

**Anchorage Water and  
Wastewater Utility**

**Business Plan /  
Strategic Plan**

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1993 STRATEGIC PLAN  
OF THE ANCHORAGE WATER AND WASTEWATER UTILITY

A Plan to Guide AWWU  
for the Next One to Six Years

AWWU-3

Adopted:

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PREFACE

This Strategic Plan is intended to chart a positive future for the Anchorage Water and Wastewater Utility and to clearly communicate that direction to our employees and the public. The plan has three foundations:

- Acceptance of our mission to provide reliable and economical products and services.
- Commitment to a set of values and goals/objectives for the conduct of our business.
- Our assessment of the future economic and regulatory environment.

The AWWU Strategic Plan only sets direction; actual implementation depends on the participation, enthusiasm and commitment of each employee. The AWWU management team believes in the mission and the values expressed in this plan. We believe successful implementation of the objectives included in this plan will make us more responsive to customers and will help make AWWU a more productive work place. Employees have reviewed the plan in draft form, made suggestions, and now we look forward to the successful implementation of this plan, with their help.

\_\_\_\_\_  
General Manager

\_\_\_\_\_  
Manager, Finance Division

\_\_\_\_\_  
Assistant to the General Manager

\_\_\_\_\_  
Manager, Engineering Division

\_\_\_\_\_  
Manager, Operations Division

\_\_\_\_\_  
Manager, Technical Services Division

\_\_\_\_\_  
Manager, Customer Service Division

\_\_\_\_\_  
Manager, Regulatory Affairs Division

\_\_\_\_\_  
Manager, Employee Services Division

## I. EXECUTIVE SUMMARY

A brief discussion of the strategic plan is presented below. More detail is included in Sections II through VIII.

### A. AWWU'S MISSION AND VALUES

The Anchorage Water and Wastewater Utility's goals and operating guidelines are based on its mission which states that: "AWWU is committed to providing reliable, high quality water supply and wastewater disposal service in a cost effective manner to residential and commercial consumers in the Municipality of Anchorage, consistent with: a demonstrated public need; community health and safety standards; regulatory requirements; customer service requirements; and sound technical, financial and management practices."

### B. AWWU'S GOALS AND STRATEGIC DIRECTION

- Provide safe, adequate and reliable water and wastewater services.
- Promote financial stability.
- Increase productivity.
- Meet current and future regulatory requirements.
- Maintain a positive image.

The major objectives adopted by the AWWU management team are presented on page 14.

### C. AWWU LONG RANGE FINANCIAL PLAN

Separate long-range financial plans have been prepared for the Utility's Water and Wastewater Divisions. The purpose of the Utility's long-range financial plans are to establish the financial policies which will direct Municipal Officials and the management and employees of AWWU as they strive to develop and maintain a financially sound Utility. The plan establishes specific goals and the strategies for meeting those goals, as well as providing the framework within which a certain degree of consistency can be achieved with regards to the operation of the Utility.

### D. IMPLEMENTATION

Implementation of the plan will begin on January 1, 1993 following completion of Division Strategic Plans and approval of the Utility's budgets.

### E. APPENDIX A

The division objectives adopted by the AWWU management team to accomplish the Utility objectives have been summarized.

## II. INTRODUCTION

The Anchorage Water and Wastewater Utility (AWWU) has prepared an overall business plan and annual division operating plans for the last several years. The strategic plan, presented in this document, represents the product in an ongoing process of formalizing AWWU's utility and divisional level objectives.

### A. PURPOSE OF THE PLAN

The purpose of the strategic plan is to identify the financial and non-financial objectives and strategies of AWWU for the next one to six years. The plan provides the basis from which capital planning is conducted and annual work programs and budgets are prepared. It also provides a means to evaluate the strategic operations of the Utility and measure its success in accomplishing the major goals and objectives. Additionally, the strategic plan serves to communicate to AWWU employees, governing and regulatory bodies and other interested parties the mission, goals and objectives of the Utility.

### B. STRATEGIC PLANNING TEAM

The Strategic Planning Team was comprised of the General Manager, his Assistant, and the Division Managers. Technical information and support was provided from sources both outside and within the Utility. A draft of the plan has been made available to all AWWU employees and the AWWU Advisory Commission for their review and comment. A number of their suggestions were included in the final plan.

### C. AWWU'S STRATEGIC PLANNING PROCESS

Planning is a continuous process of analyzing current operations, monitoring the external environment, developing assumptions about the future, matching new information with the direction in which the organization is going, and revising that direction as appropriate to respond to changing circumstances.

The primary purpose of AWWU's planning process is to improve today's operating decisions in light of probable events. Alternatives were evaluated and agreements were reached among the Strategic Planning Team members as to the direction AWWU should take. During each annual budget process, a commitment of resources will be made to accomplish the specified objectives.

In determining AWWU's overall direction, the Strategic Planning Team reviewed and analyzed information in the following areas:

- Current AWWU operations
- External influences....economic, political, social/cultural, technological, environmental and regulatory factors
- Impacts of external influences on AWWU
- Significant issues facing AWWU and the community

D. AWWU'S STRATEGIC PLAN

In general, the Strategic Plan includes the highest priority, Utility-wide objectives. It also includes the Division level objectives which support/implement the Utility objectives and provides the basis for the development of division plans where operational level objectives and strategies are presented.

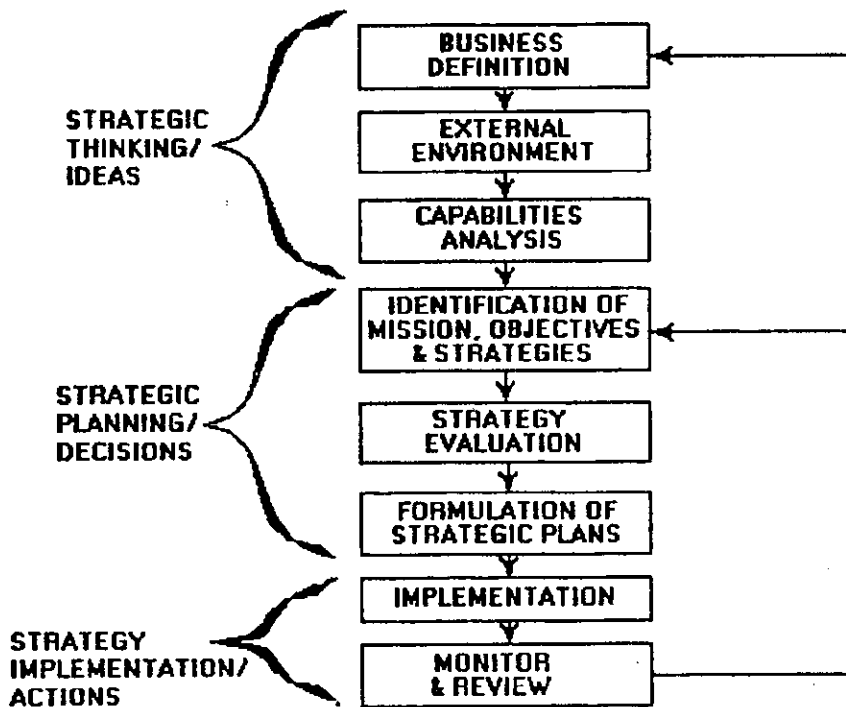
The goals and strategic direction outlined in the plan encompasses both ongoing programs and services, and new strategic initiatives. An important assumption is that much of AWWU's attention will be devoted to carrying on and improving its current services. Major new strategic initiatives will be undertaken to the extent existing resources can be reallocated or new resources can be made available.

E. ANNUAL PLANNING AND UPDATE PROCESS

Each year, in conjunction with the preparation of the annual operating budget, AWWU's Strategic Plan will be reviewed and updated. A less extensive review will be conducted subsequent to Assembly action on the budget.

# STRATEGIC PLANNING

A FOCUSED PROCESS





### III. DESCRIPTION OF AWWU

The Anchorage Water and Wastewater Utility (AWWU) is a municipally-owned and operated utility, regulated by the Alaska Public Utilities Commission as two separate utilities.

AWWU provides public water service and wastewater collection service to approximately 190,000 residents of the Municipality of Anchorage. Public water service includes the treatment, transmission, and distribution of potable water, from two treatment facilities located at Ship Creek and Eklutna and approximately 17 wells, to a majority of the residences and most of the commercial establishments in Anchorage from Eklutna to South Anchorage and Girdwood. The balance of the residential and commercial establishments receive their water service from individual wells or very small privately owned and operated water systems. Public wastewater collection service is provided in conjunction with three treatment facilities operating independently in different areas of the Municipality, namely Girdwood, Eagle River, and the Anchorage Bowl.

AWWU's certificated service area for public sewer service encompasses the entire Municipality; however, some areas within the Municipality are still served by individual on-site septic systems. The majority of these on-site systems are located north of the community of Eagle River and in South Anchorage. In South Anchorage, the area designated by ordinance as the Hillside Wastewater Management Plan area is precluded from receiving public sewer service and is intended to remain on on-site systems. In addition, AWWU provides wastewater treatment for the military bases.

AWWU's certificated water service area, approximately 125 square miles, encompasses the major developed portions of the communities of Eagle River, Girdwood and the Anchorage Bowl. There are still some small private water systems within the Municipality, located primarily north of Eagle River, on the hillside portion of South Anchorage, and to some extent in Southwest Anchorage.

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In addition to basic public water service and wastewater collection service, AWWU also provides:

- The primary water supply, pumping, storage, and distribution facilities, including maintenance, necessary for fire protection within the Municipality
- Two sites for septic haulers to discharge into the wastewater collection system
- Hydrant use permits, water and sewer connect permits, septic dumping permits, and watershed use permits
- A full range of customer service functions
- Engineering, planning and real estate functions

During the period of rapid growth, some necessary rehabilitation and replacement (R&R) projects were deferred. During the late 1980s the Municipality of Anchorage experienced a period of decreased economic activity and population. As a result, AWWU focused more emphasis on rehabilitation and replacement (R&R)

of older and sometimes failing portions of our distribution and collection systems. Major R&R projects include:

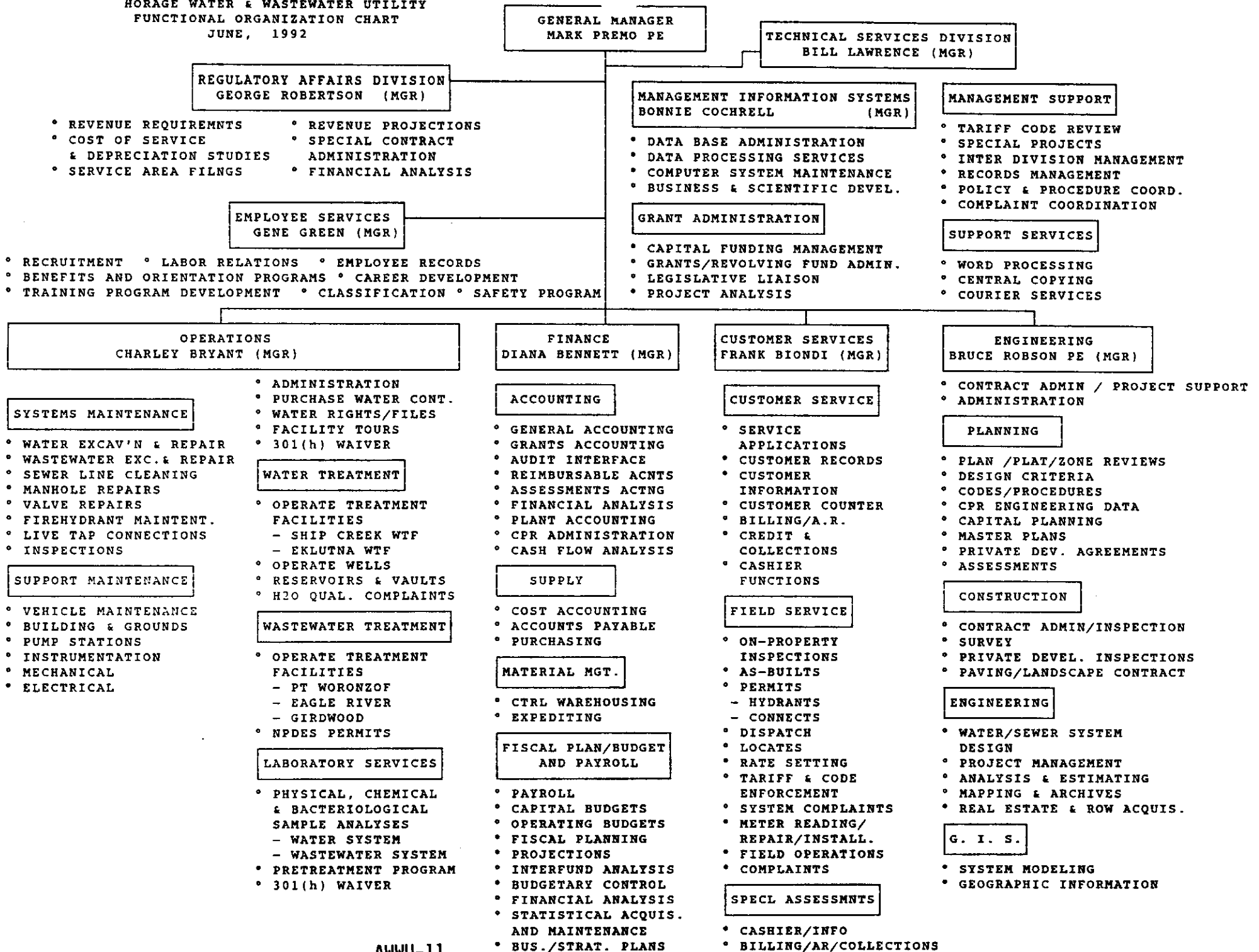
- C-5-7 Sewer Trunk
- Middle Fish Creek Trunk
- Northstar Subdivision Water/Sewer
- Corrosion Evaluation
- Woodstave Replacement Program

In the last three years Anchorage has again experienced economic and population growth. This has been evidenced by the expansion of major water facilities serving the Anchorage International Airport, the expansion, upgrade and integration of water facilities in Girdwood and by the growing demand for the Anchorage Loop Transmission Main.

AWWU programs and operations face scrutiny in a number of different regulatory environments, many of them overlapping in their authority. As a municipal department, AWWU is subject to municipal policies and procedures, purchasing and personnel rules, labor contract provisions, and general management and operations oversight by the Municipal Administration and Assembly, including capital and operating budget review and approval. In addition to this general oversight by the Municipality, AWWU is subject to regulatory oversight by the Alaska Public Utilities Commission and also to the Federal and State laws and regulations governing grants administration, water rights, drinking water quality, and wastewater disposal. The primary agencies providing this oversight are the U.S. Environmental Protection Agency and the State of Alaska Departments of Environmental Conservation and Natural Resources. Additionally, the Water & Wastewater Advisory Commission makes recommendations on budgets, regulatory matters and other issues.

A functional organizational chart is included on the following page.

HORAGE WATER & WASTEWATER UTILITY  
FUNCTIONAL ORGANIZATION CHART  
JUNE, 1992



#### IV. AWWU'S MISSION, PHILOSOPHY (VALUES), AND GOALS

This section outlines AWWU's basic mission and goals and presents the important values that define AWWU's philosophy of operations.

##### A. AWWU'S MISSION STATEMENT

The Anchorage Water and Wastewater Utility is committed to providing reliable, high quality water supply and wastewater disposal service in a cost effective manner to residential and commercial consumers in the Municipality of Anchorage, consistent with: a demonstrated public need; community health and safety standards; regulatory requirements; customer service requirements; and sound technical, financial and management practices.

##### B. PHILOSOPHY OF OPERATIONS

The following basic values govern the operation of AWWU:

###### 1. Public Responsibility/Trust

We maintain high ethical standards in managing the public's resources.

###### 2. Employees

Employees are our most valuable asset. We realize that the best plans will have little useful purpose unless our people believe in them and are motivated to work hard to make them happen. For that reason, we place an emphasis on making AWWU a place where people are encouraged to grow professionally and to try new approaches to their work. Teamwork and cooperation are also encouraged in order to meet our goals and to create and maintain a safe work environment.

###### 3. Quality

We strive to provide high quality water and wastewater service.

###### 4. Customer Service

We are a public organization whose purpose is to provide reliable, high quality water supply and wastewater disposal services to the residents of Anchorage. Customer service is our business, consequently, responsiveness to customers is strongly emphasized in all operations of the Utility.

###### 5. Productivity

We believe in being efficient and effective in every aspect of the Utility's operation in order to provide the best service at the lowest possible cost and to maintain rates at reasonable levels.

6. Financial Integrity

We are an enterprise activity mandated by the Municipal Charter to "be operated in accordance with the general standards common to utilities". We strive to develop and maintain financial systems that assure the appropriate use and accountability for the Utility's resources, and facilitate the attainment of a financial position which supports the provision of high quality service at the lowest possible cost.

7. Facility Integrity

We strive to provide high level maintenance to our facilities and to replace obsolete facilities in a timely manner.

C. AWWU GOALS

The major goals of AWWU are:

1. PROVIDE SAFE, ADEQUATE, AND RELIABLE WATER AND WASTEWATER SERVICES

AWWU will focus on maintaining the current high quality of the water supply; and on providing flexible, efficient and reliable water distribution and treatment and wastewater collection and treatment systems.

Success in this area will be measured by:

- Aggressive monitoring and reporting of product quality
- Number of damage claims filed
- Amount of damages paid
- Cost benefit of operational programs
- Number of permit violations
- Successful completion of projects and reduction of project backlogs
- Customer complaints/survey

2. PROMOTE FINANCIAL STABILITY OF AWWU

AWWU will attempt to minimize long term debt additions and to avoid, defer, or delay rate increases. The Utility will continue to improve its financial management and planning capabilities. AWWU will continue to respond to the uncertain economy by emphasizing ongoing cost analysis and strategic planning for capital decision making. AWWU will explore new revenue sources.

Success in this area will be measured by:

- Reasonable rates without reducing service levels
- Grant receipts
- Cash position
- Bond coverage
- Net income
- Debt/equity ratio
- Reliability of financial forecasts

3. INCREASE PRODUCTIVITY

AWWU will focus on enhancing the formal strategic planning process, improving internal communications, and maintaining a positive climate for performance and increased production. Employee morale will be cultivated through programs relating to employee recognition, involvement and training.

Success in this area will be measured by:

- Employee morale
- Productivity measures; workload indicators
- Strategic Plan implementation
- Safety indicators, i.e. number of claims, injuries and lost time
- Performance Standards achievement and improvement
- Communication to and from employees through the Employee Involvement Committee
- Employee grievances, mediations, and arbitrations
- Employee turnover

4. MEET CURRENT AND FUTURE REGULATORY REQUIREMENTS

AWWU will seek solutions as necessary to the regulatory requirements presently in existence for the Utility. Necessary steps will be taken to meet any new and more stringent water and wastewater regulations/standards.

Success in this area will be measured by:

- Response to proposed legislative and regulatory requirements
- Timely response to announced regulatory requirements
- Successful completion of EPA annual audit of programs and facilities
- Number of permit violations
- Continuance of 301(h) program

5. MAINTAIN A POSITIVE IMAGE

AWWU will endeavor to cultivate a positive community reaction to AWWU issues. AWWU will be responsive to customer needs and requirements. Customer services will be a high priority.

Success in this area will be measured by:

- Feedback from surveys
- Public Speaker Bureau presentations by Utility personnel
- Results of community meetings
- Numbers of customer complaints
- Visible public information activities
- Feedback from employees
- Public interest in treatment plant tours
- Public involvement and public information activities

## V. ASSUMPTIONS ABOUT THE FUTURE

During the development of AWWU's Strategic Plan, the Strategic Planning Team identified and evaluated numerous external factors affecting AWWU and the Municipality of Anchorage including consideration of the "Fiscal Trends Report," and developed certain assumptions about the future as it related to the major factors. As part of this process the team considered the following questions:

- What will Anchorage's future look like?
- How will it affect AWWU?
- What assumptions should AWWU make?

This section of the plan includes the major external factors considered and the specific assumptions made about each. The assumptions listed below were taken into account when AWWU's strategic direction was established.

### A. ECONOMIC

#### 1. Assumptions

- Federal road construction program will expand through 1996.
- AWWU's water service area will expand as outlying areas develop.
- The Anchorage economy will experience minimal growth for the next 3 years.
- The Anchorage economy will continue to be affected by a "boom or bust" cycle.
- The Anchorage economy will continue to be materially impacted by federal/state spending decisions, and the economics of the oil industry.
- The military will continue to be a positive and stabilizing force in the Anchorage economy for the next 2-3 years.
- Eklutna, Inc. will develop major portions of North Eagle River.
- Girdwood and Eagle River will see faster growth rates than the Anchorage Bowl.

#### 2. Impacts on AWWU

- AWWU's customer base will remain relatively stable through 1994.
- There will be minimal State related capital expansion as State revenues decline.
- Near-term growth will absorb a high percentage of existing commercial space through in-filling; intermediate growth will stimulate new development.
- AWWU should monitor specific projects, e.g.:
  - Expansion of the State Correctional Facility at Hiland Drive
  - Expansion of fish processing capability
  - International Airport industrial expansion
  - Approval of oil exploration in the Arctic National Wildlife Refuge (ANWR): Preparation phase, possible population increase
  - Port Expansion
  - Fire Island Development
  - Glacier/Winner Creek Development

- Fort Richardson/Ship Creek Fish Hatchery
- Expanded State/Federal Transportation Program
- AWWU will be asked to support economic development initiatives of the Municipality.
- Unplanned events could have negative financial impact on AWWU.

B. REGULATORY/ENVIRONMENTAL

1. Assumptions

- Safety regulations will increase.
- Environmental regulations will increase.
- Existing environmental quality standards will become more stringent.
- The Utility will continue to operate within 301(h) guidelines.
- Many existing private water and sewer systems will not meet changing regulatory requirements.
- The Utility will be economically regulated by the Alaska Public Utilities Commission.
- Enforcement of L.U.S.T. and contaminated spill cleanup regulations will financially impact AWWU.
- The APUC will approve AWWU serving most of North Eagle River, Chugiak, Peters Creek and Eklutna.
- Customers will become more concerned about water quality.
- Fluoride will continue to be an issue.

2. Impacts on AWWU

- Economic regulation costs will increase.
- There will continue to be demands for capital expenditures due to system upgrades and increased ground water contamination.
- Increased OSHA/environmental regulation will result in decreased responsiveness, increased operating costs, and adverse effect on the capital structure.
- AWWU will have to be prepared to expand into the Northern Communities (Eagle River to Eklutna).

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C. KEY RESOURCE AVAILABILITY - FINANCIAL, PHYSICAL, AND HUMAN

1. Assumptions

- ATU separation will affect IGC's.
- Less low cost money will be available through tax free issues, both as a result of market factors and more stringent regulation.
- Adverse weather/natural conditions will occur.
- Bond Rating will not change.
- Less grant money will be available.
- Low cost money will be available from the State of Alaska Clean Water Revolving Loan Fund.
- Necessary water rights will be maintained.
- Portions of the system have reached or exceeded their useful life.
- ADA will be enforced.



2. Impacts on AWWU

- Annual operating plans require flexibility to address unusually adverse weather.
- Fixed costs will only increase slightly.
- The cost of new capital could increase.
- Less contributed capital available to fund new projects.
- Smaller capital program in the intermediate term.
- Emphasis on rehabilitation and replacement program will increase.
- Increased IGCs
- Increased costs due to ADA

D. POLITICAL/SOCIAL

1. Assumptions

- Federal Government: There will be more requirements without commensurate funding.
- State Government: There will be limited funding available from the State capital budget and implementation of State fees.
- Local Government: Increased Assembly & Advisory Commission involvement.
- State and Municipal elections will result in newly elected/appointed officials.
- Rate increases will be a last resort.
- Customers will continue to expect the same high quality service, but will not be receptive to rate increases.

2. Impacts on AWWU

- Operations costs will continue to increase, due to increased regulation-resulting in lower productivity.
- Increased Federal requirements without Federal funding will mean increased costs for NPDES Permits, Clean Water Act and Safe Drinking Water Act standards.
- Administration, Assembly & Advisory Commission will more closely scrutinize AWWU's operations.
- Rate increases will be difficult to obtain.

## VI. AWWU'S MAJOR GOALS AND OBJECTIVES

- A. PROVIDE SAFE, ADEQUATE, AND RELIABLE WATER AND WASTEWATER SERVICE
  - 1. Decrease water and wastewater system failures, improve water delivery and wastewater collection, and prevent degradation of water quality.
  - 2. Develop a current "Disaster Preparedness" plan throughout the Utility and ensure awareness of the plan.
  - 3. Pursue completion of Loop Transmission Main.
- B. PROMOTE FINANCIAL STABILITY
  - 1. Complete and maintain separate long-range financial plan for AWU and ASU.
  - 2. Meet or exceed financial and regulatory requirements for recording and reporting accounting activity.
  - 3. Define service and staffing levels.
  - 4. Minimize rate increases through the application of improved financial management practices.
- C. INCREASE PRODUCTIVITY
  - 1. Maintain sufficient flexibility in organization and management to facilitate timely response to changing conditions.
  - 2. Hold all employees accountable for job performance.
  - 3. Achieve an open, communicative, and productive climate.
- D. MEET CURRENT AND FUTURE REGULATORY REQUIREMENTS
  - 1. Operate under the guidelines of the 301(h) waiver at the Pt. Woronzof WWTF.
  - 2. Seek a reasonable Clean Water Act Reauthorization.
  - 3. Comply with underground fuel storage tank regulations.
- E. MAINTAIN A POSITIVE IMAGE
  - 1. Conduct a public education program.
  - 2. Address customer inquiries/concerns.
  - 3. Maintain an active presence in professional/technical organizations.

## VII. AWWU'S LONG RANGE FINANCIAL PLAN

The Anchorage Water and Wastewater Utility consists of two separate and distinct business entities which are regulated by the Alaska Public Utilities Commission (APUC).

The management of AWWU believes the following two premises provide the foundation by which the Utility should operate. The first premise is that the Utility as a publicly regulated Municipality of Anchorage entity will remain in existence indefinitely. The second is that the Utility will be a true enterprise activity of the Municipality and as such will support its operating and capital activities through revenues raised solely from its ratepayers. Long-range financial planning is mandatory, with these two premises as the Utility's operating foundation.

Separate long-range financial plans have been prepared for the Utility's Water and Wastewater functions. The purpose of the Utility's long-range financial plans are to establish the financial policies which will direct Municipal Officials and the employees of AWWU as they strive to develop and maintain a financially sound Utility. The plan establishes specific goals and the strategies for meeting those goals, as well as providing the framework within which a certain degree of consistency can be achieved with regards to the operation of the Utility. The plans also provide the flexibility needed to facilitate analysis and quantification of the impacts of the changes that can be expected to occur within a dynamic environment.

These plans were prepared using the most current financial data available, along with realistic assumptions about future events. The attainment of specific financial goals has been considered in conjunction with the effects of increases in operating cost, capital expenditures, debt service requirements, service levels, and other financial needs. One of the major objectives of these financial plans is to ensure that consumers will receive the optimum level of service at the lowest possible cost.

These financial plans are analytical tools which combine the effects of historical financial results with proposed operating and capital budgets to facilitate an understanding of the Utility's current financial position and to provide an indication of the probable financial impacts of planned or contemplated action. These plans are designed to show the effects of a variety of financial transactions on the Utility's capital structure, cash balances and recurring rates, and will be updated quarterly so as to provide current information on the history and expected outcome of the Utility's operations.

# ANCHORAGE WATER UTILITY

WATER UTILITY FORMAT - 1993 OPERATING BUDGET (\$ in Thousands)											
FINANCIAL OVERVIEW	Actual 1988	Actual 1989	Actual 1990	Actual 1991	ProForma 1992	Budget 1993	Forecast 1994	Forecast 1995	Forecast 1996	Forecast 1997	Forecast 1998
venues	20,390	24,060	25,206	25,452	26,498	26,907	28,165	28,553	29,605	29,995	30,861
expenses	20,464	24,076	23,462	23,323	26,358	26,848	27,625	28,011	28,625	29,028	29,755
Net Income (Regulatory)	(74)	(16)	1,744	126	140	61	540	522	980	968	1,126
Force Authorized per Budget	312	285	285	285	285	275	275	275	275	275	275
Capital Improvements	5,642	2,872	10,388	21,315	14,556	17,897	21,635	14,345	4,760	10,255	4,890
and Sales	-0-	-0-	-0-	-0-	-0-	5,000	-0-	-0-	-0-	-0-	-0-
Net Plant	165,234	286,900	291,173	292,740	290,394	288,745	283,789	279,021	273,461	267,659	261,814
Utility Revenue Distribution	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Retained Earnings (12/31)	19,131	19,115	20,860	20,986	21,127	21,188	21,728	22,250	23,230	24,197	25,323
Construction Cash Pool	8,569	8,464	7,460	5,749	2,618	2,391	291	291	291	291	291
Bond Redemption Cash	6,962	3,501	4,775	4,741	5,276	5,926	6,571	6,576	6,378	6,581	6,588
General Cash Pool	6,840	7,492	7,377	5,933	5,075	4,035	3,295	3,064	3,231	3,337	3,659
Total Cash	22,371	19,657	19,812	19,249	16,737	17,262	15,810	16,525	17,636	18,688	19,958
GC's - General Government	734	807	941	1,154	1,282	1,477	1,580	1,659	1,742	1,829	1,921
USA - 1.25%	-0-	306	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
USA - Regular	2,661	959	1,527	1,561	1,371	1,417	1,438	1,444	1,454	1,461	1,417
Rate of Return	5.47	6.45	7.96	6.73	7.27	6.75	7.80	7.78	8.19	8.12	8.38
TOTAL DEBT	101,994	109,571	110,114	108,884	107,634	111,304	109,775	108,144	106,408	104,554	102,586
Debt Service Coverage	1.03	1.39	1.41	1.36	1.25	1.24	1.26	1.25	1.29	1.29	1.31
Debt/Equity Ratio	84/16	85/15	84/16	84/16	84/16	84/16	83/17	83/17	82/18	81/19	80/20
Rate Change	(6.89%)	28.00%	0.00%	6.00%	0.00%	0.00%	6.00%	0.00%	5.00%	0.00%	3.00%
Rate Charge	18.25	23.35	23.35	24.75	24.75	24.75	26.24	26.24	27.55	27.55	28.37

# ANCHORAGE WASTEWATER UTILITY

## WASTEWATER

### UTILITY FORMAT - 1993 OPERATING BUDGET (\$ in Thousands)

FINANCIAL OVERVIEW	Actual 1988	Actual 1989	Actual 1990	Actual 1991	ProForma 1992	Budget 1993	Forecast 1994	Forecast 1995	Forecast 1996	Forecast 1997	Forecast 1998
Revenues	19,550	21,067	21,321	22,614	23,124	23,756	24,641	26,560	27,839	27,954	28,861
Expenses	21,496	20,265	20,261	21,786	23,045	23,671	23,917	24,204	24,594	25,029	25,489
Net Income (Regulatory)	(1,946)	802	1,060	828	79	83	724	2,356	3,245	2,925	3,372
Force Authorized per Budget	312	285	285	285	285	275	275	275	275	275	275
Capital Improvements	7,061	8,030	7,824	8,553	5,314	11,382	10,415	6,414	7,265	12,175	5,230
Bond Sales	-0-	-0-	5,625	-0-	4,953	-0-	3,000	1,500	1,500	1,500	1,500
Net Plant	221,471	221,319	233,734	252,177	250,045	248,362	244,784	241,671	239,098	235,527	232,529
Utility Revenue Distribution	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Retained Earnings (12/31)	(91)	711	1,770	2,598	2,677	2,763	3,486	5,842	9,087	12,013	15,385
Construction Cash Pool	6,674	4,662	5,760	1,026	1,840	647	147	147	147	147	147
Bond Redemption Cash	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
General Cash Pool	3,378	3,049	5,325	7,951	7,318	4,285	3,984	3,371	3,576	3,346	3,506
Total Cash	16,466	12,270	13,958	10,424	9,157	4,932	4,131	3,517	3,723	3,492	3,652
IGC's - General Government	807	1,069	1,225	1,443	1,622	1,861	1,991	2,090	2,195	2,305	2,420
MISA - 1.25%	-0-	260	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
MISA - Regular	2,832	874	831	1,031	1,101	1,169	1,187	1,203	1,234	1,254	1,276
Rate of Return	3.49%	8.90%	7.04%	6.36%	5.92%	5.39%	6.17%	7.96%	8.43%	7.75%	7.80%
TOTAL DEBT	81,354	78,156	85,457	79,304	80,817	75,283	73,199	69,496	65,640	61,604	57,506
Debt Service Coverage	1.00	1.10	1.17	1.27	1.14	1.00	1.00	1.14	1.23	1.18	1.23
Debt/Equity Ratio	100/0	99/1	91/9	90/10	90/10	89/11	88/12	85/15	81/19	77/23	72/28
Rate Change	0.00%	0.00%	7.00%	4.70%	3.19%	0.00%	6.00%	7.00%	4.00%	0.00%	4.00%
Rate Charge	18.85	18.85	20.15	21.10	21.65	21.65	22.95	24.56	25.54	25.54	26.56

## VIII. IMPLEMENTATION OF AWWU STRATEGIC PLAN

The AWWU 1992 Strategic Plan is an effort to increase clarity of purpose and direction for the Utility. In order to accomplish the objectives of the plan and move in the direction established, specific action plans and implementation steps will be required. In addition, implementation efforts will need to be closely monitored to assure compliance with planned accomplishments and allow for timely corrective actions and plan revisions.

This section of the plan outlines the major tasks required to implement the plan and the desired linkages to management and control systems.

### A. IMPLEMENTATION TASKS

The tasks presented below will be accomplished each year upon completion of the Strategic Plan. These tasks link the AWWU strategic plan to annual operational work programs and budgets.

1. Complete division strategic plans, which will include division mission statements and the objectives and strategies necessary to support the AWWU Strategic Plan.
2. Prepare appropriate action plans for inclusion in division strategic plan.
3. Following adoption of the municipal budget, implement the division plans and their operational work programs.
4. Monitor key assumptions and measure accomplishments toward desired objectives. Meet quarterly to review progress and take corrective actions and revise work programs as appropriate.

### B. MISSION, GOALS AND STRATEGIC DIRECTIONS, AND OBJECTIVES

Day-to-day decisions should be made in the context of AWWU's mission, values, and objectives as spelled out in the Strategic Plan. All activities undertaken should be in support of this overall direction.

### C. CONTINGENCIES

The Strategic Plan is based on judgments relative to the most likely outcomes associated with each of the major external factors discussed earlier in the plan. The plan may need to be reassessed in light of new circumstances which may substantially change our earlier assumptions. The external factors or potential events which AWWU will monitor in order to track significant variations include the following:

- Status of ANWR (Arctic National Wildlife Refuge) oil exploration
- Girdwood Ski Resort development
- Military Buildup/Reduction
- The price of oil--increases or decreases as they affect State spending and oil industry activity
- Gas pipeline activity
- Natural Disasters

- Substantial changes in current regulations (e.g., loss of 301(h) waiver)
- Weather

AWWU will develop contingency plans which will address the financial, operational, organizational, and capital improvement program impacts for the following items:

- Natural Disaster Planning
- Substantial changes in current regulations

The level of detail of these contingency plans will depend on the timing, impact, and probability of occurrence of these events.

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The following pages present the utility goals and objectives within each goal and the divisional objectives that will be necessary to accomplish the Utility objectives.

A. PROVIDE SAFE, ADEQUATE, AND RELIABLE WATER AND WASTEWATER SERVICES

UTILITY OBJECTIVE

1. Decrease water and wastewater systems failures, improve water delivery and wastewater collection, and prevent degradation of product quality.

DIVISION OBJECTIVES

**Finance**

- a. Provide timely, accurate, cash flow information to ensure adequate funds are available for maintenance and repair and rehabilitation projects, and new construction.
- b. Provide operating budget support and coordination to ensure a stable fiscal environment and a smooth running organization.
- c. Develop aging curves on plant.

**Technical Services**

- a. Become actively involved in developing the CIB and respond to CIP/CIB projects through the development of an annual legislative packet.
- b. Coordinate Grant activities with anticipated DOT projects.
- c. Evaluate long range project capital funding needs and research possible alternative funding sources.
- d. Provide appropriate computer system development and support for projects approved in the CIP/CIB.
- e. Assist with annual planning requirements analysis, and cost/benefit alternatives.

**Customer Service**

- a. Improve the efficiency and productivity of the meter reading responsibilities.

**Regulatory Affairs**

- a. Assist, as needed, the development and maintenance of a system for prioritizing necessary projects.
- b. Provide relevant information annually regarding the impact of planned projects on utility rates.

**Engineering**

- a. Program CIP/CIB funding requests for replacing worn out or expanding plant in service according to Utility R&R priority list and available funds.
- b. Implement an internal and external preventive corrosion pilot program in conjunction with the Operations Division during 1993.

**Operations**

- a. Identify and submit R&R projects to Engineering for inclusion in the CIP/CIB.

(continued)

ANNEX



- b. Provide necessary support to Engineering on the internal and external corrosion program.
- c. Work closely with Engineering to improve information available from WATSIM to enhance system reliability.
- d. Implement an operations and maintenance management system for the collection and distribution systems.

**UTILITY OBJECTIVE**

- 2. Develop a current "Disaster Preparedness" plan throughout the Utility and ensure awareness of the plan.

**DIVISION OBJECTIVES**

**All Divisions**

- a. Provide for an emergency operations plan that would expeditiously restore services, minimize damages and coordinate community recovery in the event of a catastrophic disaster or emergency.
- b. Review and update division team plan and individual responsibilities by June 30 and Utility plan by July 31 annually. Make the plan available to all employees.
- c. Participate in emergency response training to be conducted in 4th quarter.
- d. Provide staff necessary in support of the Utility Disaster Coordinator.
- e. Participate in emergency management training seminars.

**Finance**

- a. Purchase and maintain stocked items recommended in Disaster Preparedness Plan.

**Employee Services**

- a. Coordinate with Finance to purchase and maintain stocked items for AWWU's Disaster Preparedness Plan.
- b. Assist in providing disaster training to division managers and Utility employees.

**UTILITY OBJECTIVE**

- 3. Pursue completion of Loop Transmission Main.

**DIVISION OBJECTIVES**

**All Divisions**

- a. Provide knowledgeable personnel to support any public relations activities associated with the project.

**Finance**

- a. Provide accounting and budgetary information and support as needed.

**Technical Services**

- a. Plan for and coordinate Utility efforts to actively pursue capital funding for the projects involved.
- b. Evaluate the success of each year's legislative plan and modify as necessary.

(continued)

- c. Participate in project reviews and analysis to determine eligibility as requested by Engineering in a timely manner.

**Customer Service**

- a. Customer Service will participate in plan review and provide input in a timely manner.

**Regulatory Affairs**

- a. Provide information, as needed, on expected rate impact of this project.

**Engineering**

- a. Support acquisition of legislative funding.
- b. Implement phased expansion.

**Operations**

- a. Participate in plan review and provide input to Engineering in a timely manner.
- b. Implement recommendations from Engineering to mitigate low water pressure and/or shortages.

**B. PROMOTE FINANCIAL STABILITY**

**UTILITY OBJECTIVE**

1. Complete and maintain separate long-range financial plans for AWU and ASU.

**DIVISION OBJECTIVES**

**All Divisions**

- a. Utilize FMIS and work order tracking monthly to monitor/manage budgets.

**Finance**

- a. Provide historical information necessary to facilitate management discussion and definition of long-range financial objectives.
- b. Annually review and document long-range financial objectives and make recommendations to management team by April 30.
- c. Prepare briefing package for presentation to Administration by May 31.
- d. Run financial model. (Finance & Regulatory Affairs)
- e. Update each Utility's long range financial plan by the end of the month following the end of each quarter. (Finance & Regulatory Affairs)
- f. Document assumptions used to project operating results and identify reasons for variances between projected and actual results by April 30 of each year. (Finance & Regulatory Affairs)

**Technical Services**

- a. Assist Divisions with annual requirements and cost/benefit analysis for CIB/CIP and operational budgets.
- b. Apprise the Finance Division of Grant and Loan Fund availability.
- c. Develop a plan for potential EPA Audit shortfalls by June 30, 1993.

**Customer Service**

- a. Insure the proper collection of funds for the repayment of general obligation bonds, Special Assessment bonds, and levy upon connection assessments for private development.

(continued)

- b. Implement the new collection charge for assessments.

#### **Regulatory Affairs**

- a. Identify the need for changes in the utilities' revenue requirements.
- b. Analyze the approved revenue requirements of each utility and identify areas and reasons why approved amounts differ from actual annual results by April 30 of each year.
- c. Assist, as necessary, with the periodic development of depreciation studies.
- d. Run financial model. (Finance & Regulatory Affairs)
- e. Update each Utility's long range financial plan by the end of the month following the end of each quarter. (Finance & Regulatory Affairs)
- f. Document assumptions used to project operating results and identify reasons for variances between projected and actual results by April 30 of each year. (Finance & Regulatory Affairs)

#### **Engineering**

- a. Provide input of capital expenditures to monthly cash flows.
- b. Monitor CIB/CIP to balance with set funding limitations.

#### **Operations**

- a. Identify current and CIB/CIP projects.
- b. Identify annual operations and maintenance budget requirements.

#### **UTILITY OBJECTIVE**

- 2. Meet or exceed financial and regulatory requirements for recording and reporting accounting activity.

#### **DIVISION OBJECTIVES**

##### **Finance**

- a. Prepare accurate, meaningful, and timely monthly business reports and annual financial statements.
- b. Accurately record additions and retirements to Utility plant.
- c. Recover value of Utility plant in a timely and accurate manner.
- d. Review existing Continuing Property Records (CPR) system and make improvements to the system.

#### **UTILITY OBJECTIVE**

- 3. Define service and staffing levels.

#### **DIVISION OBJECTIVES**

##### **All Divisions**

- a. Annually redefine the division service and staffing levels by May 1.
- b. Implement service levels as redefined in "a" above, and approved in budget.

**UTILITY OBJECTIVE**

4. Minimize rate increases through the application of improved financial management practices.

**DIVISION OBJECTIVES**

**All Divisions**

- a. Maintain operating costs at approved levels.
- b. Maintain budgeted overtime.
- c. Better utilize financial management and information reporting data and work order tracking.
- d. Monitor overtime, IGC's, materials purchases and contracts.

**Finance**

- a. Improve financial data reporting and forecasting output.
- b. Pursue alternate sources of financing; i.e., most economic source of funds.
- c. Evaluate the feasibility of using longer term debt to fund capital projects by December 31, 1993.
- d. Evaluate the feasibility of deferring principal payments on long term debt to more closely match cost recovery and payment, i.e., defer principal payments until such time as the project is expected to be included in plant in service by December 31, 1993.

**Technical Services**

- a. Work with Finance and Regulatory Affairs to ensure utilization of the best sources of available funding.
- b. Inform Finance and Regulatory Affairs of changes to State and Federal funding programs.

**Customer Service**

- a. Maintain a maximum of .5% write-off for uncollectible debts in 1993.
- b. Maintain an accounts receivable delinquency factor of less than 3% for active accounts of 61-90 day delinquencies and 3% for 91+ days.

**Regulatory Affairs**

- a. Monitor changes in customer characteristics, and prepare and file, as necessary, cost-of-service studies to ensure that there are no unreasonable cross-subsidies between customer classes.

**Operations**

- a. Manage and close out operational and capital project accounts in a timely manner.

**C. INCREASE PRODUCTIVITY**

**UTILITY OBJECTIVE**

1. Maintain sufficient flexibility in organization and management to facilitate timely response to changing conditions.

**DIVISION OBJECTIVES**

**All Divisions**

- a. Plan for retirement and replacements of key personnel.
- b. Stress "forward thinking" in division staff meetings.
- c. Establish an AWWU PC users group to more effectively utilize computer skills.

(continued)

- d. Exercise flexibility among staff to ensure appropriate response to changing conditions.
- e. Managers shall enroll in a minimum of one course per year which involves development of leadership, communications or management skills in order to improve management skills.
- f. Continue management retreats, minimally on a semi-annual basis to promote and encourage team development.
- g. Maintain and exercise flexibility in organizational structure.

#### **Technical Services**

- a. Provide support to other divisions to minimize downtime due to computer systems failures.

#### **Customer Service**

- a. Plan and implement alternatives to maintain the existing Special Assessments Receivable System until new system is completed in 1995.

#### **Engineering**

- a. Rotate staff within work units/sections to provide exposure to all aspects of responsibility areas.

#### **UTILITY OBJECTIVE**

2. Hold all employees accountable for job performance.

#### **DIVISION OBJECTIVES**

##### **All Divisions**

- a. Update performance standards to ensure they are consistent with correct operational requirements by June 30, 1993.
- b. Ensure personnel are knowledgeable regarding applicable regulations and relevant technical requirements.
- c. Utilize performance appraisals as a meaningful feedback/measuring gauge.
- d. Make effort to promote from within, the most qualified individual.
- e. Provide employees timely and honest feedback to facilitate corrective action or recognize good performance.
- f. Integrate relevant elements of the Strategic Plan into performance appraisals.
- g. Assess training needs.
- h. Promote and support training requests.
- i. Increase employee awareness of the importance of customer service and reinforce the concept that each employee is responsible for maintaining good customer relations.
- j. Provide clear and adequate direction to employees regarding assignments, responsibilities, and deadlines.
- k. Encourage employees to organize and prioritize assignments to ensure that they are completed in a timely manner.
- l. Prepare and maintain a list of things to be done with due dates.

##### **Customer Service**

- a. Improve Customer Service safety practices in order to enhance employee safety and reduce safety related costs.

### **Operations**

- a. Utilize progressive discipline when and if necessary to improve substandard job performance.

### **UTILITY OBJECTIVE**

3. Achieve an open, communicative, and productive climate.

### **DIVISION OBJECTIVE**

#### **All Divisions**

- a. Solicit employee input in the annual development of the Strategic Plan and make the plan available to all employees.
- b. Encourage and respond in a timely manner to employee suggestions/complaints.
- c. Conduct weekly meeting of all section supervisors.
- d. Solicit and support nominations for Employees of the Month.
- e. Support the Employee Involvement Committee.
- f. Solicit employee input in the development of the Divisional Strategic Plan and make the Plan available to all employees.
- g. Encourage supervisors and managers to actively promote and support work related training requests for employees.
- h. Ensure that employees are kept aware of Utility's operations.
- i. Identify necessary software and work with MIS to have said software purchased.
- j. Work with MIS to secure necessary updates to software currently being used.
- k. Encourage enhancement of computer skills through participation in available training courses.

#### **Customer Service**

- a. Support and maintain a Personnel Involvement Committee (PIC).

#### **Regulatory Affairs**

- a. Conduct weekly meeting of all employees within the division during which they will be provided direction and encouraged to provide input into the Utility's operations.
- b. Discuss current regulatory and other relevant issues at weekly staff meetings.
- c. Prepare and update monthly, a record of all ongoing regulatory proceedings.
- d. Circulate a copy of all APUC orders and other relevant documents for review by each employee.

#### **Employee Services**

- a. Survey organizational climate at AWWU and develop plan in third quarter 1993 to address problem areas identified.

#### **Operations**

- a. Maintain an open door policy.
- b. Management supervisors will hold quarterly meetings with Operations personnel.
- c. Upper supervisory staff will strive to increase their presence at various job sites.

**D. MEET CURRENT AND FUTURE REGULATORY REQUIREMENTS**

**UTILITY OBJECTIVE:**

1. Operate under the guidelines of the 301(h) waiver at the Pt. Woronzof WWTF.

**DIVISION OBJECTIVES**

**All Divisions**

- a. Provide support as requested.

**General Manager**

- a. Monitor and positively influence U.S. EPA - HQ actions regarding promulgation of final 301(h) regulations and determine impact on AWWU, and respond to it appropriately.
- b. Monitor and positively influence U.S. EPA - Region 10 actions regarding issuance of draft/final NPDES-301(H) permit for Pt. Woronzof WWTF.
- c. Monitor and positively influence pending federal and state legislation which may impact the 301(h) program.
- d. Monitor and insure integrity of 301(h) program in cooperation with Operations Division.
- e. Be active in the Association of Metropolitan Sewerage Agencies.

**Technical Services**

- a. Pursue grant funding to offset utility costs in the permit process.

**Regulatory Affairs**

- a. Determine, as needed, the expected impact on rates of the cost of maintaining the 301(h) waiver, and any alternatives.

**Operations**

- a. Maintain a monitoring contract to meet current and future permit requirements.
- b. Respond to the draft permit once issued and suggest any reasonable changes to EPA within the comment period.
- c. Maintain flexibility in our ability to comply with the final permit and any anticipated associated regulations.

**UTILITY OBJECTIVE**

2. Seek a reasonable Clean Water Act Reauthorization.

**DIVISION OBJECTIVES**

**All Divisions**

- a. Provide support as requested.

**General Manager**

- a. Monitor and positively influence the Federal legislation process during the current reauthorization of the Clean Water Act.
- b. Monitor and positively influence the U.S. EPA - HQ actions regarding promulgation of regulations to implement Clean Water Act Reauthorization.

(continued)

- c. Be active in Association of Metropolitan Sewerage Agencies.

#### **Operations**

- a. Support the General Manager's staff in this lobbying effort by reviewing proposed statutes/resolutions and defining their impact on treatment operations.
- b. Continue memberships for key personnel in various professional organizations that are helpful to this and other related issues.

#### **UTILITY OBJECTIVE**

3. Comply with underground fuel storage tank regulations.

#### **DIVISION OBJECTIVES**

##### **All Divisions**

- a. Provide support as requested.

##### **Engineering**

- a. Develop a tank upgrade and replacement program based on the tank tests and in conformance with the new standards. All existing tanks shall be replaced or upgraded prior to 1998 in accordance with EPA regulations.

#### **E. MAINTAIN A POSITIVE IMAGE**

#### **UTILITY OBJECTIVE**

1. Conduct a public education program.

#### **DIVISION OBJECTIVES**

##### **All Divisions**

- a. Support Utility coordinator.
- b. Contribute information or speakers when requested.
- c. Emphasize support of Water Awareness Week activities.

##### **Technical Services**

- a. Designate a Utility coordinator and establish curricula to be formally presented.
- b. Complete the design and publication of a new AWWU brochure and graphic poster.
- c. Expand the number of classroom presentations in the Anchorage School District.
- d. Develop an integrated program which coordinates the handout materials, slide presentations and speaker discussions to effectively communicate the hydrological process.
- e. Coordinate Utility "Water Awareness Week" activities.

##### **Employee Services**

- a. Provide training as required.

##### **Engineering**

- a. Support the Utility coordinator with graphics and presentations.



**Operations**

- a. Make presentations upon request to local schools.
- b. Provide facility tours to school groups as requested.

**UTILITY OBJECTIVE**

- 2. Address customer inquiries/concerns.

**DIVISION OBJECTIVES**

**All Divisions**

- a. Emphasize customer relations in all performance evaluations.
- b. Assist Customer Service Division in developing biannual survey.
- c. Respond to any customer complaint consistent with tariff requirements.

**Technical Services**

- a. Assist all other divisions in their quest to improve customer relations.

**Customer Services**

- a. Identify and address customer concerns by performing biannual surveys.

**Regulatory Affairs**

- a. Remain cognizant of customer concerns when preparing revenue requirements and cost-of-service studies.
- b. Present information as requested by customer groups such as Community Councils.

**Operations**

- a. Publish and distribute the annual Water Quality Report.

**UTILITY OBJECTIVE**

- 3. Maintain an active presence in professional/technical organizations.

**DIVISION OBJECTIVES**

**All Divisions**

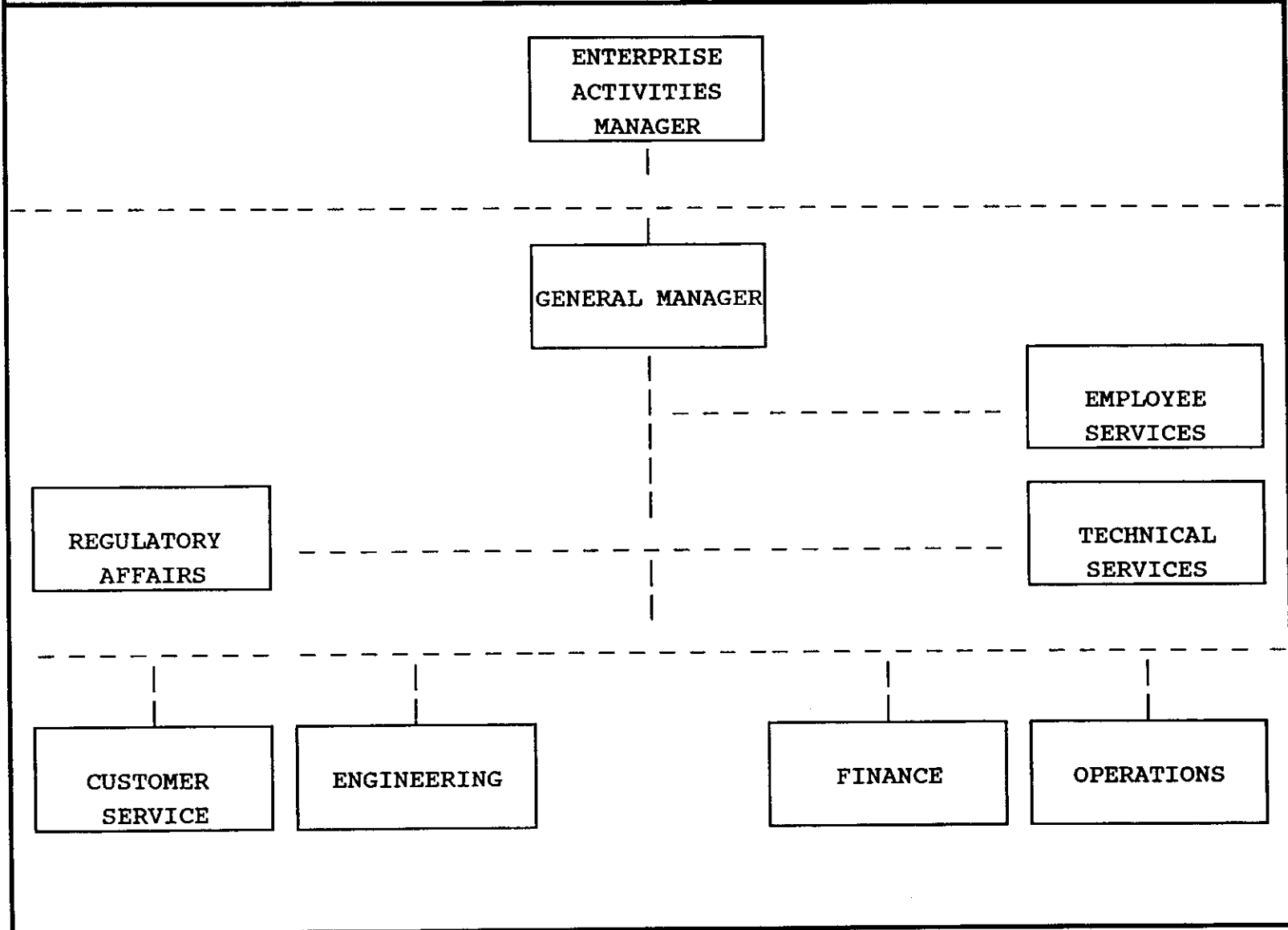
- a. Encourage personnel involvement and/or membership in professional/technical organizations.
- b. Provide newsworthy press releases about the Utility and its personnel.
- c. Make presentations to various organizations as requested.

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**Anchorage Water and  
Wastewater Utility**

**1993 Operating Budget**



ANCHORAGE WATER UTILITY FINANCIAL OVERVIEW

	1988A	1989A	1990A	1991A	1992B	1992P	1993P	1994P	1995P	1996P	1997P	1998P
Revenues (\$000)	20,390	24,060	25,206	25,452	26,879	26,498	26,907	28,165	28,533	29,605	29,995	30,881
Expenses (\$000)	20,464	24,076	23,462	25,325	26,700	26,358	26,846	27,625	28,011	28,625	29,028	29,755
Net Income (Regulatory) (\$000)	(74)	(16)	1,744	126	179	140	61	540	522	980	968	1,126
Workforce (Combined AMU)	312	285	285	285	285	285	275	275	275	275	275	275
Net Plant (\$000)	165,234	286,900	291,173	292,740	299,234	290,394	288,745	283,709	279,021	273,461	267,659	261,814
Retained Earnings (\$000)	19,131	19,115	20,860	20,986	20,711	21,127	21,188	21,728	22,250	23,230	24,197	25,323
Total Cash (\$000)	22,371	19,657	19,812	19,249	13,966	16,737	17,262	15,810	16,525	17,636	18,688	19,958
Operating Cash (\$000)	6,840	7,492	7,377	5,933	490	5,075	4,035	3,295	3,064	3,231	3,337	3,659
Capital Program (\$000)	5,642	2,872	10,388	21,315	14,556	14,556	17,897	21,635	14,345	4,760	10,255	4,890
Bond Sales (\$000)	0	0	0	0	0	0	5,000	0	0	0	0	0
IGC General Government (\$000)	734	807	941	1,154	1,246	1,282	1,477	1,580	1,659	1,742	1,829	1,921
MUSA (\$000)	2,661	1,265	1,527	1,561	1,579	1,371	1,417	1,438	1,444	1,454	1,461	1,417
Achieved ROR	5.47	6.45	7.96	6.73	6.98	7.27	6.75	7.80	7.78	8.19	8.12	8.38
Debt Service Amount (\$000)	9,836	7,789	8,115	8,635	8,633	8,633	8,634	9,147	9,143	9,142	9,138	9,124
Overall Debt Coverage	1.03	1.39	1.41	1.36	1.24	1.25	1.24	1.26	1.25	1.29	1.29	1.31
Debt/Equity Ratio	84/16	85/15	84/16	84/16	84/16	84/16	84/16	83/17	83/17	82/18	81/19	80/20
Total Personnel Costs (\$000)	6,875	7,527	7,122	7,614	8,533	8,373	8,030	8,095	8,129	8,409	8,444	8,734
\$ Increase Single Family Rate	(\$1.35)	\$5.10	\$0.00	\$1.40	\$0.00	\$0.00	\$0.00	\$1.49	\$0.00	\$1.31	\$0.00	\$0.83
% Rate Increases	-6.89%	28.00%	0.00%	6.00%	0.00%	0.00%	0.00%	6.00%	0.00%	5.00%	0.00%	3.00%
Single Family Rate	\$18.25	\$23.35	\$23.35	\$24.75	\$24.75	\$24.75	\$24.75	\$26.24	\$26.24	\$27.55	\$27.55	\$28.37

ANCHORAGE WASTEWATER UTILITY FINANCIAL OVERVIEW

	1988A	1989A	1990A	1991A	1992B	1992P	1993P	1994P	1995P	1996P	1997P	1998P
Revenues (\$000)	19,550	21,067	21,321	22,614	23,158	23,124	23,756	24,641	26,560	27,839	27,954	28,861
Expenses (\$000)	21,496	20,265	20,261	21,786	23,150	23,045	23,671	23,917	24,204	24,594	25,029	25,489
Net Income (Regulatory) (\$000)	(1,946)	802	1,060	828	7	79	85	724	2,356	3,245	2,925	3,372
Workforce (Combined AMU)	312	285	285	285	285	285	275	275	275	275	275	275
Net Plant (\$000)	221,471	221,319	233,734	252,177	259,209	250,045	248,362	244,784	241,671	239,098	235,527	232,529
Retained Earnings (\$000)	(91)	711	1,770	2,598	1,868	2,677	2,763	3,486	5,842	9,087	12,013	15,385
Total Cash (\$000)	16,466	12,270	13,958	10,424	6,206	9,157	4,932	4,131	3,517	3,723	3,492	3,652
Operating Cash (\$000)	3,378	3,049	5,325	7,951	5,736	7,318	4,285	3,984	3,371	3,576	3,346	3,506
Capital Program (\$000)	7,061	8,030	7,824	8,553	5,314	5,314	12,382	10,415	6,414	7,265	12,175	5,230
Bond Sales (\$000)	0	0	5,625	0	0	4,953	0	3,000	1,500	1,500	1,500	1,500
IGC General Government (\$000)	807	1,089	1,225	1,443	1,567	1,622	1,861	1,991	2,090	2,195	2,305	2,420
MUSA (\$000)	2,832	1,134	831	1,031	1,256	1,101	1,169	1,187	1,203	1,234	1,254	1,276
Achieved ROR	3.49%	8.90%	7.04%	6.36%	5.16%	5.92%	5.39%	6.17%	7.96%	8.43%	7.75%	7.80%
Debt Service Amount (\$000)	11,470	9,802	9,012	9,563	10,456	9,511	10,258	10,082	9,888	9,643	9,719	9,481
Overall Debt Coverage	1.00	1.10	1.17	1.27	1.06	1.14	1.00	1.00	1.14	1.23	1.18	1.23
Debt/Equity Ratio	100/0	99/1	91/9	90/10	90/10	90/10	89/11	88/12	85/15	81/19	77/23	72/28
Total Personnel Costs (\$000)	6,934	6,892	6,894	7,297	7,951	7,973	8,041	8,104	8,137	8,415	8,449	8,737
\$ Increase Single Family Rate	\$3.00	\$0.00	\$1.30	\$0.95	\$1.41	\$0.55	\$0.00	\$1.30	\$1.61	\$0.98	\$0.00	\$1.02
% Rate Increases	0%	0.00%	7.00%	4.70%	7.00%	3.19%	0.00%	6.00%	7.00%	4.00%	0.00%	4.00%
Single Family Rate	\$18.85	\$18.85	\$20.15	\$21.10	\$21.56	\$21.65	\$21.65	\$22.95	\$24.56	\$25.54	\$25.54	\$26.56

**ANCHORAGE WATER & WASTEWATER UTILITY**

**BUDGET YEAR 1993**

WORKFORCE PROJECTION

DIVISIONS	1992	1993	1994	1995	1996	1997	1998
MANAGER	8	7	7	7	7	7	7
TECHNICAL SERVICES	22	20	20	20	20	20	20
OPERATIONS	148	146	146	146	146	146	146
FINANCE	21	19	19	19	19	19	19
REGULATORY AFFAIRS	4	4	4	4	4	4	4
ENGINEERING	31	30	30	30	30	30	30
CUSTOMER SERVICE	51	49	49	49	49	49	49
	285	275	275	275	275	275	275

1993 BUDGET ASSUMPTIONS

Rate increases	None
Salaries and Wages:	JCC wage re-opener. All others 3.5%.
Benefits:	33.5% of labor costs.
Inflation Factor:	3.5%
Debt Service:	Water: 5M bond sale in late 1993. Wastewater: None
Interest Income:	4%
Mill Rate Increase:	None
Vacancy Factor:	2%
Overtime:	3% of payroll.



**ANCHORAGE WATER UTILITY**

**BUDGET YEAR 1993**

RECONCILIATION OF 1992 BUDGET TO 1992 PROFORMA (000)

	1992 BUDGET	1992 PROFORMA	VARIANCE	
REVENUE				
OPERATING REVENUES	25,580	25,117	(463)	A
NON-OPERATING REVENUES	1,299	1,381	82	
TOTAL REVENUES	26,879	26,498	(381)	
OPERATING EXPENSES				
OPERATIONS	14,249	13,948	(301)	B
DEPRECIATION	3,048	3,147	99	
MUSA	1,579	1,371	(208)	C
TOTAL OPERATING EXPENSES	18,876	18,466	(410)	
NON-OPERATING EXPENSES	7,824	7,892	68	
TOTAL EXPENSES	26,700	26,358	(342)	
NET INCOME REGULATORY	179	140	(38)	
ADJUSTMENT FOR GAAP METHOD	(4,465)	(4,356)	109	
NET INCOME GAAP	(4,287)	(4,216)	71	

RECONCILIATION OF 1992 BUDGET TO 1992 PROFORMA  
EXPLANATION OF VARIANCE

A: LESS GROWTH THAN EXPECTED

B: DECREASE IN EXPENSES OF 378K DUE TO MANAGEMENT EMPHASIS ON HOLDING DOWN  
COSTS WAS OFFSET BY 77K INCREASE IN APUC COST OF REGULATION.

C: END OF 5-YEAR PAYBACK FOR PLANT WRITE-UP ADJUSTMENT OCCURRED IN 1991.  
REDUCTION NOT BUDGETED IN 1992.

**ANCHORAGE WATER UTILITY**

**BUDGET YEAR 1993**

**RECONCILIATION OF 1992 PROFORMA TO 1993 BUDGET (000)**

	1992 PROFORMA	1993 BUDGET	VARIANCE	
<b>REVENUE</b>				
OPERATING REVENUES	25,117	25,290	173	A
NON-OPERATING REVENUES	1,381	1,617	235	B
<b>TOTAL REVENUES</b>	<b>26,498</b>	<b>26,907</b>	<b>408</b>	
<b>OPERATING EXPENSES</b>				
OPERATIONS	13,948	14,294	346	C
DEPRECIATION	3,147	3,357	210	D
MUSA	1,371	1,417	46	D
<b>TOTAL OPERATING EXPENSES</b>	<b>18,466</b>	<b>19,068</b>	<b>602</b>	
<b>NON-OPERATING EXPENSES</b>	<b>7,892</b>	<b>7,778</b>	<b>(114)</b>	<b>E</b>
<b>TOTAL EXPENSES</b>	<b>26,358</b>	<b>26,846</b>	<b>488</b>	
<b>NET INCOME REGULATORY</b>	<b>140</b>	<b>61</b>	<b>(79)</b>	
<b>ADJUSTMENT FOR GAAP METHOD</b>	<b>(4,356)</b>	<b>(4,693)</b>	<b>(337)</b>	
<b>NET INCOME GAAP</b>	<b>(4,216)</b>	<b>(4,632)</b>	<b>(416)</b>	

RECONCILIATION OF 1992 PROFORMA TO 1993 BUDGET  
EXPLANATION OF VARIANCE

A: .5% GROWTH

B: INCREASED INTEREST INCOME (EKLUTNA RESERVE).

C: LABOR (343K); SUPPLIES 149K; OTHER SERVICES 257K; IGC's 195K; APUC 88K.

D: ADDITIONS TO PLANT.

E: INTEREST EXPENSE DOWN 82K; CAPITALIZED INTEREST INCREASE OF 32K.

**ANCHORAGE WATER UTILITY****BUDGET YEAR 1993****MISCELLANEOUS STATISTICAL DATA**

	1989 ACTUAL	1990 ACTUAL	1991 ACTUAL	1992 ESTIMATED	1993 ESTIMATED
NUMBER OF CUSTOMERS	40,187	40,549	41,224	41,636	42,052
AVERAGE TREATMENT PLANT PRODUCTION (GPD)					
SHIP CREEK WATER TREATMENT FACILITY	12,009,000	12,529,000	11,511,000	12,800,000	13,000,000
EKLUTNA WATER TREATMENT FACILITY	6,549,000	9,137,000	10,113,000	10,800,000	11,000,000
AVERAGE WELL PRODUCTION (GPD)					
ANCHORAGE BOWL WELLS	4,758,000	2,156,000	2,071,000	2,940,000	3,000,000
EAGLE RIVER WELLS	46,000	7,100	8,800	7,000	7,500
GIRDWOOD WELLS	0	0	196,500	275,000	350,000
MILES OF WATER MAINS	622	650	655	657	662
NUMBER OF HYDRANTS	5,201	5,288	5,500	5,520	5,570

**1993 BUDGET IMPACTS****OPERATING**

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Maintenance expenses are increasing, especially in water treatment facilities, as plant ages. Service requests for maintenance repairs has increased 40% in the last two years. Environmental regulations now require year-round water treatment, instead of the previous seasonal treatment. This has increased chemical and laboratory analysis costs. These increased costs are being offset by reduced expenses in other areas, primarily labor. A reduction of 7 FTE positions is programmed for 1993.

**CAPITAL**

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Trend analysis over the last ten years indicates that we should shift capital project emphasis from new construction to repair and replacement. In addition to overall labor force reductions, restructuring of operations will be implemented in order to correct increasing system maintenance deficiencies.

ANCHORAGE WATER UTILITY	BUDGET YEAR 1993		
	1991 ACTUAL	1992 PROFORMA	1993 BUDGET
<b>OPERATING BUDGET SUMMARY</b>			
REVENUE	25,451,570	26,498,306	26,906,631
EXPENSE	29,553,473	30,714,170	31,538,527
NET (LOSS) GOVERNMENTAL FINANCIAL REPORTING	(4,101,903)	(4,215,864)	(4,631,896)
ADJUSTMENT FOR REGULATORY REPORTING	4,228,322	4,356,274	4,692,860
NET INCOME (LOSS) REGULATORY	126,419	140,410	60,964
<b>CAPITAL BUDGET SUMMARY</b>			
<b>PROJECT CATEGORY</b>			
WATER DISTRICTS	0	0	2,307,000
GENERAL PLANT	1,275,000	4,367,000	4,660,000
REPAIR & REHABILITATION	6,392,000	700,000	2,080,000
TRANSMISSION/DISTRIBUTION	8,533,000	8,364,000	7,950,000
WELLS, TANKS, & PRV's	5,115,000	1,125,000	900,000
<b>TOTAL</b>	<b>21,315,000</b>	<b>14,556,000</b>	<b>17,897,000</b>

**ANCHORAGE WATER UTILITY****BUDGET YEAR 1993**

	1991 ACTUAL	1992 PROFORMA	1993 BUDGET
<b>STATEMENT OF REVENUES &amp; EXPENSES</b>			
<b>OPERATING REVENUE</b>			
RESIDENTIAL SALES	15,975,325	17,100,000	17,200,000
COMMERCIAL SALES	5,396,016	5,600,000	5,600,000
INDUSTRIAL SALES	0	0	0
PUBLIC FIRE PROTECTION	2,116,650	2,200,000	2,200,000
HYDRANT USE CHARGE	133,093	100,000	100,000
MISCELLANEOUS / APUC	35,713	117,000	190,000
<b>TOTAL OPERATING REVENUE</b>	<b>23,656,797</b>	<b>25,117,000</b>	<b>25,290,000</b>
<b>OPERATING EXPENSES</b>			
SOURCE OF SUPPLY	2,094,699	2,131,490	2,124,678
TREATMENT	2,163,968	2,458,820	2,415,270
TRANSMISSION	3,366,066	3,484,375	3,584,577
CUSTOMER ACCOUNTS	1,673,387	1,878,240	1,837,238
GENERAL & ADMINISTRATIVE	3,563,861	3,995,050	4,331,805
DEPRECIATION *	3,013,578	3,146,980	3,357,186
MUSA	1,560,537	1,371,310	1,417,382
<b>TOTAL OPERATING EXPENSE</b>	<b>17,436,096</b>	<b>18,466,265</b>	<b>19,068,136</b>
<b>OPERATING INCOME</b>	<b>6,220,701</b>	<b>6,650,735</b>	<b>6,221,864</b>
* DEPRECIATION OF CONTRIBUTED PLANT NOT INCLUDED			



<b>ANCHORAGE WATER UTILITY</b>		<b>BUDGET YEAR 1993</b>		
	<b>1991</b>	<b>1992</b>	<b>1993</b>	
<b>NON-OPERATING REVENUE</b>	<b>ACTUAL</b>	<b>PROFORMA</b>	<b>BUDGET</b>	
RENTAL INCOME	265,592	264,924	320,000	
INTEREST - BOND CASH POOL	361,058	270,450	209,000	
INTEREST - GENERAL CASH POOL	638,135	311,830	640,000	
INTEREST - BOND REDEMPT RESERVE	244,810	352,971	286,836	
INTEREST - BOND PMT DEPOSIT	0	56,739	115,795	
INTEREST & PENALTIES	264,679	124,392	45,000	
INTEREST - OTHER	20,499	0	0	
<b>TOTAL NON-OPERATING REVENUE</b>	<b>1,794,773</b>	<b>1,381,306</b>	<b>1,616,631</b>	
<b>NON-OPERATING EXPENSE</b>				
AMORT OF DEFERRED DEBITS/DISCOUNTS	713,897	640,000	640,000	
INTEREST - LONG TERM DEBT	7,373,553	7,354,631	7,272,531	
INTEREST - OTHER	0	0	0	
CAPITALIZED INTEREST	(198,395)	(103,000)	(135,000)	
<b>TOTAL NON-OPERATING EXPENSE</b>	<b>7,889,055</b>	<b>7,891,631</b>	<b>7,777,531</b>	
<b>NON-OPERATING INCOME</b>	<b>(6,094,282)</b>	<b>(6,510,325)</b>	<b>(6,160,900)</b>	
<b>NET INCOME</b>	<b>126,419</b>	<b>140,410</b>	<b>60,964</b>	
<b>NET INCOME: REGULATORY</b>	<b>126,419</b>	<b>140,410</b>	<b>60,964</b>	
<b>LESS: AMORTIZATION</b>				
<b>OF CONTRIBUTED PLANT</b>	<b>4,228,322</b>	<b>4,356,274</b>	<b>4,692,860</b>	
<b>NET INCOME: GOVERNMENTAL</b>				
<b>FINANCIAL REPORTING</b>	<b>(4,101,903)</b>	<b>(4,215,864)</b>	<b>(4,631,896)</b>	

<b>ANCHORAGE WATER UTILITY</b>		<b>BUDGET YEAR 1993</b>		
<b>SOURCES OF CASH FUNDS:</b>	<b>1991 ACTUAL</b>	<b>1992 PROFORMA</b>	<b>1993 BUDGET</b>	
NET INCOME (LOSS)	(4,101,903)	(4,215,864)	(4,631,896)	
DEPRECIATION	7,241,900	7,503,254	8,050,046	
BOND PROCEEDS	0	0	5,000,000	
ASSESSMENT BONDS	0	0	0	
GRANTS	6,456,323	5,173,000	4,230,000	
LOANS	0	0	0	
ASSESSMENTS	1,440,505	450,000	355,000	
OTHER	713,897	659,560	640,000	
<b>TOTAL SOURCES OF CASH FUNDS</b>	<b>11,750,722</b>	<b>9,569,950</b>	<b>13,643,150</b>	
<b>USES OF CASH FUNDS:</b>				
ADDITIONS TO PLANT	10,099,050	10,804,000	11,757,000	
BOND PRINCIPAL PAYMENT	1,179,119	1,249,640	1,329,900	
OTHER	1,035,584	28,447	31,131	
<b>TOTAL USES OF CASH FUNDS</b>	<b>12,313,753</b>	<b>12,082,087</b>	<b>13,118,031</b>	
<b>NET INCREASE(DECREASE) IN CASH FUNDS</b>	<b>(563,031)</b>	<b>(2,512,137)</b>	<b>525,119</b>	
CASH BALANCE JANUARY 1	19,812,443	19,249,412	16,737,275	
CASH BALANCE DECEMBER 31	19,249,412	16,737,275	17,262,394	
<b>DETAIL OF CASH BALANCE:</b>				
EQUITY IN CONSTRUCTION CASH POOL	5,749,390	2,618,390	2,591,390	
REVENUE BOND REDEMPTION RESERVE	2,653,168	3,180,030	3,824,480	
REVENUE BOND SINKING FUND RESERVE	2,088,065	2,095,706	2,101,370	
RESERVE FOR DEBT	2,826,000	3,768,000	4,710,000	
EQUITY IN GENERAL CASH POOL	5,932,789	5,075,149	4,035,154	

**ANCHORAGE WATER UTILITY**

**BUDGET YEAR 1993**

**STATEMENT OF CHANGES IN FUND EQUITY**

	1991 Actual	1992 ProForma	1993 Budget
BALANCE JANUARY 1	221,427,444	224,357,607	225,764,743
NET INCOME/LOSS	(4,101,903)	(4,215,864)	(4,631,896)
CONTRIBUTIONS RECEIVED	7,032,066	5,623,000	4,585,000
BALANCE DECEMBER 31	224,357,607	225,764,743	225,717,847
<b>DETAIL OF FUND EQUITY</b>			
RETAINED EARNINGS	20,986,185	21,126,596	21,187,559
CONTRIBUTED CAPITAL	203,371,422	204,638,147	204,530,288
TOTAL FUND EQUITY, DEC 31	224,357,607	225,764,743	225,717,847

**ANCHORAGE WATER UTILITY****BUDGET YEAR 1993****STATEMENT OF DEBT SERVICE COVERAGE  
FOR REVENUE BONDS**

	1991 ACTUAL	1992 PROFORMA	1993 BUDGET
AMOUNT AVAILABLE FOR DEBT SERVICE	13,406,342	10,790,021	10,743,681
DEBT SERVICE REQUIREMENT	4,439,638	4,463,406	4,464,420
DEBT COVERAGE (REVENUE BONDS)	3.02	2.42	2.41
REQUIRED DEBT SERVICE COVERAGE	1.35	1.35	1.35

**ANCHORAGE WATER UTILITY**

**BUDGET YEAR 1993**

	1991	1992	1993
NET PROFIT MARGIN	ACTUAL	PROFORMA	BUDGET
NET LOSS - GOVERNMENTAL REPORTING	(4,101,903)	(4,215,864)	(4,631,896)
OPERATING REVENUES	23,656,797	25,117,000	25,290,000
NET PROFIT MARGIN - GOVERNMENTAL REPORTING	(17.34%)	(16.78%)	(18.32%)
NET INCOME (LOSS) - REGULATORY	126,419	140,410	60,964
OPERATING REVENUE	23,656,797	25,117,000	25,290,000
NET PROFIT MARGIN - REGULATORY	0.53%	0.56%	0.24%

**ANCHORAGE WATER UTILITY**

**BUDGET YEAR 1993**

EXPENSE ITEMS	1990 ACTUAL	1991 ACTUAL	1992 PROFORMA	1993 BUDGET
WAGES	4,835,129	5,139,347	5,651,546	5,420,246
BENEFITS	2,285,827	2,474,501	2,721,114	2,609,748
PROFESSIONAL SERVICES	276,641	133,851	139,674	145,600
TRAVEL	5,325	10,176	8,600	11,000
DEPRECIATION & AMORTIZATION	6,869,361	7,241,900	7,503,254	8,050,046
INTEREST	7,872,446	7,889,055	7,891,631	7,777,531
MUSA	1,526,566	1,560,537	1,371,310	1,417,382
<b>SUBTOTAL</b>	<b>23,671,295</b>	<b>24,449,367</b>	<b>25,287,129</b>	<b>25,431,553</b>
<b>INTERGOVERNMENTAL CHARGES</b>				
FINANCE DEPARTMENT	316,796	325,588	317,040	354,352
INFORMATION SYSTEMS	128,601	336,649	492,795	539,937
ENTERPRISE ACTIVITIES	31,264	43,494	60,470	63,494
ATU BILLING CHARGES	66,446	73,936	80,784	87,000
HUMAN RESOURCES DEPARTMENT	124,676	141,080	143,572	180,092
OTHER IGC CHARGES	273,061	233,423	187,369	251,893
<b>SUBTOTAL IGC</b>	<b>940,844</b>	<b>1,154,170</b>	<b>1,282,030</b>	<b>1,476,768</b>
PURCHASED UTILITIES	1,536,787	1,607,375	1,656,455	1,688,610
MATERIALS/SUPPLIES/REPAIRS	671,425	766,120	793,795	942,383
OTHER EXPENSES	1,513,684	1,576,441	1,694,761	1,999,213
<b>TOTAL EXPENSES</b>	<b>28,334,035</b>	<b>29,553,473</b>	<b>30,714,170</b>	<b>31,538,527</b>

**ANCHORAGE WASTEWATER UTILITY**

**1993 BUDGET YEAR**

**RECONCILIATION OF 1992 BUDGET TO 1992 PROFORMA (000)**

	1992 BUDGET	1992 PROFORMA	VARIANCE	
<b>REVENUE</b>				
OPERATING REVENUES	21,229	21,427	198	A
NON-OPERATING REVENUES	1,929	1,697	(231)	B
<b>TOTAL REVENUES</b>	<b>23,158</b>	<b>23,124</b>	<b>(33)</b>	
<b>OPERATING EXPENSES</b>				
OPERATIONS	13,719	13,755	36	C
DEPRECIATION	2,666	2,502	(163)	D
MUSA	1,256	1,101	(155)	D
<b>TOTAL OPERATING EXPENSES</b>	<b>17,640</b>	<b>17,358</b>	<b>(283)</b>	
<b>NON-OPERATING EXPENSES</b>	<b>5,510</b>	<b>5,687</b>	<b>177</b>	<b>E</b>
<b>TOTAL EXPENSES</b>	<b>23,150</b>	<b>23,045</b>	<b>(105)</b>	
<b>NET INCOME REGULATORY</b>	<b>7</b>	<b>79</b>	<b>72</b>	
<b>ADJUSTMENT FOR GAAP METHOD</b>	<b>(4,369)</b>	<b>(4,900)</b>	<b>(531)</b>	
<b>NET INCOME GAAP</b>	<b>(4,361)</b>	<b>(4,820)</b>	<b>(459)</b>	

**RECONCILIATION OF 1992 BUDGET TO 1992 PROFORMA (000)  
EXPLANATION OF VARIANCE**

- A: HIGHER THAN ANTICIPATED RATE INCREASE (FCC CLAIM) OFFSET BY 1½ LESS GROWTH THAN EXPECTED.**
- B: LESS INTEREST INCOME DUE TO DECLINE IN INTEREST RATES.**
- C: REDUCTION IN EXPENSES OF 31K OFFSET BY APUC REGULATORY CHARGE OF 67K.**
- D: TRUE-UP OF PLANT DEPRECIATION CATEGORIES.**
- E: INCREASE IN DEFERRED DEBITS DUE TO 1991 REFUNDING.**



**ANCHORAGE WASTEWATER UTILITY**

**1993 BUDGET YEAR**

RECONCILIATION OF 1992 PROFORMA TO 1993 BUDGET (000)

	1992 PROFORMA	1993 BUDGET	VARIANCE	
<b>REVENUE</b>				
OPERATING REVENUES	21,427	21,990	563	A
NON-OPERATING REVENUES	1,697	1,766	69	B
<b>TOTAL REVENUES</b>	<b>23,124</b>	<b>23,756</b>	<b>632</b>	
<b>OPERATING EXPENSES</b>				
OPERATIONS	13,755	14,436	681	C
DEPRECIATION	2,502	2,629	126	D
MUSA	1,101	1,169	68	D
<b>TOTAL OPERATING EXPENSES</b>	<b>17,358</b>	<b>18,234</b>	<b>876</b>	
<b>NON-OPERATING EXPENSES</b>	<b>5,687</b>	<b>5,437</b>	<b>(250)</b>	<b>E</b>
<b>TOTAL EXPENSES</b>	<b>23,045</b>	<b>23,671</b>	<b>626</b>	
<b>NET INCOME REGULATORY</b>	<b>79</b>	<b>85</b>	<b>6</b>	
<b>ADJUSTMENT FOR GAAP METHOD</b>	<b>(4,900)</b>	<b>(5,255)</b>	<b>(356)</b>	
<b>NET INCOME GAAP</b>	<b>(4,820)</b>	<b>(5,170)</b>	<b>(350)</b>	

**RECONCILIATION OF 1992 PROFORMA TO 1993 BUDGET (000)  
EXPLANATION OF VARIANCE**

**A: FULL YEAR OF 1992 RATE INCREASE, PLUS .5% GROWTH.**

**B: DECLINE IN CONSTRUCTION CASH BALANCES OFFSET BY INCREASE IN RENTAL INCOME.**

**C: LABOR 69K; SUPPLIES 85K; OTHER SERVICES 209K; IGC'S 238K; APUC 80K.**

**D: ADDITIONS TO PLANT.**

**E: DECREASE IN LONG-TERM INTEREST.**

**ANCHORAGE WASTEWATER UTILITY**

**BUDGET YEAR 1993**

MISCELLANEOUS STATISTICAL DATA

	1989 ACTUAL	1990 ACTUAL	1991 ACTUAL	1992 ESTIMATED	1993 ESTIMATED
NUMBER OF CUSTOMERS	42,970	43,157	44,222	44,664	45,110
AVERAGE TREATMENT PLANT PRODUCTION (GPD)					
PT. WORONZOF WASTEWATER TREATMENT FACILITY	31,060,000	33,500,000	31,600,000	30,500,000	31,000,000
EAGLE RIVER WASTEWATER TREATMENT FACILITY	930,274	1,014,000	952,000	975,000	1,000,000
GIRDWOOD WASTEWATER TREATMENT FACILITY	422,000	317,000	340,000	375,000	425,000
MILES OF WASTEWATER LINES	638	644	655	657	660

Pt Woronzof 1991: Trunk line under Campbell Lake was replaced, which reduced inflow.

Pt. Woronzof 1992: Another major leak under Campbell Lake was repaired, further reducing inflow.

## 1993 BUDGET IMPACTS

OPERATING

Increased costs for chemicals, utilities, and treatment are being offset by reduced expenses in other areas, primarily labor. A reduction of 3 FTE's is programmed for 1993. Maintenance expenses are increasing as plant ages. Exception is new Eagle River Treatment Facility where maintenance will drop during the one year warranty period. Environmental regulations will require a 20-40% increase in the burn cycle at the treatment facilities to meet standards. This means increased gas and electrical costs, higher labor costs, and future incinerator upgrade.

CAPITAL

While issuing approximately \$14m in new debt during 1992-98, the Utility also pays down the existing long-term debt by \$36m - effectively decreasing long-term debt by \$22m in seven years. Trend analysis over the last ten years indicates that we should shift capital projects emphasis from new construction to repair and replacement. In addition to overall labor force reductions, restructuring of operations will be implemented in order to correct increasing system maintenance deficiencies.

<b>ANCHORAGE WASTEWATER UTILITY</b>	<b>BUDGET YEAR 1993</b>		
	<b>1991</b>	<b>1992</b>	<b>1993</b>
<b>OPERATING BUDGET SUMMARY</b>	<b>ACTUAL</b>	<b>PROFORMA</b>	<b>BUDGET</b>
<b>REVENUE</b>	22,614,174	23,124,390	23,756,000
<b>EXPENSE</b>	26,426,049	27,944,804	28,925,987
<b>NET (LOSS) GOVERNMENTAL FINANCIAL REPORTING</b>	(3,811,875)	(4,820,414)	(5,169,987)
<b>ADJUSTMENT FOR REGULATORY REPORTING</b>	4,639,722	4,899,692	5,255,336
<b>NET INCOME (LOSS) REGULATORY</b>	827,847	79,278	85,349
<b>CAPITAL BUDGET SUMMARY</b>			
<b>PROJECT CATEGORY</b>			
<b>GENERAL PLANT</b>	3,505,000	2,559,000	2,475,000
<b>WASTEWATER DISTRICTS</b>	960,000	725,000	1,667,000
<b>REPAIR &amp; REHABILITATION</b>	2,988,000	1,010,000	6,250,000
<b>TRUNKS &amp; INTERCEPTORS</b>	1,100,000	1,020,000	990,000
<b>TOTAL</b>	8,553,000	5,314,000	11,382,000

<b>ANCHORAGE WASTEWATER UTILITY</b>		<b>BUDGET YEAR 1993</b>		
		<b>1991</b>	<b>1992</b>	<b>1993</b>
<b>STATEMENT OF REVENUES &amp; EXPENSES</b>		<b>ACTUAL</b>	<b>PROFORMA</b>	<b>BUDGET</b>
<b>OPERATING REVENUES</b>				
RESIDENTIAL SALES		14,819,414	15,800,000	16,200,000
COMMERCIAL SALES		4,310,471	4,600,000	4,700,000
PUBLIC AUTHORITIES		1,112,825	900,000	900,000
MISCELLANEOUS / APUC		51,227	127,000	190,000
<b>TOTAL OPERATING REVENUE</b>		<b>20,293,937</b>	<b>21,427,000</b>	<b>21,990,000</b>
<b>OPERATING EXPENSES</b>				
COLLECTION		2,525,744	2,732,630	2,817,937
TREATMENT		5,031,261	5,231,170	5,406,540
CUSTOMER ACCOUNTS		1,498,514	1,703,060	1,764,153
GENL & ADMINISTRATIVE		4,168,773	4,087,980	4,446,998
DEPRECIATION *		1,929,731	2,502,410	2,628,855
MUSA		1,030,601	1,100,650	1,169,142
<b>TOTAL OPERATING EXPENSES</b>		<b>16,184,624</b>	<b>17,357,900</b>	<b>18,233,625</b>
<b>OPERATING INCOME</b>		<b>4,109,313</b>	<b>4,069,100</b>	<b>3,756,375</b>
*DEPRECIATION OF CONTRIBUTED PLANT NOT INCLUDED				

ANCHORAGE WASTEWATER UTILITY	BUDGET YEAR 1993		
	1991 ACTUAL	1992 PROFORMA	1993 BUDGET
<b>NON-OPERATING REVENUE</b>			
INT PENALTIES / ASSESSMENTS	416,188	386,470	365,000
INT GENL CASH POOL	552,672	308,278	381,000
INT CONST CASH POOL	472,000	116,192	50,000
PROPERTY RENTAL	875,306	886,450	970,000
AMORT OF GAIN	0	0	0
OTHER NON-OPER REV	4,071	0	0
<b>TOTAL NON-OPERATING REVENUE</b>	<b>2,320,237</b>	<b>1,697,390</b>	<b>1,766,000</b>
<b>NON-OPERATING EXPENSE</b>			
INTEREST - LONG TERM DEBT	5,573,465	5,356,212	5,147,026
INTEREST - OTHER	276,226	0	0
AMORT DEFERRED DEBITS/DISCOUNTS	428,685	493,000	365,000
CAPITALIZED INTEREST	(676,673)	(162,000)	(75,000)
<b>TOTAL NON-OPERATING EXPENSE</b>	<b>5,601,703</b>	<b>5,687,212</b>	<b>5,437,026</b>
<b>NON-OPERATING INCOME</b>	<b>(3,281,466)</b>	<b>(3,989,822)</b>	<b>(3,671,026)</b>
<b>NET INCOME</b>	<b>827,847</b>	<b>79,278</b>	<b>85,349</b>
<b>NET INCOME</b>	<b>827,847</b>	<b>79,278</b>	<b>85,349</b>
LESS: DEPRECIATION OF CONTRIBUTED PLANT	4,639,722	4,899,692	5,255,336
<b>NET INCOME FOR GOVERNMENTAL FINANCIAL REPORTING</b>	<b>(3,811,875)</b>	<b>(4,820,414)</b>	<b>(5,169,987)</b>

<b>ANCHORAGE WASTEWATER UTILITY</b>		<b>BUDGET YEAR 1993</b>		
<b>SOURCES OF CASH FUNDS:</b>	<b>1991 ACTUAL</b>	<b>1992 PROFORMA</b>	<b>1993 BUDGET</b>	
NET INCOME (LOSS)	(3,811,875)	(4,820,414)	(5,169,987)	
DEPRECIATION	6,569,453	7,402,102	7,884,191	
STATE LOANS	1,945,112	4,953,000	0	
BOND PROCEEDS	(3,220,170)	0	0	
GRANTS	6,085,383	2,178,000	1,133,000	
ASSESSMENTS	1,031,780	1,000,000	1,000,000	
OTHER	467,823	493,000	365,000	
<b>TOTAL SOURCES OF CASH FUNDS</b>	<b>9,067,506</b>	<b>11,205,688</b>	<b>5,212,204</b>	
<b>USES OF CASH FUNDS:</b>				
ADDITIONS TO PLANT	9,662,761	8,317,000	4,326,000	
BOND PRINCIPAL PAYMENT	3,818,000	4,239,862	4,555,000	
OTHER	(878,727)	(84,831)	556,450	
<b>TOTAL USES OF CASH FUNDS</b>	<b>12,602,034</b>	<b>12,472,031</b>	<b>9,437,450</b>	
<b>NET INCREASE(DECREASE) IN CASH FUNDS</b>	<b>(3,534,528)</b>	<b>(1,266,343)</b>	<b>(4,225,246)</b>	
CASH BALANCE JANUARY 1	13,958,177	10,423,649	9,157,306	
CASH BALANCE DECEMBER 31	10,423,649	9,157,306	4,932,060	
<b>DETAIL OF CASH BALANCE:</b>				
EQUITY IN CONSTRUCTION CASH POOL	1,025,606	1,839,606	646,606	
RESERVE FOR DEBT PAYMENT	1,447,163	0	0	
<b>EQUITY IN GENERAL CASH POOL</b>	<b>7,950,880</b>	<b>7,317,700</b>	<b>4,285,454</b>	



**ANCHORAGE WASTEWATER UTILITY**

**BUDGET YEAR 1993**

**STATEMENT OF CHANGES IN FUND EQUITY**

	1991 Actual	1992 ProForma	1993 Budget
BALANCE JANUARY 1	193,339,210	194,835,174	193,192,760
NET INCOME/LOSS	(3,811,875)	(4,820,414)	(5,169,987)
CONTRIBUTIONS RECEIVED	5,307,839	3,178,000	2,133,000
BALANCE DECEMBER 31	194,835,174	193,192,760	190,155,773
<b>DETAIL OF FUND EQUITY</b>			
RETAINED EARNINGS	2,598,191	2,677,499	2,762,848
CONTRIBUTED CAPITAL	192,236,983	190,515,261	187,392,925
TOTAL FUND EQUITY, DEC 31	194,835,174	193,192,760	190,155,773

**ANCHORAGE WASTEWATER UTILITY**

**BUDGET YEAR 1993**

	1991 ACTUAL	1992 PROFORMA	1993 BUDGET
<b>NET PROFIT MARGIN</b>			
NET LOSS - GOVERNMENTAL REPORTING	(3,811,875)	(4,820,414)	(5,169,987)
OPERATING REVENUES	20,293,937	21,427,000	21,990,000
NET PROFIT MARGIN - GOVERNMENTAL REPORTING	(18.78%)	(22.50%)	(23.51%)
NET INCOME (LOSS) - REGULATORY	827,847	79,278	85,349
OPERATING REVENUE	20,293,937	21,427,000	21,990,000
NET PROFIT MARGIN - REGULATORY	4.08%	0.37%	0.39%

**ANCHORAGE WASTEWATER UTILITY****BUDGET YEAR 1993**

<b>EXPENSE ITEMS</b>	<b>1990 ACTUAL</b>	<b>1991 ACTUAL</b>	<b>1992 PROFORMA</b>	<b>1993 BUDGET</b>
<b>WAGES</b>	4,681,002	4,925,688	5,381,505	5,427,682
<b>BENEFITS</b>	2,212,963	2,371,628	2,591,095	2,613,328
<b>PROFESSIONAL SERVICES</b>	606,069	743,606	746,423	715,073
<b>TRAVEL</b>	13,786	10,301	13,900	14,000
<b>DEPRECIATION &amp; AMORTIZATION</b>	6,452,366	6,569,453	7,402,102	7,884,191
<b>INTEREST</b>	5,252,519	5,601,703	5,687,212	5,437,026
<b>MUSA</b>	830,537	1,030,601	1,100,650	1,169,142
<b>SUBTOTAL</b>	<b>20,049,242</b>	<b>21,252,980</b>	<b>22,922,887</b>	<b>23,260,442</b>
<b>INTERGOVERNMENTAL CHARGES</b>				
<b>FINANCE DEPARTMENT</b>	297,878	301,896	309,124	346,023
<b>INFORMATION SYSTEMS</b>	165,712	352,311	520,639	591,812
<b>ENTERPRISE ACTIVITIES</b>	31,265	43,494	60,470	63,494
<b>ATU BILLING CHARGES</b>	69,119	80,097	87,517	97,000
<b>HUMAN RESOURCES DEPARTMENT</b>	121,382	141,403	139,794	176,033
<b>OTHER IGC CHARGES</b>	539,555	523,389	504,746	586,215
<b>SUBTOTAL IGC</b>	<b>1,224,911</b>	<b>1,442,590</b>	<b>1,622,290</b>	<b>1,860,577</b>
<b>PURCHASED UTILITIES</b>	1,081,299	1,237,029	1,260,965	1,325,311
<b>MATERIALS/SUPPLIES/REPAIRS</b>	988,659	1,147,723	1,063,150	1,148,180
<b>OTHER EXPENSES</b>	1,060,048	1,345,727	1,075,512	1,331,477
<b>TOTAL EXPENSES</b>	<b>24,404,159</b>	<b>26,426,049</b>	<b>27,944,804</b>	<b>28,925,987</b>

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**Anchorage Water and  
Wastewater Utility**

**1993 Capital Budget**

**1993 - 1998**

**Capital Improvement Program**

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Public Utilities	Unit No.	Utility	No.	Division	Unit No.
	8700	ANCHORAGE WATER UTILITY			

1993 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY

PROJECT CATEGORY	TOTAL PROJECT COST 1993	REVENUE BONDS	G.O. BONDS	LOANS	EQUITY	STATE GRANTS	FEDERAL GRANTS	DIRECT APPROP
WATER DISTRICTS	2,307.0	2,307.0	0.0	0.0	0.0	0.0	0.0	0.0
GENERAL PLANT	4,660.0	3,100.0	0.0	0.0	1,560.0	0.0	0.0	0.0
REPAIR & REHAB	2,080.0	0.0	0.0	0.0	665.0	415.0	0.0	1,000.0
TRANS/DISTRIBUTION	7,950.0	0.0	0.0	0.0	450.0	0.0	0.0	7,500.0
WELLS, TANKS & PRV'S	900.0	0.0	0.0	0.0	150.0	0.0	0.0	750.0
<b>Total (000)</b>	<b>17,897.0</b>	<b>5,407.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2,825.0</b>	<b>415.0</b>	<b>0.0</b>	<b>9,250.0</b>

BUDGET YEAR PROJECTS  
1993

Utility: WATER  
Project Category: 11 WATER DISTRICTS

Project Title	Legislative Districts	Community Councils	Funding						Total
			Bonds			Equity		Grants	
			G=GO Bonds	R=Rev Bonds	L=Loans	N	O	F=Federal	
Olympus WID	House: 17 Senate: I Assembly: 6	BAYSHORE-KLATT	G	963.0	1			F	963.0
South Air Park WID	House: 11 Senate: F Assembly: 3	SAND LAKE	G	784.0	1			F	784.0
Turnagain West WID	House: 13 Senate: G Assembly: 3	TURNAGAIN	G	560.0	1			F	560.0
Requested by ME			Date Printed: 09/11/92			G	R	F	2,307.0
						L		S	
								D	

1 --- Funding through Assessment bonds.



BUDGET YEAR PROJECT  
1993

Utility: WATER  
Project Category: 12 GENERAL PLANT

Project Title	Legislative Districts	Community Councils	Funding				Total
			Bonds	Equity	Grants		
			G=GO Bonds R=Rev Bonds L=Loans	N o t e	F=Federal S=State D=Approat	N o t e	
EQUIPMENT - Automated Permits	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	50.0	F S D	50.0	
EQUIPMENT - Data Processing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	90.0	F S D	90.0	
EQUIPMENT - End Device Replace	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	20.0	F S D	20.0	
EQUIPMENT - Maint Mgmt System	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	75.0	F S D	75.0	
EQUIPMENT - Office-Shop	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	175.0	F S D	175.0	
EQUIPMENT - Water Meters	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	225.0	F S D	225.0	
FACILITY R R - 3000 Arctic Remodel	House: 15 Senate: H Assembly: 3	SPENARD	G R L	3,100.0	F S D	3,100.0	
FACILITY R R - Water	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	650.0	F S D	650.0	

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B U D G E T   Y E A R   P R O J E C T S  
1993

Utility: WATER  
Project Category: 12 GENERAL PLANT

Project Title	Legislative Districts	Community Councils	F u n d i n g			Total
			Bonds	Equity	Grants	
			G=GO Bonds R=Rev Bonds L=Loans		F=Federal S=State D=Approat	
STUDIES - CPR Replacement	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	150.0	F S D	150.0
STUDIES - GIS Development	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	100.0	F S D	100.0
STUDIES - Telemetry-SCADA	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	25.0	F S D	25.0
Requested by ME	Date Printed: 09/11/92		G R L	1,560.0	F S D	4,660.0

AWWU-74

BUDGET YEAR PROJECT  
1993

Utility: WATER  
Project Category: 13 REPAIR & REHAB

Project Title	Legislative Districts	Community Councils	Funding				Total
			Bonds	Equity	Grants		
			G=GO Bonds R=Rev Bonds L=Loans	N o t e	F=Federal S=State D=Approat	e	
ADOT-MOA Related Projects	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	60.0	F S D	40.0	100.0
Emergency R R	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	60.0	F S D	40.0	100.0
Government Hill East WS R R	House: 14 Senate: G Assembly: 1	GOVERNMENT HILL	G R L	400.0	F S D	240.0	640.0
North Celestial R R	House: 25 Senate: M Assembly: 2	EAGLE RIVER	G R L	145.0	F S D	95.0	240.0
Wood Stave Pipe Replacement	House: 14,15 Senate: G,H Assembly: 1	GOVERNMENT HILL DOWNTOWN	G R L		F S D	1,000.0	1,000.0
			G R L	665.0	F S D	415.0 1,000.0	2,080.0

Requested by ME

Date Printed: 09/11/92

2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.

BUDGET YEAR PROJECTS  
1993

Utility: WATER  
Project Category: 14 TRANS/DISTRIBUTION

Project Title	Legislative Districts	Community Councils	F u n d i n g				Total
			Bonds	Equity	Grants		
			G=GO Bonds		F=Federal		
			R=Rev Bonds		S=State		
L=Loans		D=Approat					
Anchorage Loop WTM Phase I	House: 23,24 Senate: L Assembly: 5	NORTHEAST RUSSIAN JACK PARK	G R L		F S D	6,500.0	
Anchorage Loop WTM Phase II	House: 22,24 Senate: L,K Assembly: 5	NORTHEAST SCENIC PARK AREA	G R L		F S D	500.0	
Anchorage Loop WTM Phase III	House: 22 Senate: K Assembly: 5	NORTHEAST SCENIC PARK AREA	G R L		F S D	500.0	
Private Development Oversizing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	100.0	F S D	100.0	
Water Service Connects	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	100.0	F S D	100.0	
Zodiac Intertie	House: 18 Senate: I Assembly: 4	ABBOTT LOOP	G R L	250.0	F S D	250.0	
Requested by ME	Date Printed: 09/11/92		G R L	450.0	F S D	7,950.0	

2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.

BUDGET YEAR PROJECT  
1993

Utility: WATER

Project Category: 15 WELLS, TANKS & PRV'S

Project Title	Legislative Districts	Community Councils	Funding				Total	
			Bonds	Equity	Grants			
			G=GO Bonds R=Rev Bonds L=Loans	N o t e	N o t e	F=Federal S=State D=Approat	N o t e	
ER 980 Zone Reservoir	House: 24 Senate: L Assembly: 2	EAGLE RIVER VALLEY	G R L			F S D 750.0	2	750.0
Reservoir 4 Painting - Tudor	House: 22 Senate: K Assembly: 5	TUDOR AREA	G R L	150.0		F S D		150.0
Requested by ME	Date Printed: 09/11/92		G R L	150.0		F S D 750.0		900.0

2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
	8700	ANCHORAGE WATER UTILITY			

PROJECT CATEGORY	CIB/CIP 1993 - 1998						REVENUE BONDS	G.O. BONDS	LOAN	EQUITY	STATE GRANTS	FEDERAL GRANTS	DIRECT APPROP	TOTAL
	1993	1994	1995	1996	1997	1998								
WATER DISTRICTS	2,307.0	0.0	0.0	0.0	0.0	0.0	2,307.0	0.0	0.0	0.0	0.0	0.0	0.0	2,307.0
GENERAL PLANT	4,660.0	1,720.0	1,870.0	1,060.0	1,055.0	1,145.0	3,100.0	0.0	0.0	8,350.0	60.0	0.0	0.0	11,510.0
REPAIR & REHAB	2,080.0	1,875.0	2,425.0	1,800.0	1,200.0	1,195.0	0.0	0.0	0.0	3,350.0	2,225.0	0.0	5,000.0	10,575.0
TRANS/DISTRIBUTION	7,950.0	14,340.0	6,400.0	1,450.0	4,350.0	2,400.0	0.0	0.0	0.0	2,650.0	790.0	0.0	33,450.0	36,890.0
WELLS, TANKS & PRV'S	900.0	3,700.0	3,650.0	450.0	3,650.0	150.0	0.0	0.0	0.0	900.0	0.0	0.0	11,600.0	12,500.0
<b>Total Program</b>	<b>17,897.0</b>	<b>21,635.0</b>	<b>14,345.0</b>	<b>4,760.0</b>	<b>10,255.0</b>	<b>4,890.0</b>	<b>5,407.0</b>	<b>0.0</b>	<b>0.0</b>	<b>15,250.0</b>	<b>3,075.0</b>	<b>0.0</b>	<b>50,050.0</b>	<b>73,782.0</b>

SOURCE OF FUNDING

Revenue Bonds	5,407.0	0.0	0.0	0.0	0.0	0.0	5,407.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5,407.0
G.O. Bonds	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Loan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Equity	2,825.0	2,740.0	3,075.0	2,280.0	2,185.0	2,145.0	0.0	0.0	0.0	15,250.0	0.0	0.0	0.0	15,250.0	
State Grant	415.0	445.0	570.0	580.0	520.0	545.0	0.0	0.0	0.0	0.0	3,075.0	0.0	0.0	3,075.0	
Federal Grant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Direct Appropriation	9,250.0	18,450.0	10,700.0	1,900.0	7,550.0	2,200.0	0.0	0.0	0.0	0.0	0.0	0.0	50,050.0	50,050.0	
<b>Total Funding</b>	<b>17,897.0</b>	<b>21,635.0</b>	<b>14,345.0</b>	<b>4,760.0</b>	<b>10,255.0</b>	<b>4,890.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>73,782.0</b>	

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WATER  
Project Category: 12 GENERAL PLANT

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year					
				1994	1995	1996	1997	1998	
EQUIPMENT - Computing Capacity	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D		G R L E F S D	750.0	G R L E F S D	G R L E F S D	G R L E F S D
EQUIPMENT - Data Processing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	125.0	G R L E F S D	125.0	G R L E F S D	G R L E F S D	G R L E F S D
EQUIPMENT - End Device Replace	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	20.0	G R L E F S D	20.0	G R L E F S D	G R L E F S D	G R L E F S D
EQUIPMENT - Engr Computing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D		G R L E F S D	65.0	G R L E F S D	G R L E F S D	G R L E F S D
EQUIPMENT - Office-Shop	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	150.0	G R L E F S D	150.0	G R L E F S D	G R L E F S D	G R L E F S D

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FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WATER  
Project Category: GENERAL PLANT

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
EQUIPMENT - SAR Replacement	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	350.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
EQUIPMENT - Telemetry SCADA	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	250.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
EQUIPMENT - Water Meters	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	225.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
FACILITY R R - Water	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	500.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
STUDIES - GIS Development	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	100.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D

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FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WATER  
Project Category:

GENERAL PLANT

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
STUDIES - Water Master Plan	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE						
			G	G	G	G	G	
			R	R	R	R	R	
			L	L	L	L	L	
			E	E	E	E	E	90.0
			F	F	F	F	F	
			S	S	S	S	S	60.0
			D	D	D	D	D	
		GO BONDS						
		REV BONDS						
		LOAN						
		EQUITY		1,720.0	1,870.0	1,060.0	1,055.0	1,085.0
		ST GRANTS						60.0
		FED GRANTS						
		DIRECT APPROPRIATION						
Requested by MICHELLE	Date 09/11/92	PAGE TOTAL		1,720.0	1,870.0	1,060.0	1,055.0	1,145.0

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WATER  
Project Category: REPAIR & REHAB

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
10-11 ALLEY WS R	House: 15 Senate: H Assembly: 1	DOWNTOWN	G					
			R					
			L					
			E					340.0
			F					
15TH AVENUE WS R	House: 15 Senate: H Assembly: 1	DOWNTOWN	S					230.0
			D					
			G					
			R					
			L					
16TH AVENUE WS R PHASE I	House: 15 Senate: H Assembly: 1	DOWNTOWN	E			270.0		
			F					
			S			180.0		
			D					
			G					
6th Avenue WS R	House: 13 Senate: H Assembly: 1	DOWNTOWN	R					
			L					
			E		300.0			
			F					
			S		200.0			
ADOT-MOA Related Projects	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	D					
			G					
			R					
			L					
			E	60.0	60.0	60.0	60.0	60.0
			F					
			S	40.0	40.0	40.0	40.0	40.0
			D					

CONTINUED ON NEXT PAGE

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WATER  
Project Category: REPAIR & RENAB

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
BROWN-BOYD WS R R	House: 14 Senate: G Assembly: 1	GOVERNMENT HILL	G R L E F S D	100.0				
E 41st Avenue and Allan Drive	House: 20 Senate: J Assembly: 4	TUDOR AREA	G R L E F S D			90.0	60.0	
Emergency R R	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	60.0	60.0	60.0	60.0	60.0
K STREET WS R R	House: 13 Senate: G Assembly: 1	DOWNTOWN	G R L E F S D	40.0	40.0	40.0	40.0	40.0
SOUTH ADDITION WS R R PHASE I	House: 15 Senate: H Assembly: 1	DOWNTOWN	G R L E F S D	300.0	200.0			

CONTINUED ON NEXT PAGE

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WATER  
Project Category: REPAIR & REHAB

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
SOUTH ADDITION R R PHASE II	House: 15 Senate: H Assembly: 1	DOWNTOWN	G	G	G	G	G	
			R	R	R	R	R	
			L	L	L	L	L	
			E	E 345.0	E	E	E	
			F	F	F	F	F	
			S	S 230.0	S	S	S	
Wood Stave Pipe Replacement	House: 14,15 Senate: G,H Assembly: 1	GOVERNMENT HILL DOWNTOWN	D	D	D	D	D	
			G	G	G	G	G	
			R	R	R	R	R	
			L	L	L	L	L	
			E	E	E	E	E	
			F	F	F	F	F	
			S	S	S	S	S	
			2	D 1,000.0	D 1,000.0	D 1,000.0	D 1,000.0	D
GO BONDS								
REV BONDS								
LOAN								
EQUITY				520.0	855.0	480.0	120.0	710.0
ST GRANTS				355.0	570.0	320.0	80.0	485.0
FED GRANTS								
DIRECT APPROPRIATION				1,000.0	1,000.0	1,000.0	1,000.0	
PAGE TOTAL				1,875.0	2,425.0	1,800.0	1,200.0	1,195.0
Requested by	MICHELLE	Date 09/11/92						

2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.

Utility: WATER  
Project Category: 1, TRANS/DISTRIBUTION

Project Title	Legislative Districts	Community Councils	Notes	Budget by Year				
				1994	1995	1996	1997	1998
Anchorage Loop Phase II	House: 22,24 Senate: L,K Assembly: 5	NORTHEAST SCENIC PARK AREA	G R L E F S 2 D	5,200.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
Anchorage Loop Phase III	House: 22 Senate: K Assembly: 5	NORTHEAST SCENIC PARK AREA	G R L E F S 2 D	6,200.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
Anchorage Loop Phase IV	House: 19,22 Senate: J,K Assembly: 5,6	TUDOR AREA	G R L E F S 2 D	500.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
Anchorage Loop Phase V	House: 18,19 Senate: I,J Assembly: 4-6	ABBOTT LOOP	G R L E F S 2 D		G R L E F S D	G R L E F S D	600.0	G R L E F S D
Anchorage Loop Phase VI	House: 17 Senate: I Assembly: 6	BAYSHORE-KLATT TAKU CAMPBELL	G R L E F S 2 D	2,000.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D

CONTINUED ON NEXT PAGE

2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WATER  
Project Category:

TRANS/DISTRIBUTION

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year					
				1994	1995	1996	1997	1998	
Anchorage Loop Phase VII	House: 12 Senate: F Assembly: 3,6	BAYSHORE-KLATT SAND LAKE	G R L E F S 2 D		G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	2,200.0
Denali-40th to Tudor	House: 20 Senate: J Assembly: 4	SPENARD	G R L E F S D	150.0 90.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	
Jewel Lake Main	House: 12 Senate: F Assembly: 3	SAND LAKE	G R L E F S D		G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	270.0 180.0
Muldoon Area Connections-Upgrades	House: 19,21 Senate: K Assembly: 5	NORTHEAST	G R L E F S 3 D		G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	600.0
Private Development Oversizing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	100.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	100.0

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3 --- Direct appropriation from the State will be requested; if not obtained, bond/grant/equity funding will be used.

Utility: WATER  
Project Category: TRANS/DISTRIBUTION

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
Sixth Avenue Main	House: 23 Senate: L Assembly: 5	NORTHEAST	G R L E F S D			120.0	480.0	
						80.0	320.0	
Timberlane - Klatt to Huffman	House: 10 Senate: E Assembly: 3	BAYSHORE-KLATT	G R L E F S D				180.0	120.0
Turnagain View East Transmission	House: 10 Senate: E Assembly: 6	HUFFMAN O'MALLEY	G R L E F S D				1,350.0	
Water Service Connects	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	100.0	100.0	100.0	100.0	100.0
		GO BONDS						
		REV BONDS						
		LOAN						
		EQUITY		350.0	200.0	590.0	860.0	200.0
		ST GRANTS		90.0		260.0	440.0	
		FED GRANTS						
		DIRECT APPROPRIATION		13,900.0	6,200.0	600.0	3,050.0	2,200.0
Requested by MICHELLE	Date 09/11/92	PAGE TOTAL		14,340.0	6,400.0	1,450.0	4,350.0	2,400.0

2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.  
4 --- Direct appropriation from the State will be requested; if not obtained this project will be constructed if funds are available.

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WATER

Project Category: 15 WELLS, TANKS & PRV'S

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
ER 980 Zone Reservoir	House: 24 Senate: L Assembly: 2	EAGLE RIVER VALLEY	G R L E F S D	3,250.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
RESERVOIR 20 PAINT - Creekside	House: 23 Senate: L Assembly: 5	NORTHEAST	G R L E F S D		G R L E F S D	G R L E F S D	G R L E F S D	150.0 G R L E F S D
RESERVOIR 44N PAINT - Chivigny North	House: 11 Senate: F Assembly: 3	SAND LAKE	G R L E F S D		G R L E F S D	G R L E F S D	G R L E F S D	150.0 G R L E F S D
RESERVOIR 44S PAINT - Chivigny South	House: 11 Senate: F Assembly: 3	SAND LAKE	G R L E F S D		G R L E F S D	G R L E F S D	G R L E F S D	150.0 G R L E F S D
RESERVOIR 45 PAINT - Turnagain View	House: 10 Senate: E Assembly: 6	HUFFMAN O'MALLEY	G R L E F S D	150.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D

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FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WATER  
Project Category: 15 WELLS, TANKS & PRV'S

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year					
				1994	1995	1996	1997	1998	
Reservoir Painting	House: 9-26 Senate: E-M Assembly: 1-6	ANCHORAGE & E.R.	G R L E F S D		G P L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	150.0
Service High Reservoir	House: 18 Senate: I Assembly: 6	ABBOTT LOOP	G R L E F S D		G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D	
Turnagain View Reservoir	House: 10 Senate: E Assembly: 6	HUFFMAN O'MALLEY	2 G R L E F S D	300.0	D 3,500.0 D	D	D	D	
							D 300.0	D 3,500.0	
		GO BONDS REV BONDS LOAN EQUITY ST GRANTS FED GRANTS DIRECT APPROPRIATION		150.0	150.0	150.0	150.0	150.0	150.0
Requested by MICHELLE	Date 09/11/92	PAGE TOTAL		3,550.0 3,700.0	3,500.0 3,650.0	300.0 450.0	3,500.0 3,650.0		150.0

2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.

MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No. 9300	Utility ANCHORAGE WASTEWATER UTILITY	Unit No.	Division	Unit No.
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1993 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY

PROJECT CATEGORY	TOTAL PROJECT COST 1993	REVENUE BONDS	G.O. BONDS	LOANS	EQUITY	STATE GRANTS	FEDERAL GRANTS	DIRECT APPROP
GENERAL PLANT	2,475.0	0.0	1,000.0	0.0	1,435.0	40.0	0.0	0.0
SEWER DISTRICTS	2,667.0	0.0	1,667.0	0.0	0.0	0.0	0.0	1,000.0
REPAIR & REHAB	6,250.0	0.0	670.0	0.0	0.0	430.0	0.0	5,150.0
TRUNK & INTERCEPTOR	990.0	0.0	0.0	0.0	635.0	355.0	0.0	0.0
<b>Total (000)</b>	<b>12,382.0</b>	<b>0.0</b>	<b>3,337.0</b>	<b>0.0</b>	<b>2,070.0</b>	<b>825.0</b>	<b>0.0</b>	<b>6,150.0</b>

Utility: WASTEWATER  
Project Category: 21 GENERAL PLANT

Project Title	Legislative Districts	Community Councils	Funding				Total
			Bonds	Equity	Grants		
			G=GO Bonds		F=Federal		
			R=Rev Bonds		S=State		
L=Loans		D=Approat					
EQUIPMENT - AWWTF Belt Presses	House: 13 Senate: G Assembly: 3	SAND LAKE TURNAGAIN	G 250.0 R L		F S D	250.0	
EQUIPMENT - Automated Permits	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	50.0	F S D	50.0	
EQUIPMENT - Data Processing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	95.0	F S D	95.0	
EQUIPMENT - End Device Replace	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	20.0	F S D	20.0	
EQUIPMENT - Maint Mgmt System	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	75.0	F S D	75.0	
EQUIPMENT - Office-Shop	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	175.0	F S D	175.0	
FACILITY R R - Fuel Tank Testing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	35.0	F S D	35.0	
FACILITY R R - Mixed Media Rehab	House: 9 Senate: E Assembly: 6	GIRDWOOD VALLEY TURNAGAIN ARM	G R L	80.0	F S D	80.0	

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BUDGET YEAR PROJECTS  
1993

Utility: WASTEWATER

Project Category: 21 GENERAL PLANT

Project Title	Legislative Districts	Community Councils	Funding				Total	
			Bonds	Equity	Grants			
			G=GO Bonds R=Rev Bonds L=Loans		F=Federal S=State D=Approat			
FACILITY R R - Outfall Diffuser	House: 13 Senate: G Assembly: 3	SAND LAKE TURNAGAIN	G R L	60.0	F S D	40.0	100.0	
FACILITY R R - PS 2 and 12 Cleanup	House: 13,17 Senate: H,F Assembly: 1,6	SOUTH ADDITION BAYSHORE-KLATT	G R L	750.0	F S D		750.0	
FACILITY R R - Wastewater	House: 9-26 Senate: E-M Assembly: 1,6	AREAWIDE	G R L	550.0	F S D		550.0	
STUDIES - CPR Replacement	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	150.0	F S D		150.0	
STUDIES - GIS Development	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	100.0	F S D		100.0	
STUDIES - Sewer Analysis Model	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	20.0	F S D		20.0	
STUDIES - Telemetry-SCADA MP	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	25.0	F S D		25.0	
Requested by ME	Date Printed: 09/11/92		G R L	1,000.0		F S D	40.0	2,475.0

Utility: WASTEWATER  
Project Category: 22 SEWER DISTRICTS

Project Title	Legislative Districts	Community Councils	Funding				Total
			Bonds G=GO Bonds R=Rev Bonds L=Loans	Not Total	Equity	Not Total	
Old Girdwood Townsite	House: 9 Senate: E Assembly: 6	GIRDWOOD VALLEY TURNAGAIN ARM	G R L			F S D 1,000.0 2	1,000.0
Olympus LID	House: 17 Senate: I Assembly: 6	BAYSHORE-KLATT	G R L	942.0 1		F S D	942.0
Turnagain West LID 128	House: 13 Senate: G Assembly: 3	SPENARD TURNAGAIN	G R L	725.0 1		F S D	725.0
Requested by REP			Date Printed: 02/18/93			F S D 1,000.0	2,667.0

- 1 --- Funding through Assessment bonds.
- 2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.

B U D G E T   Y E A R   P R O J E C T S  
1993

Utility: WASTEWATER

Project Category: 23 REPAIR &amp; REHAB

Project Title	Legislative Districts	Community Councils	F u n d i n g				Total		
			Bonds	N	Equity	H		Grants	N
			G=GO Bonds	o			F=Federal	o	
			R=Rev Bonds	t			S=State	t	
			L=Loans	e			D=Approat	e	
ADOT-MOA Related Projects	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G 60.0 R L				F S 40.0 D		100.0
B-5 G Trunk Phase I	House: 13 Senate: G Assembly: 1	SOUTH ADDITION	G 100.0 R L				F S 50.0 D		150.0
C-5-7 Trunk R R	House: 17 Senate: I Assembly: 6	BAYSHORE-KLATT	G R L				F S D 2,500.0	1	2,500.0
Emergency R R	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G 60.0 R L				F S 40.0 D		100.0
North Star Phase I	House: 11 Senate: F Assembly: 3	SPENARD	G R L				F S D 600.0	5	600.0
North Star Phase II	House: 11 Senate: F Assembly: 3	SPENARD	G 450.0 R L	6			F S 300.0 D 750.0		1,500.0
North Star Phase III	House: 11 Senate: F Assembly: 3	SPENARD	G R L	4			F S D 800.0		800.0
VC Pipe Replacement	House: 13,15 Senate: H Assembly: 1	DOWNTOWN	G R L				F S D 500.0	2	500.0

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- 2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.  
4 --- Direct appropriation from the State will be requested; if not obtained this project will be constructed if funds are available.  
5 --- Direct appropriation from the State will be requested for construction funding.  
6 --- Direct appropriation will be requested from the State; if not obtained, funding will be bonds and grants as indicated.

BUDGET YEAR PROJECT  
1993

Utility: WASTEWATER

Project Category: 24 TRUNK & INTERCEPTOR

Project Title	Legislative Districts	Community Councils	Funding				Total
			Bonds	Equity	Grants		
			G=GO Bonds		F-Federal		
			R=Rev Bonds		S=State		
L=Loans		D=Approat					
Requested by ME		Date Printed: 09/11/92	G 670.0		F 430.0		6,250.0
			R		D 5,150.0		
			L				

BUDGET YEAR PROJECTS  
1993

Utility: WASTEWATER

Project Category: 24 TRUNK & INTERCEPTOR

Project Title	Legislative Districts	Community Councils	Funding				Total
			Bonds	Equity	Grants		
			G=GO Bonds		F=Federal		
			R=Rev Bonds		S=State		
L=Loans		D=Approat					
C2-C Trunk Phase I	House: 12 Senate: F Assembly: 3	SAND LAKE	G R L	205.0	F S 135.0 D	340.0	
D-6 B Trunk ADOT Related Project	House: 17,20 Senate: I,F,J Assembly: 4	TAKU CAMPBELL	G R L	330.0	F S 220.0 D	550.0	
Private Development Oversizing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L	100.0	F S D	100.0	
Requested by ME			Date Printed: 09/11/92	635.0	F S 355.0 D	990.0	



MUNICIPALITY OF ANCHORAGE

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
	9300	ANCHORAGE WASTEWATER UTILITY			

PROJECT CATEGORY	CIB/CIP 1993 - 1998						REVENUE BONDS	G.O. BONDS	LOAN	EQUITY	STATE GRANTS	FEDERAL GRANTS	DIRECT APPROP	TOTAL
	1993	1994	1995	1996	1997	1998								
GENERAL PLANT	2,475.0	4,605.0	3,980.0	2,085.0	8,615.0	930.0	0.0	6,505.0	0.0	6,305.0	1,580.0	0.0	8,300.0	22,690.0
SEWER DISTRICTS	2,667.0	0.0	0.0	0.0	0.0	0.0	0.0	1,667.0	0.0	0.0	0.0	0.0	1,000.0	2,667.0
REPAIR & REHAB	6,250.0	3,220.0	2,334.0	3,720.0	1,300.0	3,200.0	0.0	4,152.0	0.0	2,912.0	4,410.0	0.0	8,550.0	20,024.0
TRUNK & INTERCEPTOR	990.0	2,590.0	100.0	1,460.0	2,260.0	1,100.0	0.0	2,346.0	0.0	1,795.0	2,359.0	0.0	2,000.0	8,500.0
<b>Total Program</b>	<b>12,382.0</b>	<b>10,415.0</b>	<b>6,414.0</b>	<b>7,265.0</b>	<b>12,175.0</b>	<b>5,230.0</b>	<b>0.0</b>	<b>14,670.0</b>	<b>0.0</b>	<b>11,012.0</b>	<b>8,349.0</b>	<b>0.0</b>	<b>19,850.0</b>	<b>53,881.0</b>

SOURCE OF FUNDING

Revenue Bonds	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
G.O. Bonds	3,337.0	3,801.0	2,220.0	1,726.0	2,266.0	1,320.0	0.0	14,670.0	0.0	0.0	0.0	0.0	0.0	14,670.0
Loan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Equity	2,070.0	100.0	1,980.0	2,627.0	2,045.0	2,190.0	0.0	0.0	0.0	11,012.0	0.0	0.0	0.0	11,012.0
State Grant	825.0	1,414.0	1,414.0	1,912.0	1,064.0	1,720.0	0.0	0.0	0.0	0.0	8,349.0	0.0	0.0	8,349.0
Federal Grant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Direct Appropriation	6,150.0	5,100.0	800.0	1,000.0	6,800.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	19,850.0	19,850.0
<b>Total Funding</b>	<b>12,382.0</b>	<b>10,415.0</b>	<b>6,414.0</b>	<b>7,265.0</b>	<b>12,175.0</b>	<b>5,230.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>53,881.0</b>

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WASTEWATER

Project Category: 21 GENERAL PLANT

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
EQUIPMENT - Computing Capacity	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G					
			R					
			L					
			E	750.0				
			F					
			S					
EQUIPMENT - Data Processing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G	125.0				
			R					
			L					
			E	125.0	100.0	100.0	100.0	
			F					
			S					
EQUIPMENT - End Device Replace	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G	20.0				
			R					
			L					
			E	20.0	20.0	20.0	20.0	
			F					
			S					
EQUIPMENT - Engr Computing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G					
			R					
			L					
			E		65.0	60.0	60.0	
			F					
			S					
EQUIPMENT - Office-Shop	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G	150.0				
			R					
			L					
			E	150.0	150.0	150.0	150.0	
			F					
			S					

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FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WASTEWATER  
Project Category: 21 GENERAL PLANT

Project Title	Legislative Districts	Community Councils	Note	Budget by Year				
				1994	1995	1996	1997	1998
EQUIPMENT - SAR Replacement Proj	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	350.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
EQUIPMENT - Standby Generator	House: 9 Senate: E Assembly: 6	GIRDWOOD VALLEY TURNAGAIN ARM	G R L E F S D	60.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
FACILITY R R - ERWWTF Warm Stg Bldg	House: 24,25 Senate: L,M Assembly: 2	EAGLE RIVER EKLUTNA VALLEY	G R L E F S D		G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
FACILITY R R - Emerg Incinerator	House: 13 Senate: G Assembly: 3	SAND LAKE TURNAGAIN	G R L E F S D		G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
FACILITY R R - Fuel Tank Replace	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	450.0	G R L E F S D	G R L E F S D	G R L E F S D	G R L E F S D
							250.0	
								6,000.0

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2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WASTEWATER

Project Category: 21 GENERAL PLANT

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
FACILITY R R - Fuel Tank Testing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G					
			R					
			L					
			E		35.0		35.0	
			F					
			S					
FACILITY R R - Girdwood WWTF	House: 9 Senate: E Assembly: 6	GIRDWOOD VALLEY TURNAGAIN ARM	G	150.0	1,500.0			
			R					
			L					
			E					
			F					
			S	100.0	800.0			
FACILITY R R - Girdwood Warm Stg	House: 9 Senate: E Assembly: 6	GIRDWOOD VALLEY TURNAGAIN ARM	D	2,300.0				
			G					
			R					
			L					
			E			250.0		
			F					
FACILITY R R - Operations Warehouse	House: 17 Senate: I Assembly: 6	BAYSHORE-KLATT	G				1,750.0	
			R					
			L					
			E					
			F					
			S					
FACILITY R R - Wastewater	House: 9-26 Senate: E-M Assembly: 1,6	AREAWIDE	G	500.0				
			R					
			L					
			E		500.0	500.0	500.0	500.0
			F					
			S					

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4 --- Direct appropriation from the State will be requested; if not obtained this project will be constructed if funds are available.

FUTURE CAPITAL P R O J E C T S  
1994 - 1998

Utility: WASTEWATER  
Project Category: 21 GENERAL PLANT

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
STUDIES - GIS Development	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	100.0	100.0			
STUDIES - Sewer Master Plan	House: 9-26 Senate: E-M Assembly: 1-6	ANCHORAGE EAGLE RIVER GIRDWOOD VALLEY	G R L E F S D					60.0 40.0
				1,805.0	1,500.0	450.0	1,750.0	
GO BONDS								
REV BONDS								
LOAN								
EQUITY				100.0	1,680.0	1,335.0	865.0	890.0
ST GRANTS				400.0	800.0	300.0		40.0
FED GRANTS								
DIRECT APPROPRIATION				2,300.0			6,000.0	
PAGE TOTAL				4,605.0	3,980.0	2,085.0	8,615.0	930.0
Requested by	MICHELLE	Date 09/11/92						

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WASTEWATER

Project Category: 23 REPAIR & REHAB

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
ADOT-MOA Related Projects	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G	60.0	G	60.0	G	60.0
			R		R		R	
			L		L		L	
			E		E	60.0	E	60.0
			F		F		F	
			S	40.0	S	40.0	S	40.0
B-12 Trunk	House: 16 Senate: H Assembly: 1	NORTH MOUNTAIN VIEW	G		G	420.0	G	
			R		R		R	
			L		L		L	
			E		E		E	
			F		F		F	
			S		S	280.0	S	
B-5 G Trunk Phase I	House: 13 Senate: G Assembly: 1	SOUTH ADDITION	G	260.0	G		G	
			R		R		R	
			L		L		L	
			E		E		E	
			F		F		F	
			S	190.0	S		S	
B-5 G Trunk Phase II	House: 13 Senate: G Assembly: 1	SOUTH ADDITION	G	120.0	G	720.0	G	
			R		R		R	
			L		L		L	
			E		E		E	
			F		F		F	
			S	80.0	S	480.0	S	
B-5 H Trunk	House: 13 Senate: G Assembly: 1	SOUTH ADDITION	G	102.0	G		G	
			R		R		R	
			L		L		L	
			E		E		E	
			F		F		F	
			S	68.0	S		S	

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FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WASTEWATER  
Project Category: 23 REPAIR & REHAB

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
B-6-E Trunk	House: 13 Senate: G Assembly: 1	SOUTH ADDITION	G					
			R					
			L					
			E	80.0	612.0			
			F					
C-5-7 Trunk R R	House: 17 Senate: I Assembly: 6	BAYSHORE-KLATT	S	54.0	408.0			
			D					
			G					
			R					
			L					
E38th-Providence Sewer R R	House: 19 Senate: J Assembly: 4	UNIVERSITY AREA	E				180.0	
			F					
			S				120.0	
			D					
			G	120.0				
Emergency R R	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	R					
			L					
			E		60.0		60.0	
			F					
			S	40.0	40.0	40.0	40.0	
Middle Fish Creek Trunk Phase I	House: 11 Senate: F Assembly: 3	SPENARD	D					
			G	60.0		60.0	60.0	
			R					
			L					
			E					
			F					
			S					
			D					
			G	800.0				
			R					

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4 --- Direct appropriation from the State will be requested; if not obtained this project will be constructed if funds are available.

FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WASTEWATER

Project Category: 23 REPAIR & REHAB

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
Middle Fish Creek Trunk Phase II	House: 11 Senate: F Assembly: 3	SPENARD	4			500.0		
					800.0	300.0		
Middle Fish Creek Trunk Phase III	House: 11 Senate: F Assembly: 3	SPENARD	4					500.0
							800.0	300.0
Misc Small Sewer R R	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE		400.0				
North Star Phase III	House: 11 Senate: F Assembly: 3	SPENARD	4	480.0				
North Star Phase IV	House: 11 Senate: F Assembly: 3	SPENARD	4					
						1,000.0		
		GO BONDS		1,602.0	720.0	540.0		620.0
		REV BONDS						
		LOAN						
		EQUITY			200.0	1,112.0	300.0	1,300.0
		ST GRANTS		818.0	614.0	1,068.0	200.0	1,280.0
		FED GRANTS						
		DIRECT APPROPRIATION		800.0	800.0	1,000.0	800.0	
Requested by MICHELLE	Date 09/11/92	PAGE TOTAL		3,220.0	2,334.0	3,720.0	1,300.0	3,200.0

--- Direct appropriation from the State will be requested; if not obtained this project will be constructed if funds are available.



FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WASTEWATER  
Project Category: 24 TRUNK & INTERCEPTOR

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year				
				1994	1995	1996	1997	1998
A-4 B Trunk	House: 11 Senate: F Assembly: 3	CAMPBELL PARK TAKU CAMPBELL	G R L E F S D	G	G	G 516.0	G	G
				R	R	R	R	R
				L	L	L	L	L
				E	E	E	E	E
				F	F	F	F	F
B-5-7 C Trunk	House: 21 Senate: K Assembly: 4	AIRPORT HEIGHTS	G R L E F S D	G	G	G 120.0	G 408.0	G
				R	R	R	R	R
				L	L	L	L	L
				E	E	E	E	E
				F	F	F	F	F
C-6 Trunk	House: 17 Senate: I Assembly: 6	BAYSHORE-KLATT	G R L E F S D	G	G	G	G	G 600.0
				R	R	R	R	R
				L	L	L	L	L
				E	E	E	E 120.0	E
				F	F	F	F	F
C-7 Trunk	House: 17 Senate: I Assembly: 6	BAYSHORE-KLATT	G R L E F S D	G	G	G	G	G
				R	R	R	R	R
				L	L	L	L	L
				E	E	E 180.0	E 660.0	E
				F	F	F	F	F
C2-C Trunk Phase II	House: 12 Senate: F Assembly: 3	SAND LAKE	4 G R L E F S D	G	G 294.0	G	G	G
				R	R	R	R	R
				L	L	L	L	L
				E	E	E	E	E
				F	F	F	F	F
				S	S 196.0	S	S	S
				D	D	D	D	D

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FUTURE CAPITAL PROJECTS  
1994 - 1998

Utility: WASTEWATER

Project Category: 24 TRUNK & INTERCEPTOR

Project Title	Legislative Districts	Community Councils	N o t e	Budget by Year					
				1994	1995	1996	1997	1998	
D-2-7 Trunk	House: 22 Senate: K Assembly: 5	NORTHEAST	G R L E F S D		G R L E F S D	G R L E F S D	G R L E F S D	108.0	G R L E F S D
Eagle River Sewer Upgrade	House: 24,25 Senate: L,M Assembly: 2	EAGLE RIVER	G R L E F S D	2,000.0	G R L E F S D	G R L E F S D	G R L E F S D		G R L E F S D
Private Development Oversizing	House: 9-26 Senate: E-M Assembly: 1-6	AREAWIDE	G R L E F S D	100.0	G R L E F S D	G R L E F S D	G R L E F S D	100.0	G R L E F S D
				GO BONDS	394.0		736.0	516.0	700.0
				REV BONDS					
				LOAN					
				EQUITY		100.0	180.0	880.0	
				ST GRANTS	196.0		544.0	864.0	400.0
				FED GRANTS					
				DIRECT APPROPRIATION	2,000.0				
Requested by MICHELLE				Date 09/11/92	PAGE TOTAL				
					2,590.0	100.0	1,460.0	2,260.0	1,100.0

2 --- Direct appropriation from the State of Alaska will be requested; if not obtained, this project will not be built.