,495		1,495

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS
 (\$000 omitted)
 1988

Utility ANCHORAGE TELEPHONE UTILITYBudget Year: 1988

Project Category	Project Title	Location	Funding			
			Revenue Bonds	Operations	Grants Fed/State	Total
<u>MANAGEMENT INFO SERVICES</u>						
MIS 88-1	Marketing Support	East Wire Center	250			250
MIS 88-2	Financial Mgmt.	East Wire Center	50			50
MIS 88-3	IBM Software	East Wire Center	200			200
MIS 88-4	IBM Hrdwre upgrade	East Wire Center	800			800
MIS 88-5	End User Support	East Wire Center	150			150
MIS 88-6	Network Monitoring	Central Wire Ctr.	50			50
MIS 88-7	Cellular Telephone	East Wire Center	500			500
MIS 88-8	DCRIS Phase II	East Wire Center	200			200
MIS 88-9	Office Automation	Central Wire Ctr.	475			475
MIS 88-10	Directory Svcs.	Central Wire Ctr.	1,050			1,050
PREPARED BY _____ DATE _____ Total			3,725			3,725

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS
(\$000 omitted)
1988

Utility ANCHORAGE TELEPHONE UTILITY

Budget Year: 1988

Project Category	Project Title	Location	Funding			
			Revenue Bonds	Operations	Grants Fed/State	Total
<u>VEHICLE SERVICES</u>						
VS 88-1	Vehicle Procurement	Plant Svc. Complex		750		750
PREPARED BY _____ DATE _____ Total				750		750

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS
 (\$000 omitted)
 1988

Utility ANCHORAGE TELEPHONE UTILITYBudget Year: 1988

Project Category	Project Title	Location	Funding			
			Revenue Bonds	Operations	Grants Fed/State	Total
<u>CELLULAR SERVICE</u>						
SSP 88-1	Cellular Service	Anchorage		517		517
PREPARED BY _____ DATE _____			Total	517		517

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS
 (\$000 omitted)
 1988

Utility ANCHORAGE TELEPHONE UTILITY

Budget Year: 1988

Project Category	Project Title	Location	Funding			
			Revenue Bonds	Operations	Grants Fed/State	Total
<u>COIN PHONES</u>						
PS 88-1	Coin Phones	Anchorage		500		500
PREPARED BY _____ DATE _____			Total	500		500

BUDGET YEAR PROJECTS
(\$000 omitted)
1988

Utility ANCHORAGE TELEPHONE UTILITY

Budget Year: 1988

Project Category	Project Title	Location	Funding			
			Revenue Bonds	Operations	Grants Fed/State	Total
OUTSIDE PLANT SYSTEMS						
N880-0	Additions	North Wire Center	1,363			1,363
S880-0	Replacements	South Wire Center	1,079			1,079
E880-0	Rearrangements	East Wire Center	1,274			1,274
W880-0		West Wire Center	309	398		707
RC880-0		Rabbit Creek WC		712		712
C880-0		Central Wire Ctr		506		506
OM880-0		O'Malley Wire Ctr		352		352
FR880-0		Ft. Rich Wire Ctr		178		178
ELM880-0		Elmendorf Wire Ctr		178		178
G880-0		Girdwood Wire Ctr		446		446
I880-0		Indian Wire Center		178		178
H880-0		Hope Wire Center		178		178
ALL880-0		OSP Pole Attachments		178		178
PREPARED BY _____ DATE _____ Total			4,025	3,304		7,329

MUNICIPALITY OF ANCHORAGE

BUDGET YEAR PROJECTS
 (\$000 omitted)
 1988

Utility ANCHORAGE TELEPHONE UTILITY

Budget Year: 1988

Project Category	Project Title	Location	Funding			
			Revenue Bonds	Operations	Grants Fed/State	Total
<u>OUTSIDE PLANT DROPS</u>						
OPC 88-1	Station Connections	Anchorage		300		300
OPC 88-2	Sub-Division Buried Cable	Anchorage		500		500
PREPARED BY _____ DATE _____			Total	800		800

BUDGET YEAR PROJECTS
 (\$000 omitted)
1988

Utility ANCHORAGE TELEPHONE UTILITY

Budget Year: 1988

Project Category	Project Title	Location	Funding			
			Revenue Bonds	Operations	Grants Fed/State	Total
CENTRAL OFFICE EQUIPMENT	Additions, Replacements and Rearrangements					
N188-0		North Wire Center		1,706		1,706
S188-0		South Wire Center		716		716
E188-0		East Wire Center		728		728
W188-0		West Wire Center		903		903
FR188-0		Fort Richardson WC		75		75
RC188-0		Rabbit Creek WC		331		331
C188-0		Central Wire Ctr.		2,991		2,991
OM188-0		O'Malley Wire Ctr.		68		68
ELM188-0		Elmendorf Wire Ctr		178		178
G188-0		Girdwood Wire Ctr.		112		112
I188-0		Indian Wire Center		85		85
H188-0		Hope Wire Center		50		50
HILL188-0		Hill Building		50		50
PREPARED BY _____ DATE _____				7,993		7,993

MUNICIPALITY OF ANCHORAGE

Utility		Division						Budget Year		
ANCHORAGE TELEPHONE UTILITY								1988		
FUTURE YEAR PROJECTS CAPITAL IMPROVEMENT PLAN 1988 - 1993										
(\$ in thousands)										
PROJECT TITLE	1988	1989	1990	1991	1992	1993	TOTAL REVENUE BONDS	TOTAL OPERATIONAL REVENUE	STATE & FEDERAL GRANTS	TOTAL
Building & Grounds	2,250	1,000	1,500	1,500	1,500	1,500	9,250	0	0	9,250
Customer Premise Equipment	1,500	1,500	2,270	2,270	2,270	2,270	0	12,080	0	12,080
Furniture & Tools	1,495	500	700	600	700	700	0	4,695	0	4,695
Management Information Services	3,725	3,000	2,500	2,125	2,450	2,035	15,835	0	0	15,835
Vehicles Services	750	835	760	625	590	610	0	4,170	0	4,170
Cellular Services	517	2,000	91	1,000	500	500	0	4,608	0	4,608
Coin Phones	500	500	500	500	500	500	0	3,000	0	3,000
Outside Plant Systems	7,329	9,302	9,689	10,093	10,513	10,934	11,535	46,325	0	57,860
Outside Plant Drops	800	800	800	800	800	800	0	4,800	0	4,800
Central Office Equipment	7,993	6,579	4,152	3,904	4,781	4,543	23,380	8,572	0	31,952
Total Funding	26,859	26,016	22,962	23,417	24,604	24,392	60,000	88,250	0	148,250
SOURCE OF FUNDING:										
Revenue Bonds	10,000	10,000	10,000	10,000	10,000	10,000	60,000	0	0	60,000
Operational	16,859	16,016	12,962	13,417	14,604	14,392	0	88,250	0	88,250
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	26,859	26,016	22,962	23,417	24,604	24,392	60,000	88,250	0	148,250

MUNICIPALITY OF ANCHORAGE

FUTURE CAPITAL PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

Budget Year: 1988

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1989	1990	1991	1992	1993
<u>Building & Grounds</u>							
Misc. Projects	Misc building improvements & projects	Utility Wide	1,000	1,500	1,500	1,500	1,500
Source of Funding			G.O. Bonds				
			Revenue Bonds	1,000	1,500	1,500	1,500
			Operations				
			State Grants				
			Federal Grants				
PREPARED BY _____ DATE _____			Total	1,000	1,500	1,500	1,500

MUNICIPALITY OF ANCHORAGE

FUTURE CAPITAL PROJECTS
(\$000. omitted)

Utility Anchorage Telephone Utility

Budget Year: 1988

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1989	1990	1991	1992	1993
<u>CUSTOMER PREMISE EQUIPMENT</u>							
CPE 88-1	CPE For Rentals	PSC	1,030	1,800	1,800	1,800	1,800
SC 88-1	Customer Engineering	Anchorage	270	270	270	270	270
NCTE 88-1	Network Channel Terminating Equip.	PSC	200	200	200	200	200
Source of Funding							
			G.O. Bonds				
			Revenue Bonds				
			Operations	1,500	2,270	2,270	2,270
			State Grants				
			Federal Grants				
PREPARED BY _____ DATE _____			Total	1,500	2,270	2,270	2,270

MUNICIPALITY OF ANCHORAGE

FUTURE CAPITAL PROJECTS
(\$000 omitted)Utility Anchorage Telephone UtilityBudget Year: 1988

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1989	1990	1991	1992	1993
<u>Furniture & Tools</u>							
MM 88-1	Furniture		50	50	50	50	50
MM 88-2	Major Tools		75	75	75	75	75
MM 88-3	Personal Computers		25	25	25	25	25
MM 88-4	CO Official Equipment		350	550	450	550	550
Source of Funding							
			G.O. Bonds				
			Revenue Bonds				
			Operations	500	700	600	700
			State Grants				
			Federal Grants				
PREPARED BY _____ DATE _____			Total	500	700	600	700

MUNICIPALITY OF ANCHORAGE

FUTURE CAPITAL PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

Budget Year: 1988

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1989	1990	1991	1992	1993
MANAGEMENT INFO							
SERVICES							
MIS 88-1	Marketing Support	East Wire Ctr.	50	50	25	25	25
MIS 88-2	Financial Mgmt.	East Wire Ctr.	50	50	75	50	50
MIS 88-3	IBM Software	East Wire Ctr.	150	150	100	75	100
MIS 88-4	IBM Hrdwre Upgrade	East Wire Ctr.	600	600	500	700	500
MIS 88-5	End User Support	East Wire Ctr.	100	75	50	50	25
MIS 88-6	Network Monitoring	Centrl Wire Ctr	80	75	50	50	50
MIS 88-7	Cellular Telephone	East Wire Ctr.	50	50	25	25	10
MIS 88-8	DCRIS Phase II	East Wire Ctr.	50	50	50	75	50
MIS 88-9	Office Automation	Centrl Wire Ctr	75	75	50	50	25
MIS 88-10	Directory Svcs.	Centrl Wire Ctr	773	601	800	1,000	1,000
MIS 88-11	Automated Mapping	Centrl Wire Ctr	622	324	200	150	100
MIS 88-12	Misc. Projects	Centrl Wire Ctr	400	400	200	200	100
Source of Funding		G.O. Bonds					
		Revenue Bonds	3,000	2,500	2,125	2,450	2,035
		Operations					
		State Grants					
		Federal Grants					
PREPARED BY	DATE	Total	3,000	2,500	2,125	2,450	2,035

MUNICIPALITY OF ANCHORAGE

FUTURE CAPITAL PROJECTS
(\$000 omitted)Utility Anchorage Telephone UtilityBudget Year: 1988

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1989	1990	1991	1992	1993
<u>VEHICLE SERVICES</u>							
VS 8801	Vehicle Procurement	Plant Svc Complex	835	760	625	590	610
Source of Funding							
			G.O. Bonds				
			Revenue Bonds				
			Operations	835	760	625	590
			State Grants				
			Federal Grants				
			Total	835	760	625	590
PREPARED BY _____	DATE _____						

MUNICIPALITY OF ANCHORAGE

FUTURE CAPITAL PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

Budget Year: 1988

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1989	1990	1991	1992	1993
<u>CELLULAR SERVICE</u>							
SSP - 1	Cellular Svcs.	Anchorage	2,000	91	1,000	500	500
Source of Funding							
			G.O. Bonds				
			Revenue Bonds				
			Operations	2,000	91	1,000	500
			State Grants				
			Federal Grants				
			Total	2,000	91	1,000	500
PREPARED BY _____ DATE _____							

Budget Year: 1988

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MUNICIPALITY OF ANCHORAGE

FUTURE CAPITAL PROJECTS
(\$000 omitted)

Utility ANCHORAGE TELEPHONE UTILITY

Budget Year: 1988

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1989	1990	1991	1992	1993
OUTSIDE PLANT SYSTEMS							
N880-0	Additions	North Wire Center	1,581	1,454	1,514	1,577	1,531
S880-0	Replacements	South Wire Center	1,862	1,938	2,019	2,103	2,296
E880-0	Rearrangements	East Wire Center	1,116	1,163	1,214	1,262	1,421
W880-0		West Wire Center	1,302	1,355	1,413	1,366	1,531
RC880-0		Rabbit Crk WC	930	1,066	1,010	1,051	1,093
C880-0		Central Wire Ctr	744	872	807	841	875
OM880-0		O'Malley Wire Ctr	372	387	404	420	437
FR880-0		Ft. Rich Wire Ctr	186	194	201	210	219
ELM880-0		Elmendorf Wire Ctr	186	194	201	210	219
G880-0		Girdwood Wire Ctr	465	484	707	843	655
I880-0		Indian Wire Center	186	194	201	210	219
H880-0		Hope Wire Center	186	194	201	210	219
ALL880-0		OSP Pole Attachments	186	194	201	210	219
Source of Funding							
G.O. Bonds				1,848	2,471	1,269	1,922
Revenue Bonds							
Operations			9,302	7,841	7,622	9,244	9,012
State Grants							
Federal Grants							
Total			9,302	9,689	10,093	10,513	10,934
PREPARED BY _____ DATE _____							

MUNICIPALITY OF ANCHORAGE

FUTURE CAPITAL PROJECTS
(\$000 omitted)Utility Anchorage Telephone UtilityBudget Year: 1988

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1989	1990	1991	1992	1993
<u>OUTSIDE PLANT DROPS</u>							
OPC 88-1	Station Connections	Anchorage	300	300	300	300	300
OPC 88-2	Sub-Division Buried Cable	Anchorage	500	500	500	500	500
Source of Funding							
			G.O. Bonds				
			Revenue Bonds				
			Operations	800	800	800	800
			State Grants				
			Federal Grants				
			Total	800	800	800	800
PREPARED BY _____ DATE _____							

MUNICIPALITY OF ANCHORAGE

FUTURE CAPITAL PROJECTS
(\$000 omitted)

Utility Anchorage Telephone Utility

Budget Year: 1988

PROJECT CATEGORY	PROJECT TITLE	LOCATION	BUDGET BY YEAR				
			1989	1990	1991	1992	1993
CENTRAL OFFICE EQUIPMENT	Additions, Replacements & Rearrangements						
N188-0		North Wire Center	1,355	582	1,174	599	1,088
S188-0		South Wire Center	990	322	448	492	470
E188-0		East Wire Center	561	798	232	822	527
W188-0		West Wire Center	815	618	217	637	427
FR188-0		Fort Richardson WC	21	21	60	77	69
RC188-0		Rabbit Creek WC	212	557	79	810	444
C188-0		Central Wire Ctr	2,225	1,030	1,195	730	962
OM188-0		O'Malley Wire Ctr	72	72	104	72	88
ELM188-0		Elmendorf Wire Ctr	54	21	60	77	69
G188-0		Girdwood Wire Ctr	198	88	255	325	290
I188-0		Indian Wire Center	54	21	60	77	68
H188-0		Hope Wire Center	16	16	16	59	37
HILL188-0		Hill Building	6	6	4	4	4
Source of Funding							
			G.O. Bonds				
			Revenue Bonds	<u>6,000</u>	<u>4,152</u>	<u>3,904</u>	<u>4,781</u>
			Operations	<u>579</u>			
			State Grants				
			Federal Grants				
			Total	<u>6,579</u>	<u>4,152</u>	<u>3,904</u>	<u>4,781</u>
PREPARED BY _____ DATE _____							