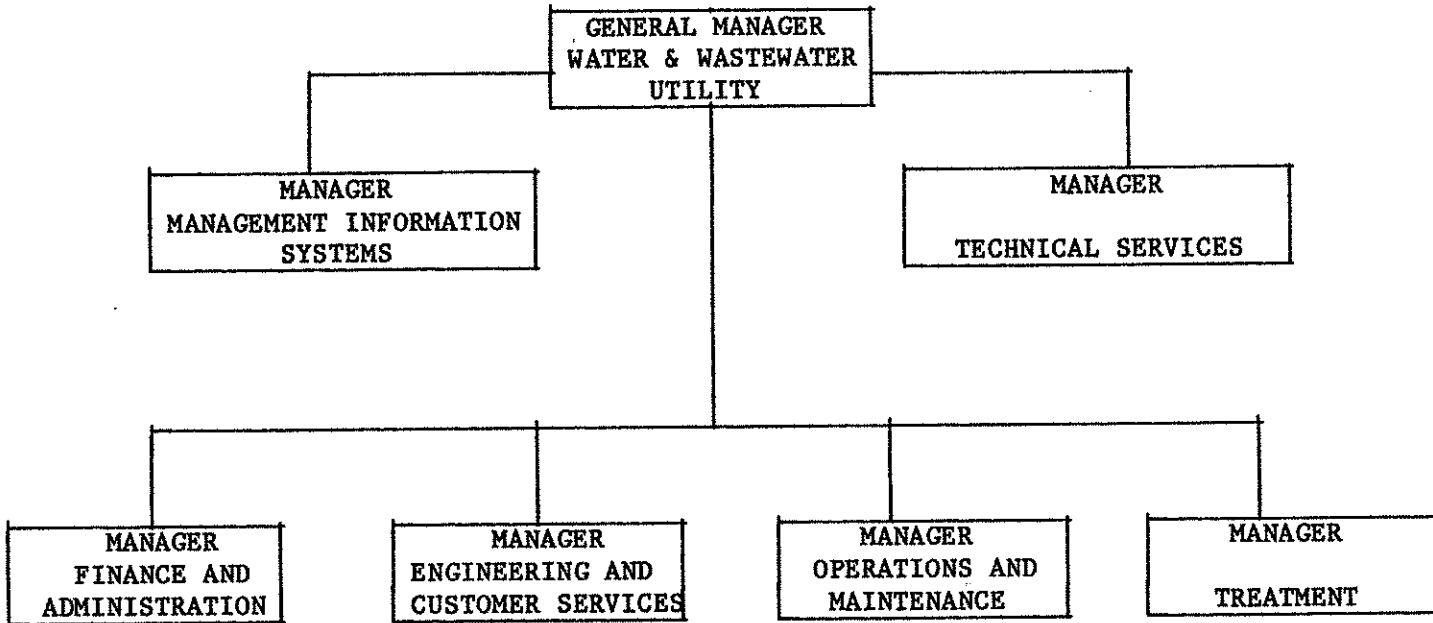


ANCHORAGE WATER AND WASTEWATER UTILITY

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No. 8700	Utility ANCHORAGE WATER & WASTEWATER UTILITY	Unit No.	Division	Unit No.
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Public Utilities	Unit No. 8700	Utility ANCHORAGE WATER & WASTEWATER UTILITY	Unit No. 9300	Division	Unit No.
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MISSION

The Anchorage Water and Wastewater Utility is committed to providing quality water supply and wastewater disposal services to all Municipal residents, at a reasonable cost, consistent with: a demonstrated public need; community health and safety standards; regulatory requirements; and sound management practices.

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No. 8700	Utility ANCHORAGE WATER & WASTEWATER UTILITY	Unit No. 9300	Division	Unit No.
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GOALS

1. The Utility is committed to the organization mission statement which is to provide its customers with economy and continuity of services and, in the case of water, that the service be of high quality, in quantities sufficient to meet the needs of an expanding service demand and with adequate wastewater support to sufficiently accommodate the disposal for that demand.
2. Community involvement in future planning will add credibility as well as demonstrate our responsiveness to outside participation.
3. To evolve into a recognized leadership role in the Municipality and with appropriate financial and data support, to continue in a pioneering role which is the natural evolution of sound planning for future customer needs.
4. That emphasis on employees and community relations will keep morale high, motivation up and customer courtesy at its highest level of satisfaction. Frequent newsletters, media releases and other types of public communication will keep customers and employees informed on issues which will then generate favorable responses to voter choices and necessary rate increases.
5. Executive and supervisory personnel should be knowledgeable of municipal and other regulations applying to the Utility, as well as maintaining an awareness of constantly changing knowledge occurring within the water and wastewater industry.
6. Maintain sound fiscal and financial controls which, when coordinated with customer growth, will meet demand without jeopardizing the stability of the Utility. It is believed that well developed policies and procedures, job descriptions and planning will play a key role in the viability of the organization.
7. Open communication and ease of access to all customer services will remain key factors in the Utility's future successes. Our adherence to established municipal employment guidelines will improve efficiency, reduce turnover of personnel and generate greater cooperation in accomplishing the mission of the Utility.

Public Utilities	Unit No 8700	Utility ANCHORAGE WATER & WASTEWATER UTILITY	Unit No 9300	Division	Unit No.
------------------	-----------------	--	-----------------	----------	----------

FACTORS DRIVING THE UTILITY

1. Growth of community accelerates need for new/more facilities.
2. Continuation of water source/production capability necessary to meet future demands.
3. Expansion of sewage treatment capability necessary to meet current and future demands.
4. Productivity within Utility.
5. Federal/State Regulatory Requirements.
6. Shortage of operational/vehicle space within the Utility.
7. Need for additional computerization.
8. Large capital program funding requirements.
9. Difficulty securing water rights.
10. Lack of grant funding for Improvement Districts.
11. Continuation of Employee Training Programs.
12. Increasing system rehabilitation requirements.
13. Accelerated State and Municipal road program.
14. Environmental constraints.
15. Easement and right-of-way acquisition difficulty.

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No. 8700	Utility ANCHORAGE WATER & WASTEWATER UTILITY	Unit No. 9300	Division	Unit No.
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PLANNING ASSUMPTIONS

The following assumptions were used in developing the Utility's 1987-1992 long-range plans. They are not intended to be a fixed course of action. They are, however, the best data available at this stage of planning.

1. The Eklutna Water Project will be built.
2. The Point Woronzof Wastewater Treatment Plant will be expanded.
3. Service to the outlying communities of the Municipality will be expanded.
4. We will assume responsibility for billing and collection of customer accounts.
5. Community will continue to grow.
6. Regulation by APUC will continue.
7. Development will continue on automated operational support systems.
8. Funding support from the State and Federal government will substantially decrease.
9. More local funding will be required to fund Capital Improvements.
10. Water rights issues will require close attention.
11. Our employees will be more productive with an increased level of training.
12. Customer requirements demand an increasing budget.
13. Options for a new headquarters facility will continue to be investigated or planning redirected to emphasize the development of a single site O&M Division.
14. In order to attract and retain competent and motivated personnel, salaries and benefits will be commensurate with those offered by private concerns and other government agencies.
15. Final resolution of wastewater treatment alternatives in Eagle River, Eklutna, Peters Creek, and Birchwood will be implemented.
16. The Girdwood Wastewater Treatment Facility will be upgraded.

Public Utilities	Unit No. 8700	Utility ANCHORAGE WATER & WASTEWATER UTILITY	Unit No. 9300	Division	Unit No.
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OBJECTIVES/PROGRAMS

General Manager

1. IMPROVE ORGANIZATIONAL COMMUNICATIONS

- ° Continue "Close Connections" newsletter.
- ° Refine existing system of follow-up.

2. IMPROVE EXISTING PROGRAMS AND PROCESSES

- ° Identify and review areas or programs that could benefit from improved or new processes.
- ° For selected areas or programs, implement new or improved procedures or processes, including manpower and resource allocation and training.
- ° Review and update as required.

3. MAINTAIN AND UPHOLD HIGH STANDARDS OF PROFESSIONAL MANAGEMENT

- ° Develop and maintain Standards of Performance and clearly define the role of each Manager.
- ° Develop awareness and activities focused on maintaining "high morale."
- ° Expand program to provide recognition of exceptional employees.
- ° Develop and implement program to maintain "high performers" within the organization.
- ° Emphasize attendance at workshops and seminars.
- ° Encourage participation in stress-related training programs.
- ° Promote employee physical fitness.

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No. 8700	Utility ANCHORAGE WATER & WASTEWATER UTILITY	Unit No. 9300	Division	Unit No.
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OBJECTIVES/PROGRAMS

General Manager (continued)

4. MAINTAIN CURRENT TARIFFS AND APPLICABLE MUNICIPAL CODE RULES AND REGULATIONS PROVISIONS

- ° Identify areas of concern and update each Tariff and applicable Municipal Code, Rules and Regulations provisions, as necessary.
- ° Process through Administration, Assembly, and Public Utilities Commission for approval, as appropriate.

5. REVIEW, UPDATE, AND IMPLEMENT THE DATA PROCESSING WORK AND LONG-RANGE MASTER PLAN

- ° Consolidate and prioritize divisional requirements.
- ° Update Data Processing Master Plan to reflect changed requirements and state-of-the-art.
- ° Provide and/or obtain the resources necessary to implement the Data Processing Work and Long-Range Master Plan.
- ° Perform project management of the projects described in the Data Processing Work and Long-Range Master Plan.

6. CONSTRUCT NEW O&M FACILITIES

- ° Relocate O&M staff and equipment to new headquarters facilities.
- ° Dispose of existing facilities as appropriate.
- ° Continue planning for administration facilities.

Public Utilities	Unit No 8700	Utility ANCHORAGE WATER & WASTEWATER UTILITY	Unit No 9300	Division	Unit No.
------------------	-----------------	--	-----------------	----------	----------

OBJECTIVES/PROGRAMS (continued)7. **AWWU TRAINING & DEVELOPMENT PROGRAMS**

- Initiate an annual employee and supervisor assessment program to keep annual programs on target.
- Develop policy and procedures related to tuition assistance programs.
- Expand Career Development within the organization.

OBJECTIVES/PROGRAMS

Operations & Maintenance

1. **IMPROVE MANAGERIAL EFFICIENCY WITHIN THE O&M DIVISION THROUGH THE DEVELOPMENT OF PROGRAM AND LINE ITEM BUDGETS**

- Continue development of written program descriptions and justifications.
- Continue development of clear statements of program objectives.
- Continue development of clear definitions of program elements.
- Continue to identify major tasks required to complete each program element.
- Refinement of repetitive frequency of identified tasks and evaluate data to establish acceptable time/task relationships.
- Calculate required manhours to complete each element of every program.
- Evaluate and document existing program service levels relative to program objectives.
- Develop a phase code accounting system to track and develop unit budgets program management effectiveness.
- Develop and implement a central meter reading pilot program (400 customers).

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No. 8700	Utility ANCHORAGE WATER & WASTEWATER UTILITY	Unit No. 9300	Division	Unit No.
------------------	------------------	--	------------------	----------	----------

OBJECTIVES/PROGRAMS

Operations & Maintenance (continued)

2. **IMPROVE PRODUCTIVITY WITHIN THE O&M DIVISION THROUGH THE DEVELOPMENT OF WRITTEN STANDARD OPERATING PROCEDURES**
 - ° Develop a task analysis of major repetitive jobs within each program.
 - ° Prepare statements identifying in sequential order each activity required to complete each identified task.
 - ° Develop a standard operating procedure training and reference manual for each work unit program.
3. **IMPROVE SUPERVISORY PERFORMANCE THROUGH THE DEVELOPMENT OF WRITTEN STANDARDS OF PERFORMANCE FOR BASIC PROGRAMMED TASKS**
 - ° Continue development of a task analysis of major repetitive jobs within each program.
 - ° Continue development of clear concise statements establishing levels of acceptability for each identified task or pertinent task element.
 - ° Develop a supervisory manual for consistent supervisory task evaluations.
 - ° Integrate, as appropriate, standard operating procedures, and standards of performance manual for each work unit.
4. **DEVELOP AND IMPLEMENT A COMPREHENSIVE VEHICLE MANAGEMENT PROGRAM TO INCLUDE ALL AWWU DIVISIONS**
 - ° Develop policy statement to authorize program.
 - ° Define each element of management program.
 - ° Develop procedure statements with regard to each program element.
 - ° Continue development of forms required for controlling program elements within the Utility.

Public Utilities	Unit No. 8700	Utility ANCHORAGE WATER & WASTEWATER UTILITY	Unit No. 9300	Division	Unit No.
------------------	------------------	--	------------------	----------	----------

OBJECTIVES/PROGRAMS

Operations & Maintenance (continued)

- ° Develop a fleet capital maintenance program.
- ° Develop interface procedures for coordinating program growth and personnel growth within the Utility.
- ° Continued updating of computer program to track depreciation schedules, maintenance schedules and documented vehicle use.

5. IMPROVE PRODUCTIVITY AND EFFICIENCY THROUGH THE USE OF COMPUTER INFORMATION AND ACCOUNTING PROGRAMS

- ° Continued updating of computer data banks with regard to valve, meter and hydrant locations and history.
- ° Develop quantifiable information identifying time/task efficiencies.
- ° Refine manpower projection techniques utilizing program feedback.

6. IMPROVE OPERATIONAL EFFICIENCIES THROUGH THE DEVELOPMENT OF A COMPREHENSIVE MAINTENANCE MANAGEMENT PROGRAM

- ° Develop concise criteria statements with regard to plan, objectives, scope, cost effectiveness, etc.
- ° Continue to identify basic elements for consideration: equipment lists, facilities, etc.
- ° Develop AWWU staffing to cost effective levels identified by implementation of program schedules.

Public Utilities	Unit No. 8700	Utility ANCHORAGE WATER & WASTEWATER UTILITY	Unit No. 9300	Division	Unit No.
------------------	------------------	--	------------------	----------	----------

OBJECTIVES/PROGRAMS

Treatment Division

1. CONTINUE TO DEVELOP AND IMPLEMENT THE EPA MANDATED PRETREATMENT PROGRAM
 - ° Develop and distribute questionnaires to industries.
 - ° Establish disclosure statements for inclusion with business license applications.
 - ° Establish industry inspection list for on-site tour.
 - ° Develop comprehensive industry filing and retrieval system.
 - ° Develop schedule and begin monitoring selected industries.
 - ° Develop and implement compliance and enforcement program.
2. COMPLETE THE INSTALLATION OF FLUORIDE FEED SYSTEMS IN ALL WELLS AND EXPAND THE SAMPLING AND TESTING PROGRAMS
 - ° Using priority list, continue to install fluoride feed systems in old CAU wells.
 - ° Develop sample site identification list to include acquired Eagle River Utilities.
 - ° Implement site sampling program.
3. INCREASE TREATMENT EFFICIENCIES THROUGH EXPANDED SAMPLING, TESTING PROGRAMS, AND CONTROL OF UNIT PROCESS COSTS
 - ° Continue analyzing waste received from outside sources such as septic waste dumpers.
 - ° Use polymer and dewatered solids analysis to optimize operating perimeters.
 - ° Utilize unit costs to select most efficient operation processes.

Public Utilities	Unit No. 8700	Utility ANCHORAGE WATER & WASTEWATER UTILITY	Unit No. 9300	Division	Unit No.
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OBJECTIVES/PROGRAMS

Treatment Division (continued)

4. IMPROVE QUALITY ASSURANCE PROGRAMS IN ORDER TO MAINTAIN HIGH QUALITY TEST RESULTS
 - ° Develop and implement a comprehensive, documented quality control program for all Treatment Division Labs.
 - ° Maintain State certification of laboratories.
 - ° Develop computer program for tracking historic data.
 - ° Incorporate objective standards provided by EPA to validate techniques and capabilities.
5. IMPROVE WATER PRODUCTION EFFICIENCY THROUGH IMPROVED POLYMER TREATMENT AND ESTABLISHMENT OF QUARTERLY PRODUCTION GOALS
 - ° Upgrade and maintain chemical feed systems in treatment facilities.
 - ° Maintain specific operating perimeters for efficient operation.
 - ° Establish quarterly production goals.
6. IMPLEMENT OPERATIONAL AND TESTING PARAMETERS SURROUNDING THE 301(h) DISCHARGE PERMIT WAIVER
 - ° Develop and implement discharge sampling program.
 - ° Contract out analytical tests too costly to perform in-house.
 - ° Develop accurate and timely reporting procedures.
7. MAINTAIN WASTEWATER FACILITIES AND ADJACENT COMMUNITY WITH AN ENVIRONMENT FREE OF MALODORS
 - ° Survey, identify, and eliminate septic areas within facilities.
 - ° Eliminate inefficient and odor producing processes.
 - ° Install odor eliminating devices where feasible.

Public Utilities	Unit No. 8700	Utility ANCHORAGE WATER & WASTEWATER UTILITY	Unit No. 9300	Division	Unit No.
------------------	------------------	--	------------------	----------	----------

OBJECTIVES/PROGRAMS

Finance & Administration

1. **REORGANIZATION OF WAREHOUSE & PERSONNEL TO INCREASE LEVELS OF OPERATIONAL EFFICIENCY**
 - ° Development and implementation of standard operating procedures for the Warehouse.
 - ° Implement an automated inventory control system to provide current and accurate status information on stock and pending orders.

2. **IMPLEMENTATION OF A CENTRAL FILES SYSTEM AT THE UTILITY**
 - ° Selection of hardware and software compatible with existing data processing to house and retrieve information.
 - ° Develop a policy and procedure manual for the utility on the use of this service.
 - ° Train and integrate central files personnel into the Support Services Section.

3. **COMMUNITY RELATIONS PROGRAMS**
 - ° Expand use of all levels of media to communicate the utility message.
 - ° Expand the use of in-house speaker services at public meetings.
 - ° Maximize the opportunity to educate the public about utility services during the annual Water Awareness Week.
 - ° Develop an expanded working relationship with the School District to educate students about water conservation and vocational opportunities in the utility field.

Public Utilities	Unit No. 8700	Utility ANCHORAGE WATER & WASTEWATER UTILITY	Unit No. 9300	Division	Unit No.
------------------	------------------	--	------------------	----------	----------

4. FACILITATE FISCAL CONTROL/INSURE FINANCIAL INTEGRITY

- Continued development and implementation of computer assisted financial/cost accounting and budgeting applications.
- Develop software programs to automate Revenue Requirement and Cost-of-Service Studies; develop operating revenue analysis program to trigger rate case filing before APUC.
- Analyze and modify assessment policies, procedures, and pricing formulas.

5. DEVELOP AND IMPLEMENT ADDITIONAL ENHANCEMENTS TO CPRMIS SYSTEM

- Plant-in-Service schedules by service area.
- Enhance system to produce information necessary for rate making purposes.
- 13 month average rate base schedules by category.

6. IMPROVE PRODUCTIVITY

- Establish written standards.
- Method to monitor performance.
- Monthly planning meetings.

7. IMPROVED FINANCIAL FORECASTING TECHNIQUES

- Computerize data information to facilitate, for example, preparation of cash flow projections and other forecasts required in support of bond offerings.
- Involvement of all levels of management.

8. MORE COMPREHENSIVE FINANCIAL REPORTING PRACTICES

- Reflect regulatory income in business reports on separate schedules.
- Reflect earnings on bond construction cash pool on separate schedules.

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No. 8700	Utility ANCHORAGE WATER & WASTEWATER UTILITY	Unit No. 9300	Division	Unit No.
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OBJECTIVES/PROGRAMS

Engineering & Customer Service

1. IMPROVE PRODUCTIVITY WITHIN ENGINEERING & CUSTOMER SERVICE
 - ° Update and/or develop job standards for all employees.
 - ° Decrease time expended by data input personnel by enhancing in-house programs and systems.
 - ° Continued investigation of computer aided design and mapping system.
 - ° Initiate sewer analysis model.
 - ° Implementation of automated assessment system.
2. IMPROVE PRIVATE DEVELOPMENT PROGRAM
 - ° Automate tracking of private development programs.
3. ENABLE AWWU TO TAKE CUSTOMER APPLICATIONS FOR SERVICE
 - ° Determine criteria for service application to be taken at the Utility.
 - ° Implementation of system for input of data into system.
 - ° Implementation of training program for Customer Service personnel.
4. ESTABLISH IN-HOUSE RIGHT-OF-WAY SECTION
 - ° Study feasibility and timing.
 - ° Acquire approval for necessary resources.
 - ° Determine automation needs.

Public Utilities	Unit No 8700	Utility ANCHORAGE WATER & WASTEWATER UTILITY	Unit No 9300	Division	Unit No.
------------------	-----------------	--	-----------------	----------	----------

WORKFORCE PROJECTION

<u>DIVISIONS</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>
Manager	30	30	31	32	32	33	33
Engineering	71	85	87	89	89	89	90
Treatment	66	66	70	74	76	79	83
Operations	123	123	126	131	133	137	141
Finance	<u>37</u>	<u>34</u>	<u>35</u>	<u>35</u>	<u>36</u>	<u>36</u>	<u>36</u>
Total	327	338	349	361	366	374	383