

ANCHORAGE WATER AND WASTEWATER UTILITY

OCT 2 1990

1991 CORPORATE STRATEGIC PLAN
OF THE ANCHORAGE WATER AND WASTEWATER UTILITY

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

Adopted:

PREFACE

OCT 2 1990

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 guidelines 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 better place to work. Employees have already had a chance to review the plan in draft form and make suggestions. Now we look forward to the successful implementation of this plan, with our employees' help.

General Manager

Manager, Finance Division

Manager, Operations Division

Manager, Engineering and
Planning Division

Manager, Customer Service Division

Manager, Technical Services Division

Manager, Employee Services

Manager, Regulatory Affairs Division

OCT 2 1990

ANCHORAGE WATER & WASTEWATER UTILITY
STRATEGIC PLAN

TABLE OF CONTENTS

| | <u>PAGE</u> |
|---|-------------|
| I. EXECUTIVE SUMMARY..... | 1 |
| II. INTRODUCTION..... | 6 |
| III. DESCRIPTION OF AWWU..... | 9 |
| IV. AWWU'S MISSION, GOALS, AND VALUES..... | 12 |
| V. ASSUMPTIONS ABOUT THE FUTURE..... | 15 |
| VI. AWWU'S STRATEGIC DIRECTION..... | 18 |
| VII. AWWU'S MAJOR OBJECTIVES, STRATEGIES & TARGET COMPLETION DATES..... | 20 |
| VIII. AWWU'S FISCAL POLICIES AND BUDGETS..... | 31 |
| IX. AWWU FINANCIAL ASSUMPTIONS 1991 | 32 |
| X. IMPLEMENTATION OF CORPORATE STRATEGIC PLAN..... | 35 |

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

A. AWWU'S MISSION, GOALS, 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 services at a reasonable cost 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; a reasonable profit; and sound technical and management practices."

B. AWWU'S STRATEGIC DIRECTION

A brief description of the direction AWWU plans to take over the next several years is presented below:

- Fiscal Integrity and Financial Performance: Improve financial position; implement cost containment measures; explore new revenue sources; seek to minimize rate increases; and improve financial management capability through more useful and timely reports and analysis.
- Organizational Environment: Maintain a formal strategic planning process; improve internal communications; and maintain a positive and safe climate for performance and increased production in the work environment.
- Customer Service and Community Relations: Increase responsiveness to customer needs and strive for positive community reaction to AWWU issues.
- Product Quality and System Reliability: Maintain the current high quality of the water supply and continue to provide flexible, reliable water and wastewater systems.
- Regulatory Compliance: Implement Municipal self-regulation; retain 301(h) waiver status for wastewater treatment at Point Woronzof; and take steps to meet new, more stringent water standards and environmental standards.

C. MAJOR OBJECTIVES AND TARGETED COMPLETION DATES

The major objectives adopted by the AWWU management team and their targeted completion dates are presented on pages 3, 4 and 5. Steps for accomplishing each of the major objectives are presented in Section VII of the plan.

OCT 2 1990

D. FISCAL POLICIES

Fiscal policies of the Utility which have helped guide the development of financial objectives are presented in Section VIII of the plan. The 1991 budget and 6 year Equity Management Plan are also presented in Section VIII.

E. IMPLEMENTATION

Implementation of the plan will begin with development of Division Strategic Plans, targeted for completion by December 21, 1990.

| MAJOR OBJECTIVES AND TARGETED COMPLETION DATES | FISCAL YEAR |
|---|---|
| <p>A. <u>FISCAL INTEGRITY AND FINANCIAL PERFORMANCE</u></p> <p>1. <u>Objective:</u> To promote future financial stability for AWWU.</p> <p>2. <u>Objective:</u> To meet performance levels as detailed in equity management plans developed for both water and wastewater utilities.</p> <p>3. <u>Objective:</u> To revise the approved 6-year Capital Improvement Program (CIP) to reflect projected financial objectives and obtain necessary approvals.</p> <p>4. <u>Objective:</u> To hold 1991 controllable operating costs to 1990 approved budgeted levels plus 5% for non-labor inflation.</p> <p>5. <u>Objective:</u> To improve financial management and information reporting capabilities.</p> <p>6. <u>Objective:</u> To fund capital construction programs as outlined in the Water & Wastewater 6-year Capital Improvement Program.</p> <p>7. <u>Objective:</u> To increase revenues from Utility and non-utility sources.</p> | <p>1991 & Beyond</p> <p>1991 & Beyond</p> <p>1991 & Beyond</p> <p>1991</p> <p>1991 & Beyond</p> <p>1991 & Beyond</p> <p>1991 & Beyond</p> |
| <p>B. <u>ORGANIZATIONAL ENVIRONMENT</u></p> <p>1. <u>Objective:</u> To improve employee morale and enhance the overall climate for performance in the Utility.</p> <p>2. <u>Objective:</u> To involve employees in the annual update of the corporate strategic plan.</p> <p>3. <u>Objective:</u> To implement identified employee training needs.</p> <p>4. <u>Objective:</u> To integrate the corporate strategic plan into each division's operational planning process.</p> <p>5. <u>Objective:</u> To update safety requirements; design, conduct, and administer a comprehensive safety education and training program for the Utility to reduce accidents, encourage "wellness", and eliminate safety citations.</p> | <p>1991 & Beyond</p> <p>1991 & Beyond</p> <p>1991 & Beyond</p> <p>1991 & Beyond</p> <p>1991 & Beyond</p> |

| MAJOR OBJECTIVES AND TARGETED COMPLETION DATES | FISCAL YEAR |
|--|---------------|
| <p>6. <u>Objective:</u> To insure Utility efficiency by reviewing and changing as needed the organizational structure.</p> | 1991 & Beyond |
| <p>C. <u>CUSTOMER SERVICE AND COMMUNITY RELATIONS</u></p> | |
| <p>1. <u>Objective:</u> To identify customer and community concerns and provide for proper responses.</p> | 1991 & Beyond |
| <p>2. <u>Objective:</u> Promote employee awareness of the importance of customer service and customer communication to reinforce the concept that each AWWU employee is responsible for maintaining good customer relations.</p> | 1991 & Beyond |
| <p>3. <u>Objective:</u> To obtain and maintain a positive community and public image for AWWU issues as indicated by support for Utility issues and development of support group(s) for future issues.</p> | 1991 & Beyond |
| <p>4. <u>Objective:</u> To maintain positive customer relations through coordination of Utility educational and informational communications, activities and sponsored events.</p> | 1991 & Beyond |
| <p>D. <u>PRODUCT QUALITY AND SYSTEM RELIABILITY</u></p> | |
| <p>1. <u>Objective:</u> To decrease water and wastewater systems failures, and to improve product delivery and collection to customers and prevent degradation of product quality.</p> | 1991 & Beyond |
| <p>2. <u>Objective:</u> To provide all approved service areas with adequate and reliable water supply and wastewater collection to ensure that all customers have sufficient service at all times of the year, with adequate reserve capacity to satisfy future demands.</p> | 1991 & Beyond |
| <p>3. <u>Objective:</u> To test and evaluate AWWU's existing fuel storage tanks.</p> | 1991 & Beyond |
| <p>4. <u>Objective:</u> To maintain effective management information systems planning, acquisition, implementation and maintenance support.</p> | 1991 & Beyond |

OCT 2 1990

| MAJOR OBJECTIVES AND TARGETED COMPLETION DATES | FISCAL YEAR |
|--|---|
| <p>5. <u>Objective:</u> To provide for an emergency operations plan that would expeditiously restore services, minimize damages and coordinate community and system recovery in the event of a catastrophic disaster or emergency.</p> <p>E. <u>REGULATORY COMPLIANCE</u></p> <p>1. <u>Objective:</u> To ensure that all water and wastewater treatment facilities meet current and anticipated NPDES permit limits, Clean Water Act, Clean Air Act and Safe Drinking Water Act standards.</p> <p>2. <u>Objective:</u> To operate under the guidelines of the 301(h) Waiver at Pt. Woronzof.</p> <p>3. <u>Objective:</u> To ensure there are no unreasonable rate cross-subsidies between customer classes.</p> <p>4. <u>Objective:</u> To eliminate financial impacts of non-Utility oil/hazardous substances liability.</p> <p>5. <u>Objective:</u> To maintain a fully integrated Utility Hazard Communication Program designed to meet regulatory requirements.</p> <p>WP/stratplan(3)</p> | <p>1991 & Beyond</p> <p>1991 & Beyond</p> <p>1991 & Beyond</p> <p>1991 & Beyond</p> <p>1991</p> <p>1991</p> |

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 corporate level objectives and strategies.

A. PURPOSE OF THE PLAN

The basic 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 critical strategies. 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 AWWU 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 environmental influences....economic, political, social/cultural, technological, environmental and regulatory factors
- Internal strengths and weaknesses of AWWU
- External threats and opportunities
- Significant issues facing the Utility and the community

OCT 2 1990

D. AWWU'S STRATEGIC PLAN

In general, the strategic plan includes only the highest priority, Utility-wide objectives and strategies. It provides the basis for the development of division plans where operational level objectives and strategies are presented.

The 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.

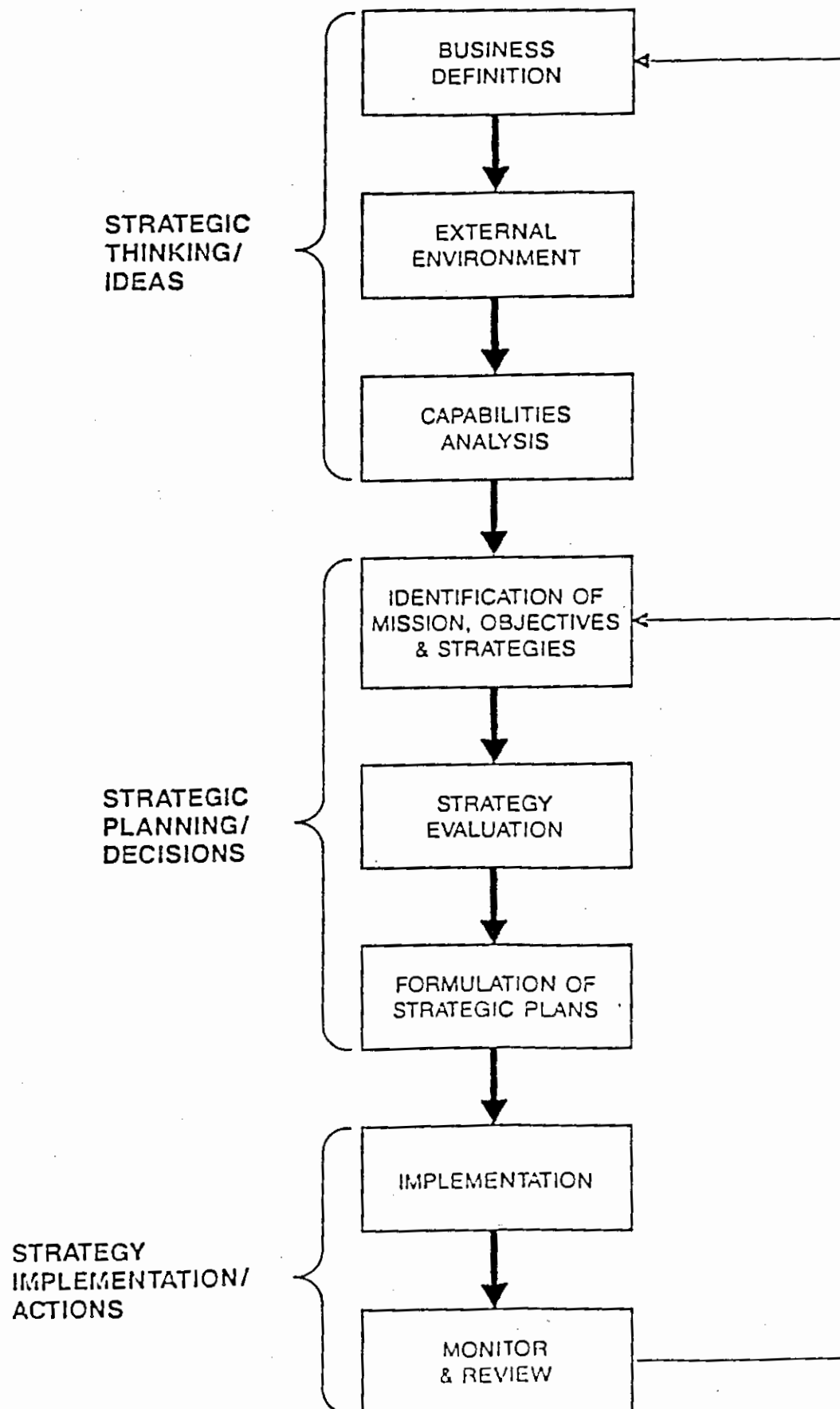
E. ANNUAL PLANNING AND UPDATE PROCESS

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

OCT 2 1990

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 the 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 about one-half 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.

The Alaska Public Utilities Commission 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 100 square miles, encompasses the major portion 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. The rest of the Anchorage population is served by individual private wells.

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 last three years the Municipality of Anchorage finds itself in a period of decreased economic activity and population. As a result, AWWU is focusing more emphasis on rehabilitation and replacement of older and sometimes failing portions of our distribution and collection system. Major (R&R) projects include:

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

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. As a governmental entity, and unlike privately owned utilities, AWWU has the authority to levy property assessments and to sell general obligation and tax-exempt revenue bonds. 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 Federal 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.

ANCHORAGE WATER & WASTEWATER UTILITY
FUNCTIONAL ORGANIZATION CHART
JULY, 1990

GENERAL MANAGER
RICK B. VAGER
PE

TECHNICAL SERVICES DIVISION
DON BENNETT (MGR)

2 1990

REGULATORY AFFAIRS DIVISION
VACANT (MGR)

- REVENUE REQUIREMENTS
- COST OF SERVICE
- DEPRECIATION STUDIES
- SERVICE AREA FILINGS
- REVENUE PROJECTIONS
- SPECIAL CONTRACT ADMINISTRATION
- FINANCIAL ANALYSIS

EMPLOYEE SERVICES
EMORY WALKER (MGR)

- RECRUITMENT
- LABOR RELATIONS
- EMPLOYEE RECORDS
- BENEFITS AND ORIENTATION PROGRAMS
- CAREER DEVELOPMENT
- TRAINING PROGRAM DEVELOPMENT
- CLASSIFICATION
- SAFETY PROGRAM

MANAGEMENT INFORMATION SYSTEMS
BONNIE COCHRELL (MGR)

- DATA BASE ADMINISTRATION
- DATA PROCESSING SERVICES
- COMPUTER SYSTEM MAINTENANCE
- BUSINESS & SCIENTIFIC DEVEL.

GRANT ADMINISTRATION

- CAPITAL FUNDING MANAGEMENT
- GRANTS/REVOLVING FUND ADMIN.
- LEGISLATIVE LIAISON
- PROJECT ANALYSIS

MANAGEMENT SUPPORT

- TARIFF CODE REVIEW
- SPECIAL PROJECTS
- INTER DIVISION MANAGEMENT
- RECORDS MANAGEMENT
- POLICY & PROCEDURE COORD.
- COMPLIANT COORDINATION

SUPPORT SERVICES

- WORD PROCESSING
- CENTRAL COPYING
- COURIER SERVICES

OPERATIONS
CHARLEY BRYANT (MGR)

SYSTEMS MAINTENANCE

- EXCAVATIONS
- MAIN LINE REPAIRS
- REIMBURSABLE REPAIRS
- HYDRANT MAINTNCE & REPAIRS
- MANHOLE MAINTNCE & REPAIRS
- CLEANING & FLUSHING
- LIVE TAPS

SUPPORT MAINTENANCE

- VEHICLE MAINTENANCE
- BUILDING & GROUNDS
- PUMP STATIONS
- INSTRUMENTATION
- MECHANICAL
- ELECTRICAL

- ADMINISTRATION
- PURCHASE WATER CONT.
- WATER RIGHTS/FILES
- FACILITY TOURS
- 301(h) WAIVER

WATER TREATMENT

- OPERATE TREATMENT FACILITIES
 - SHIP CREEK WTF
 - EKLUTNA WTF
- OPERATE WELLS
- RESERVOIRS & VAULTS
- H2O QUAL. COMPLAINTS

WASTEWATER TREATMENT

- OPERATE TREATMENT FACILITIES
 - PT WORONZOF
 - EAGLE RIVER
 - GIRDWOOD
- NPDES PERMITS

LABORATORY SERVICES

- PHYSICAL, CHEMICAL & BACTERIOLOGICAL SAMPLE ANALYSES
 - WATER SYSTEM
 - WASTEWATER SYSTEM
- PRETREATMENT PROGRAM
- 301(h) WAIVER

FINANCE
DIANA BENNETT (MGR)

ACCOUNTING

- GENERAL ACCOUNTING
- GRANTS ACCOUNTING
- AUDIT INTERFACE
- REIMBURSABLE ACNTS
- ASSESSMENTS ACTNG
- FINANCIAL ANALYSIS
- PLANT ACCOUNTING
- CPR ADMINISTRATION
- CASH FLOW ANALYSIS

SUPPLY

- COST ACCOUNTING
- ACCOUNTS PAYABLE
- PURCHASING

MATERIAL MGT.

- CTRL WAREHOUSING
- EXPEDITING

FISCAL PLAN/BUDGET AND PAYROLL

- PAYROLL
- CAPITAL BUDGETS
- OPERATING BUDGETS
- FISCAL PLANNING
- PROJECTIONS
- INTERFUND ANALYSIS
- BUDGETARY CONTROL
- FINANCIAL ANALYSIS
- STATISTICAL ACQUIS. AND MAINTENANCE
- BUS./STRAT. PLANS

CUSTOMER SERVICES
GENE GREEN (MGR)

CUSTOMER SERVICE

- SERVICE APPLICATIONS
- CUSTOMER RECORDS
- CUSTOMER INFORMATION
- CUSTOMER COUNTER
- BILLING/A.R.
- CREDIT & COLLECTIONS
- CASHIER FUNCTIONS

FIELD SERVICE

- ON-PROPERTY INSPECTIONS
- AS-BUILTS
- PERMITS
 - HYDRANTS
 - CONNECTS
- DISPATCH
- LOCATES
- RATE SETTING
- TARIFF & CODE ENFORCEMENT
- SYSTEM COMPLAINTS
- METER READING/REPAIR/INSTALL.
- FIELD OPERATIONS
- COMPLAINTS

SPECL ASSESSMNTS

- CASHIER/INFO
- BILLING/AR/COLLECTIONS

ENGINEERING & PLANNING
MARK PREMO PE (MGR)

- CONTRACT ADMIN / PROJECT SUPPORT
- ADMINISTRATION

PLANNING

- PLAN /PLAT/ZONE REVIEWS
- DESIGN CRITERIA
- CODES/PROCEDURES
- CPR ENGINEERING DATA
- CAPITAL PLANNING
- MASTER PLANS
- SYSTEM MODELING

CONSTRUCTION

- CONTRACT ADMIN/INSPECTION
- SURVEY
- PRIVATE DEVEL. INSPECTIONS
- PAVING/LANDSCAPE CONTRACT

ENGINEERING

- WATER/SEWER SYSTEM DESIGN
- PROJECT MANAGEMENT
- ANALYSIS & ESTIMATING
- MAPPING & ARCHIVES
- REAL ESTATE & ROW ACQUIS.

ASSESSMENTS & PRIV. DEVEL.

- PRIVATE DEV. AGREEMENTS
- ASSESSMENTS

IV. AWWU'S MISSION, GOALS AND VALUES

This section of the strategic plan 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 at a reasonable cost 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; a reasonable profit; and sound technical and management practices.

B. AWWU'S GOALS

The major goals of AWWU are:

- To provide our customers with high quality service through well-engineered and economical water distribution, wastewater collection, and treatment systems.
- To adequately maintain and safeguard Utility assets including facilities, buildings, and underground plant.
- To keep the public informed about major AWWU issues and to involve the public in planning efforts of the Utility.
- To maintain a high level of customer service and satisfaction including maintaining open communications and ease of access by all customers and rapid response to customer needs.
- To ensure that all personnel are knowledgeable regarding Municipal and other regulations applying to the jobs they perform for the Utility and that they maintain an awareness of constantly changing technical requirements which are relevant to their positions.
- To emphasize employee development through an effective training program and a meaningful performance standard/appraisal process in order to maintain high morale, motivation and productivity.
- To maintain policies that foster fairness in job opportunities, promotions, career development, and labor relations.
- To develop and implement programs that promote employee safety, health and well-being.
- To achieve, through the implementation of sound management and supervisory practices, an open and harmonious climate within AWWU that is characterized by productive employee-supervisor relations, an atmosphere of good communication, and a positive learning environment emphasizing excellence, creativity, and teamwork.

- To achieve through pre-planning and employee awareness a "Disaster Preparedness" plan throughout the Utility that will minimize health and safety impacts, restore service, and utilize Utility resources efficiently.
- To minimize costs without sacrificing service levels.
- To explore and initiate innovative marketing program and revenue generation.
- To provide strong support for community's overall economic development plan and objectives.
- To support a Municipal self-regulation process that will provide more efficient and cost effective management and operation of AWWU.
- To maintain sufficient flexibility in organization and management to be able to respond to changing conditions and scale operations up or down, as required, to meet economic opportunities or constraints.
- To minimize rate increases by utilizing the lowest cost funding available for capital projects.
- To maintain cooperation between AWWU and regulatory and grantor agencies and governing bodies to achieve mutual goals.
- To maintain a sound financial system that provides timely, complete and accurate information to Utility and Municipal decision makers.
- To achieve a positive bottom line which will enable the internal funding of routine plant additions and improvements.

C. PHILOSOPHY OF OPERATIONS

The following basic values govern the operation of AWWU:

- Quality: We strive to provide high quality water and wastewater services.
- Customer Service: We are a public organization, whose chief purpose is to serve the general public and our customers. We place a high value on being responsive to customer needs.
- Productivity/Cost: We believe in being cost conscious in every aspect of the Utility's management and service provision in order to provide the best service at the lowest possible cost and to maintain reasonable rates for our customers.
- 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 try new approaches to their work and where teamwork and cooperation are encouraged in order to meet our goals and to achieve a safe work environment.

OCT 2 1990

- Public Responsibility/Trust: We set high ethical standards in managing the public's resources, both physical and financial.
- Financial Integrity - We are an enterprise activity mandated by the Municipal Charter to provide a "reasonable profit." We strive to strengthen the Utility's financial position and to attain a strong positive bottom line without sacrificing service. We constantly are seeking ways to cut costs.

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 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. ECONOMIC1. Assumptions:

- The Anchorage economy will experience modest growth for the next 1-2 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.

2. Impacts on AWWU:

- AWWU's customer base will be stable in 1991.
- There will be less capital expansion as State revenues decline.
- Near-term growth will absorb a high percentage of existing commercial space and housing units 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.
 - Duty Free Port/International Airport industrial expansion
 - Approval of oil exploration in the Arctic National Wildlife Refuge (ANWR): Preparation phase, possible population increase
 - Gas Pipeline: Preparation phase, population increase
 - Port Expansion
 - Fire Island Development
 - Girdwood Expansion
 - Future move of Alaska Railroad to Eagle River.
- AWWU will be asked to support economic development initiatives of the Municipality.
- Unplanned events could have negative financial impact on AWWU.

B. REGULATORY/ENVIRONMENTAL1. Assumptions:

- Environmental regulations will increase.
- Adverse weather conditions will occur.
- 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.
- Utility will be economically regulated by the Municipality.
- Enforcement of L.U.S.T. and contaminated spill cleanup regulations will financially impact AWWU.

2. Impacts on AWWU:

- Municipal rate making will decrease expenses.
- There will continue to be demands for capital expenditures due to system upgrades and increased ground water contamination.
- Increased OSHA/environment regulation will result in decreased responsiveness, increased operating costs, diminution of revenue stream, and adverse effect on the debt/equity structure.
- Annual operating plans require flexibility to address unusually adverse weather.
- Projects may be slowed down.

C. KEY RESOURCE AVAILABILITY - FINANCIAL, PHYSICAL, AND HUMAN1. Assumptions:

- Bond Rating will not change.
- Less grant money will be available.
- Less low cost money will be available through tax free issues, both as a result of market factors and more stringent regulation. Low cost money will be available from the State of Alaska Clean Water Revolving Loan Fund.
- Source of water supply will not be a problem, assuming we maintain water rights.
- Municipality will become less competitive in the local labor market.
- Major projects undertaken to accommodate growth have been or soon will be completed.

2. Impacts on AWWU:

- Fixed costs will only increase slightly.
- The cost of new capital could decrease.
- Less contributed capital available to fund new projects.
- Smaller capital program in the intermediate term.
- Emphasis on Rehabilitation and Replacement program will increase.
- AWWU will experience shortage of skilled operators, maintenance personnel, and professional/technical staff.

D. POLITICAL1. Assumptions:

- Federal Government: There will be more requirements without commensurate funding.
- State Government: There will be limited funding available from the State Capital budget.
- Local Government: Self-regulation will continue to be a major issue. Increased Assembly, Advisory, and Regulatory Commission involvement.
- State and Municipal elections may result in newly elected/appointed officials.

2. Impacts on AWWU:

- O&M costs will continue to increase, due to increased regulation resulting in lower productivity.
- Increased Federal requirements without Federal funding will mean increased costs for air quality and clean water.
- Administration, Assembly, Advisory and Regulatory Commissions will more closely scrutinize AWWU's operations.
- Newly elected/appointed officials may not understand AWWU's mission and operation causing confusion, delays and the need to educate new officials.

E. SOCIAL/CULTURAL1. Assumptions:

- Current economic situation will place a strain on employees, customers, and the public generally.
- Customers will continue to expect the same high quality service, but will not be receptive to rate increases for three main reasons: (1) the government has been able to keep rates low in the past due to direct subsidy, (2) current economic conditions give customers less disposable income and (3) customers have difficulty understanding why rates are going up when economic activity is flat and the local cost of living is just starting to increase.

2. Impacts on AWWU:

- Rate increases will be difficult to obtain.

VI. AWWU'S STRATEGIC DIRECTION

AWWU has established the following five major areas in which action is required to maintain current priority programs and services and to enhance future success. A brief description is included within each area to indicate the direction AWWU intends to take.

A. FISCAL INTEGRITY AND FINANCIAL PERFORMANCE

AWWU will explore new revenue sources and product development which does not require major outlay of capital. AWWU will continue to respond to the unstable economy by emphasizing ongoing cost analysis for capital decision making. 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 capabilities.

Success in this area will be measured by:

- Reasonable, defensible rates without reducing service levels.
- Grant receipts.
- Involvement in the new State and Federal Revolving Loan Programs.
- Cash position.
- Bond coverage.
- Net income.
- Debt/equity ratio.

B. ORGANIZATIONAL ENVIRONMENT

AWWU will focus on enriching 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:

- Accomplishment of career development objectives.
- Employee morale.
- Improved productivity measures; workload indicators.
- Strategic Plan implementation and success.
- Improved safety indicators, i.e. number of claims, injuries and lost time.
- Individual Development Plan and Performance Standards achievement and improvement.
- Training schedule maintained and encouraged.
- Improved communication to and from employees through the Employee Involvement Committee.
- Reduced numbers and types of employee grievances, mediations, and arbitrations.

C. CUSTOMER SERVICE AND COMMUNITY RELATIONS

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

Success in this area will be measured by:

- Feedback from surveys and public Speaker Bureau presentations by Utility personnel.
- Results of community meetings.
- Decrease in numbers of customer complaints.
- Visible public information activities.
- Reduction in response time to customer requests, complaints and questions.
- Positive feedback from employees.

D. PRODUCT QUALITY AND SYSTEM RELIABILITY

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

Success in this area will be measured by:

- Ongoing monitoring and reporting of product quality.
- Number of damage claims filed.
- Amount of damages paid.
- Cost benefit of operational programs.
- Reduction of permit violations.
- Successful completion of projects and reduction of project backlogs.
- Perceived quality/reliability problems — measured by customer complaints.

E. REGULATORY COMPLIANCE

AWWU will seek solutions as necessary to the multiple 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. Major expansion efforts will continue at the Eagle River Wastewater Treatment Facility and improvements will be constructed at the Girdwood Wastewater Facility. The Point Woronzof Wastewater Treatment Facility will continue to operate with a 301(h) waiver.

Success in this area will be measured by:

- Timely response to proposed and announced regulatory requirements
- Successful completion of EPA annual audit of programs and facilities
- Elimination of permit violations
- Operation of 301(h) program including monitoring at Pt. Woronzof
- Attaining reasonable regulatory requirements

OCT 2 1990

VII. AWWU'S MAJOR OBJECTIVES, STRATEGIES & TARGET COMPLETION DATES

The following pages present major objectives within each strategic direction and the broad courses of action that will be necessary to accomplish the established objectives. Targeted completion dates are also established within three time frames -- 1991, 1992 and beyond.

WP/stratplan(2)

| STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES | FISCAL YEAR | | |
|---|-------------|----|-------------|
| | 91 | 92 | 93 & BEYOND |
| <p>A. FISCAL INTEGRITY AND FINANCIAL PERFORMANCE</p> <p>1. <u>Objective:</u> To promote future financial stability for AWWU.</p> <p><u>Primary Responsibility:</u> General Manager/Finance</p> <p><u>Strategies:</u></p> <p>a. Establish a joint committee of Utility and Administration managers to clearly define "reasonable profit" as identified in Municipal Charter, and define the appropriate use of that reasonable profit.</p> <p>b. Secure long and short term financial policy statement from the Administration and Assembly for all Municipal utilities before beginning annual budgetary process.</p> | X | X | X |
| <p>2. <u>Objective:</u> To meet performance levels as detailed in equity management plans developed for both water and wastewater utilities.</p> <p><u>Primary Responsibility:</u> General Manager/Division Managers</p> <p><u>Strategies:</u></p> <p>a. Minimize additional long term borrowing.</p> <p>b. Reduce delinquencies.</p> <p>c. Promote bulk water sales.</p> <p>d. Implement rate increases as dictated by equity management plan and approved by Administration.</p> <p>e. Promote innovative and effective cost saving ideas.</p> <p>f. Achieve non-operating revenues and hold expense levels to that forecast in Assembly approved budgets.</p> <p>g. Develop plan and actively pursue monies from State legislature for high priority projects.</p> | X | X | X |
| <p>3. <u>Objective:</u> To revise the approved 6-year Capital Improvement Program (CIP) to reflect projected financial objectives and obtain necessary approvals.</p> <p><u>Primary Responsibility:</u> Engineering & Planning</p> <p><u>Strategies:</u></p> <p>a. Review transmission, distribution and collection master plans in light of current economic conditions annually by April 30.</p> <p>b. Coordinate with Department of Public Works and Alaska Department of Transportation to identify non-AWWU projects requiring AWWU improvements.</p> | X | X | X |

OCT 2 1990

| STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES | FISCAL YEAR | | |
|---|-------------|----|-------------|
| | 91 | 92 | 93 & BEYOND |
| <ul style="list-style-type: none"> c. Reprioritize and update capital program to reflect projected financial conditions and objectives annually by May 31. d. Incorporate revisions into draft 1992-1997 CIP annually by June 30. e. Obtain approvals for updated CIP annually by December 31. f. Update CIB quarterly. | | | |
| <p>4. <u>Objective:</u> To hold 1991 controllable operating costs to 1990 approved budgeted levels plus 5% for non-labor inflation.</p> <p><u>Primary Responsibility:</u> General Manager/Division Managers Operations - c,d,f Engineering & Planning - d</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Staffing level will not exceed 286 positions. b. Savings in budget realized through attrition, vacancies, and reallocation of labor rather than layoffs. c. Identify and document optimum operating efficiency for water production. (OPS) d. Continue well abandonment program to reduce reliance on costly well production. (OPS) e. Minimize controllable overtime. f. Identify cost effective R&R projects. (OPS) | X | | |
| <p>5. <u>Objective:</u> To improve financial management and information reporting capabilities.</p> <p><u>Primary Responsibility:</u> Finance/Regulatory Affairs/MIS</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Enhance FMIS to provide additional cost separation and better data transfer to PCs. b. Monitor and perfect financial management for capital projects. c. Monitor and enhance bond cash flow with operational cash flow by networking PCs. d. Develop model to link revenue requirements/rate increases to Assembly approved budgets. e. Develop long term financial forecasting system. f. Review and adjust as necessary equity management plan objectives for inclusion in equity management model. | X | X | X |
| <p>6. <u>Objective:</u> To fund capital construction programs as outlined in the Water & Wastewater 6-year Capital Improvement Program.</p> | X | X | X |

| STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES | FISCAL YEAR | | |
|--|-------------|----|-------------|
| | 91 | 92 | 93 & BEYOND |
| <p><u>Primary Responsibility:</u> General Manager/Finance Technical Services</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Continue to lobby for direct state funding—efficiently prioritize any state grants. b. Internally generate capital construction funds as set out in equity management plan. c. Utilize low cost state revolving loans over bond funds. d. Continue to finance WIDs and LIDs with special assessment debt. | | | |
| <p>7. <u>Objective:</u> To increase revenues from Utility and non-utility sources.</p> <p><u>Primary Responsibility:</u> General Manager/Technical Services</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Initiate marketing plan as developed in 1990. b. Identify and prioritize new business ventures. | X | X | X |
| <p>B. ORGANIZATIONAL ENVIRONMENT</p> <p>1. <u>Objective:</u> To improve employee morale and enhance the overall climate for performance in the Utility.</p> <p><u>Primary Responsibility:</u> Employee Services - a,b Division Managers - all General Manager - a,b</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Assess organizational climate and management practices in light of external changes by March 31. b. Develop plans to address any problems that are identified annually by May 31. c. Continue Employee Involvement Committee Program. d. Implement approved annual EIC goals and objectives. | X | X | X |
| <p>2. <u>Objective:</u> To involve employees in the annual update of the corporate strategic plan.</p> <p><u>Primary Responsibility:</u> General Manager/Division Managers</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. AWWU employees review draft corporate strategic plan during third quarter of each year. b. Distribute the final corporate strategic plan to all employees by October 1 of each year. | X | X | X |

OCT 2 1990

| STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES | FISCAL YEAR | | |
|--|-------------|----|-------------|
| | 91 | 92 | 93 & BEYOND |
| <p>3. <u>Objective:</u> To implement identified employee training needs.</p> <p><u>Primary Responsibility:</u> Employee Services</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Review Needs Assessment Plan annually to validate objectives and accomplishments. b. Provide in-house employee training and development each quarter. c. Maximize use of available Municipal training. | X | X | X |
| <p>4. <u>Objective:</u> To integrate the corporate strategic plan into each division's operational planning process.</p> <p><u>Primary Responsibility:</u> Division Managers</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Forward final Utility strategic plan to divisions annually by September 21. b. Division managers to provide draft of division strategic plan to General Manager annually by November 1. c. General Manager to provide comments on division strategic plans annually by December 3. d. Division managers to provide final division strategic plan to General Manager annually by December 21. | X | X | X |
| <p>5. <u>Objective:</u> To update safety requirements; design, conduct, and administer a comprehensive safety education and training program for the Utility to reduce accidents, encourage "wellness" and eliminate safety citations.</p> <p><u>Primary Responsibility:</u> Employee Services/Operations</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Maintain and update the safety program designed to identify and track recurring safety training requirements. b. Conduct annual First Aid, CPR, and operator/employee training as required by the applicable regulations or governing agencies. c. Insure employee compliance with OSHA standards such as confined spaces, trenching, and lockout/tag procedures. | X | X | X |
| <p>6. <u>Objective:</u> To insure Utility efficiency by reviewing and changing as needed the organizational structure.</p> | X | X | X |

OCT 2 1990

| STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES | FISCAL YEAR | | |
|--|-------------|----|-------------|
| | 91 | 92 | 93 & BEYOND |
| <p><u>Primary Responsibility:</u> General Manager/Division Managers</p> <p><u>Strategies:</u></p> <p>a. Division Managers review division organizational structures and provide input to the General Manager annually by May 31.</p> <p>b. Incorporate revised organizational structure into the strategic plan.</p> <p>C. CUSTOMER SERVICE AND COMMUNITY RELATIONS</p> <p>1. <u>Objective:</u> To identify customer and community concerns and provide for proper responses.</p> <p><u>Primary Responsibility:</u> Community Relations Committee Technical Services Customer Service General Manager</p> <p><u>Strategies:</u></p> <p>a. Develop new customer survey by March 31, 1991.</p> <p>b. Complete customer survey by August 15, 1991 and thereafter repeat biannually.</p> <p>c. Address critical customer concerns raised by survey biannually by October 31.</p> <p>d. Respond to all signed survey responses biannually by December 31.</p> <p>e. Mail survey results to all customers biannually by April 15, 1992.</p> <p>2. <u>Objective:</u> Promote employee awareness of the importance of customer service and customer communication to reinforce the concept that each AWWU employee is responsible for maintaining good customer relations.</p> <p><u>Primary Responsibility:</u> Division Managers/Employee Services</p> <p><u>Strategies:</u></p> <p>a. Complete a customer relations and customer sensitivity training program each year by December 31.</p> <p>b. Reemphasize customer relations in all performance evaluations.</p> <p>3. <u>Objective:</u> To obtain and maintain a positive community and public image for AWWU issues as indicated by support for Utility issues and development of support group(s) for future issues.</p> | X | X | |
| | X | X | X |

| STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES | FISCAL YEAR | | |
|--|-------------|----|-------------|
| | 91 | 92 | 93 & BEYOND |
| <p><u>Primary Responsibility:</u> General Manager/Technical Services Employee Services/Community Relations Committee</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Conduct annual Speaker's Bureau reinforcement training. b. Update technical information for those participating in Speaker's Bureau. Complete two proposed speaker programs by December 31, 1991. c. AWWU personnel will complete 25 speaking engagements during 1991. | | | |
| <p>4. <u>Objective:</u> To maintain positive customer relations through coordination of Utility educational and informational communications, activities and sponsored events.</p> <p><u>Primary Responsibility:</u> Technical Services Community Relations Committee</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Use of a multimedia approach, i.e. billing inserts, press releases, novelties and free handouts, brochures, public announcement about Utility events (Water Awareness Week and other community activities), newspaper, radio and television releases and PSAs. b. Development of an annual budget by June 30 for approved community relations programs which provide customer information related to operation and service. c. Display of photographs when/where appropriate, using pictures of treatment plant facilities, lift stations, well houses, reservoirs, protected water sheds, dams, pipeline, and employees/equipment at work, to create greater "visibility" of employees and the hidden plant serving our customers. d. Informing the public with facts about water quality and other important issues on an as needed basis such as the 301(h) waiver, water/sewer standards and Utility bond proposals, explaining in laymen terminology the anticipated customer/public impact on each issue. e. Develop video to support customer relations. | X | X | X |
| D. PRODUCT QUALITY AND SYSTEM RELIABILITY | | | |
| <p>1. <u>Objective:</u> To decrease water and wastewater systems failures, and to improve product delivery and collection to customers and prevent degradation of product quality.</p> | X | X | X |

OCT 2 1990

| STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES | FISCAL YEAR | | |
|--|-------------|----|-------------|
| | 91 | 92 | 93 & BEYOND |
| <p><u>Primary Responsibility:</u> General Manager/Operations - all Engineering & Planning - a,b,f</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Identify source and correct pressure fluctuation within water system on an ongoing basis. b. Evaluate pilot program developed during 1990 to prevent external corrosion. c. Continue the sewer system maintenance programs to prevent blockages, plugs, and system failures. d. Maintain water and wastewater systems maintenance at or above the 1988 level. e. Continue treatment facilities, lift stations, and wells preventative maintenance program. f. Insure appropriate redundancy for treatment facilities and lift/booster systems. g. Continue water flushing program as required to reduce complaints due to bad taste and/or dirty water. | | | |
| <p>2. <u>Objective:</u> To provide all approved service areas with adequate and reliable water supply and wastewater collection to ensure that all customers have sufficient service at all times of year with adequate reserve capacity to satisfy future demands.</p> <p><u>Primary Responsibility:</u> Engineering & Planning - a,c Operations - b,c</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Evaluate and update current Water & Wastewater Master Plans to reflect current economic conditions and needs annually by December 31. b. Review and update water rights for critical wells. (Action step to include working with the Department of Natural Resources.) c. Review ancillary facilities (wells, PRVs, pump stations, etc.) to determine which may be removed or put on standby annually by June 30. | X | X | X |
| <p>3. <u>Objective:</u> To test and evaluate AWWU's existing fuel storage tanks.</p> <p><u>Primary Responsibility:</u> Engineering & Planning - a thru c Operations - a,c,d Technical Services - b</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Remove and replace any fuel tanks found to be leaking and perform site cleanup if necessary. | X | X | X |

| STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES | FISCAL YEAR | | |
|---|-------------|----|-------------|
| | 91 | 92 | 93 & BEYOND |
| <p>b. Maximize use of state grant funds for cleanup and replacement of underground tanks.</p> <p>c. Develop a tank upgrade and replacement program based on the tank tests and in conformance with the new EPA standards. All existing tanks shall be replaced or upgraded prior to 1998 in accordance with EPA regulations.</p> <p>d. Maintain an ongoing fuel inventory and fuel tank monitoring program in conformance with the new EPA standards.</p> | | | |
| <p>4. <u>Objective:</u> To maintain effective management information systems planning, acquisition, implementation and maintenance support.</p> <p><u>Primary Responsibility:</u> MIS/Division Managers/ General Manager</p> <p><u>Strategies:</u></p> <p>a. Review and update Data Processing Master Plan within the scope of the Utility and Municipal Business Plans annually by February 15.</p> <p>b. Implement effective quality assurance, production control and problem management practices.</p> <p>c. Implement effective project management practices.</p> <p>d. Coordinate with external agencies to minimize time for system acquisitions.</p> | X | X | X |
| <p>5. <u>Objective:</u> To 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.</p> <p><u>Primary Responsibility:</u> General Manager/Division Managers/ Utility Emergency Coordinator</p> <p><u>Strategies:</u></p> <p>a. Review and update Utility plan annually by June 30.</p> <p>b. Take advantage of emergency management seminars and training.</p> <p>c. Provide for training for all Utility employees and hold an exercise at least once per year on Utility plan.</p> <p>d. Appoint a Utility Emergency Coordinator annually by January 31 who will also be chairman of the AWWU Disaster Committee.</p> | | | |

| STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES | FISCAL YEAR | | |
|--|-------------|----|-------------|
| | 91 | 92 | 93 & BEYOND |
| E. REGULATORY COMPLIANCE | | | |
| 1. Objective: To ensure that all water and wastewater treatment facilities meet current and anticipated NPDES permit limits, Clean Water Act, Clean Air Act, and Safe Drinking Water Act standards. <u>Primary Responsibility:</u> Operations/General Manager/Engineering <u>Strategies:</u> <ol style="list-style-type: none"> Remain proactive in development of regulations through professional groups and lobby groups. Maintain a satisfactory Pretreatment Program. Ensure that laboratory is responsive to regulatory requirements. Incorporate into the Capital Improvement Program any necessary treatment enhancements. Ensure that Treatment staff is adequately trained to meet all new operational, analytical, and testing requirements. | X | X | X |
| 2. Objective: To seek renewal of the 301(h) waiver at the Pt. Woronzof Wastewater Treatment Facility. <u>Primary Responsibility:</u> General Manager/Operations <u>Strategies:</u> <ol style="list-style-type: none"> Respond to any subsequent questions or comments from EPA concerning renewal of the 301(h) waiver. Solicit support from all interested agencies and all communities with 301(h) waivers. Seek legislative remedy to problem created by reference to BOD removal in 1987 amendments to Clean Water Act. Actively participate in promulgation of regulations for 1987 amendments to Clean Water Act. Continue required 301(h) annual monitoring effort and submit annual report to EPA by November 30. Keep wastewater ratepayers and residents of Anchorage informed of need for 301(h) waiver at the Pt. Woronzof Wastewater Treatment Facility and progress in renewing permit. Define contingency plan by June 30, 1991 in case legislative and regulation efforts are not successful. | X | X | X |
| 3. Objective: To ensure there are no unreasonable rate cross-subsidies between customer classes. | X | X | X |

| STRATEGIC DIRECTION/OBJECTIVE/STRATEGIES | FISCAL YEAR | | |
|--|-------------|----|-------------|
| | 91 | 92 | 93 & BEYOND |
| <p><u>Primary Responsibility:</u> Customer Service/ Regulatory Affairs</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. To identify flat rated single family residences with meter idlers. b. Install 50 additional water test meters in single family residences during 1991. c. Install 50 additional water test meters in single family residences each year after 1991 until total for class reaches 500. d. Monitor all water consumption meter data for adequacy and inclusion in future cost-of-service studies. | | | |
| <p>4. <u>Objective:</u> To eliminate financial impacts of non-Utility oil/hazardous substances liability.</p> <p><u>Primary Responsibility:</u> General Manager/Technical Services/ Engineering and Planning</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Promote legislation to exempt municipal liability. b. Work with ADEC to identify guidelines when hazardous waste is encountered. Identify funding sources to meet ADEC requirements. c. Continue to act as a municipal clearinghouse to insure proper response and direction for municipal liability. | X | | |
| <p>5. <u>Objective:</u> To maintain a fully integrated Utility Hazard Communication Program designed to meet regulatory requirements.</p> <p><u>Primary Responsibility:</u> Employee Services (Safety)</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> a. Update the Utility Board Hazard Communication Program to meet established regulatory requirements by July 31, 1991. b. Update as necessary the Material Safety Data Sheets (MSDS) according to Occupational Safety and Health Administration (OSHA) Regulations for each AWWU division and maintain the master file in the Safety office. c. Review and update the "Community Right-to-Know" reporting process on hazardous and toxic chemicals by March 1, 1991 and administer on an ongoing basis. | X | | |
| WP/stratplan(4) | | | |

OCT 2 1990

VIII. AWWU'S FISCAL POLICIES AND BUDGETS

The Anchorage Water and Wastewater Utility consists of two separate and distinct business entities which are regulated by the Alaska Public Utilities Commission (APUC). A request for waiver of economic regulation for AWWU has been filed with the APUC.

The Utilities have reduced Capital Improvement Programs to reflect current economic conditions. AWWU is committed to minimizing the impact on rates of any additional long term debt. At least \$50 million of projects have been deferred, delayed or eliminated. We are actively pursuing options to general obligation and revenue bonds and are seeking low cost, low risk alternatives; for example, the State revolving loan program, special assessment bonds and direct grants from the State of Alaska.

In that regard, if State monies become available, some of the deferred projects will be resurrected, resulting in impacts on the Engineering, Technical Services and Operations Divisions.

Details of the program are available in the AWWU Capital Improvement Program document.

The operating budgets of both utilities also reflect our goals of minimizing rate increases. Staffing levels have been reduced and will continue to be closely monitored. Other controllable expenses reflect minimal increases substantially less than inflation. Non controllable expenses still are primarily driven by plant additions.

OCT 2 1990

AWWU STRATEGIC PLAN
FINANCIAL ASSUMPTIONS
1991

The following assumptions are being used to formulate our 1991 Operating Budget:

1. Personnel levels will not exceed 286 personnel.
2. Salary and wage adjustments have been made for steps and longevity increases.
3. Benefits were calculated at 51% of salary.
4. A 5% inflation factor was used for outside services and supplies. Utilities are increased to reflect local rate increases.
5. No customer growth was anticipated.
6. We do not anticipate a bond sale for either Utility.
7. Net income will be used for construction needs to the extent available in order to reduce debt associated with borrowing.
8. The Water Utility will receive the full amount budgeted for fire protection, including any anticipated increases due to new cost-of-service study from the Fire Department.
9. Rate increases: Water Utility - None.
Wastewater Utility - None.

IX. IMPLEMENTATION OF CORPORATE STRATEGIC PLAN

The AWWU 1991 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 efforts presented below will be completed each year upon adoption of the strategic plan. These tasks link the corporate strategic plan to annual operational work programs and also to budgets.

1. Prepare division strategic plans, which will include division mission statements, objectives and strategies.
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, VALUES, 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
- Selection of Anchorage as a home port for the Navy
- The price of oil—increases or decreases as they affect State spending and oil industry activity
- Development of Fire Island
- Gas pipeline activity

OCT 2 1990

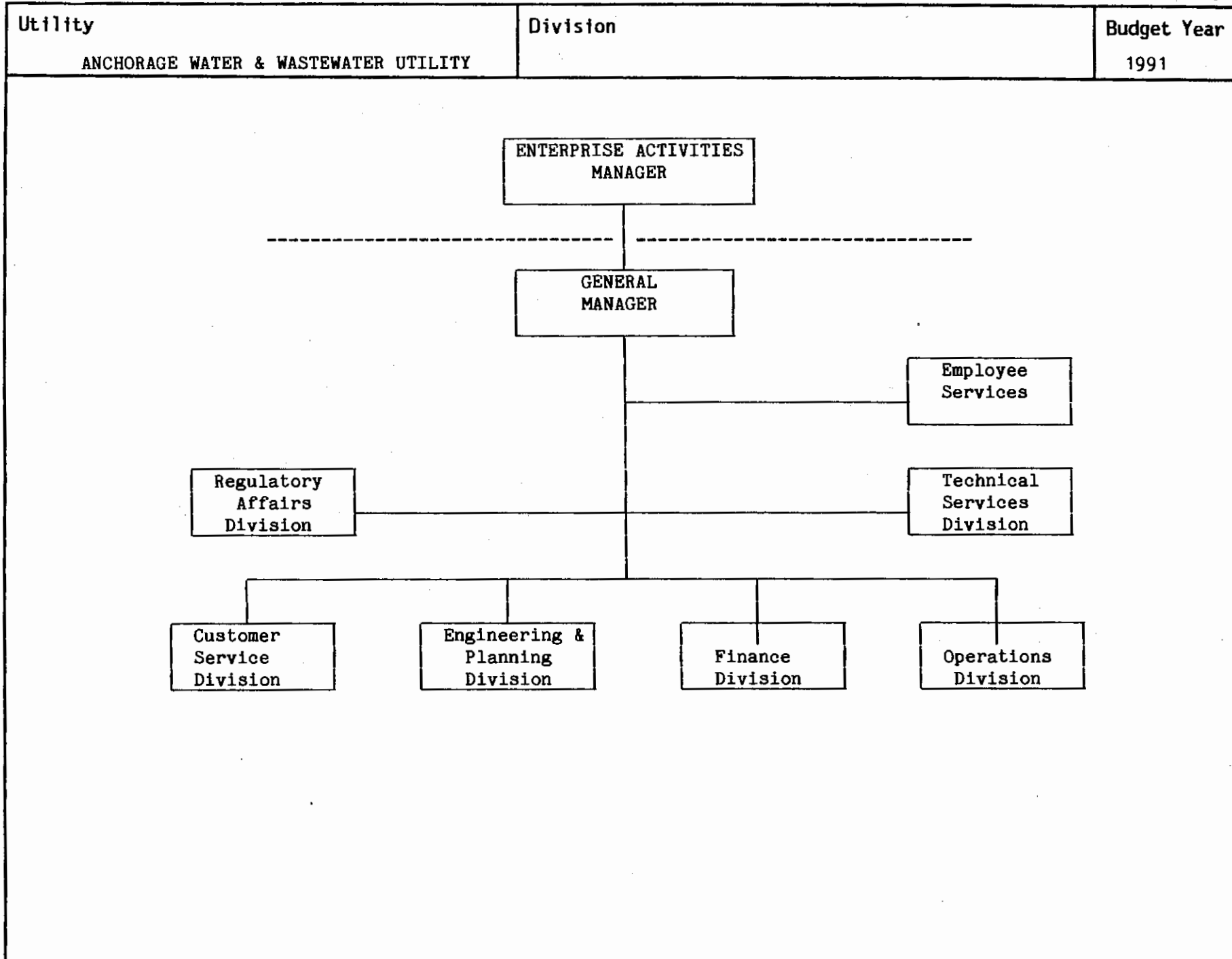
- Natural Disasters
- Substantial changes in current regulations (e.g., loss of 301(h) waiver)
- Weather
- Major financial assumptions outlined in Section VIII

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
- Development of Fire Island

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

WP/stratplan(17)



| Utility | Division | | | | | | Budget Year |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| ANCHORAGE WATER & WASTEWATER UTILITY | | | | | | | 1991 |
| <u>WORKFORCE PROJECTION</u> | | | | | | | |
| <u>DIVISIONS</u> | <u>1990</u> | <u>1991</u> | <u>1992</u> | <u>1993</u> | <u>1994</u> | <u>1995</u> | <u>1996</u> |
| Manager | 8 | 8 | 8 | 8 | 8 | 8 | 8 |
| Technical Services | 23 | 23 | 23 | 23 | 23 | 23 | 23 |
| Engineering | 31 | 31 | 31 | 31 | 31 | 31 | 31 |
| Operations | 147 | 148 | 148 | 147 | 147 | 147 | 147 |
| Finance | 21 | 21 | 21 | 21 | 21 | 21 | 21 |
| Regulatory Affairs | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Customer Service | 51 | 51 | 51 | 51 | 51 | 51 | 51 |
| Total | 285 | 286 | 286 | 285 | 285 | 285 | 285 |
| AWWU-2 | | | | | | | |

| Utility | Division | Budget Year |
|--------------------------------------|----------|-------------|
| ANCHORAGE WATER & WASTEWATER UTILITY | | 1991 |

1991 BUDGET ASSUMPTIONS

Salaries and Wages: Only step and longevity increases budgeted.

Benefits: 33.8% of labor costs.

Inflation Factor: 5%

Debt Service: No bond sales in 1991.

Interest Income: Interest on short-term investments anticipated to be 7.5%.

Intragovernmental Charges: Assumed to increase 28%. (Majority of increase is for new customer billing system.) Other IGC's increased by 7.5%.

Mill Rate Increase: Assumes a 5% increase.

Vacancy Factor: 2%

Overtime: 3.5% of payroll.

AWWU-3

| | | | | |
|--|----------------|------------------|-------------|-------------|
| Utility | Division | | Budget Year | |
| ANCHORAGE WATER & WASTEWATER UTILITY | | | 1991 | |
| ANCHORAGE WATER UTILITY RECONCILIATION OF 1990 BUDGET TO 1990 PROFORMA (\$000) | | | | |
| | 1990 BUDGET | 1990 PROFORMA | VARIANCE | EXPLANATION |
| REVENUE | | | | |
| Operating Revenues | 25,321 | 22,249 | (3,072) | A |
| Non-Operating Revenues | 1,133 | 1,781 | 648 | B |
| TOTAL REVENUES | 26,454 | 24,030 | (2,424) | |
| OPERATING EXPENSES | | | | |
| Operations | 12,986 | 12,650 | (336) | C |
| Depreciation | 3,341 | 3,272 | (68) | D |
| MUSA | 2,040 | 1,669 | (372) | E |
| TOTAL OPERATING EXPENSES | 18,367 | 17,591 | (777) | |
| Non-Operating Expenses | 7,376 | 7,438 | 62 | F |
| Total Expenses | 25,743 | 25,029 | (714) | |
| Net Income Regulatory | 710 | (999) | (1,709) | |
| Adjustment for GAAP Method | (4,009) | (4,189) | (180) | |
| Net Income GAAP | (3,298) | (5,188) | (1,889) | |
| AWWU-4 | | | | |

| Utility | Division | Budget Year |
|-------------------------|----------|-------------|
| ANCHORAGE WATER UTILITY | | 1991 |

RECONCILIATION OF 1990 BUDGET TO 1990 PROFORMA
EXPLANATION OF VARIANCE

NOTE: A. Budget reflected 14% rate increase which was not filed.

NOTE: B. Larger than anticipated cash balance created additional interest income.

NOTE: C. Expenses underrunning budget.

NOTE: D. Additions to plant less than anticipated.

NOTE: E. MUSA on gross receipts deducted (\$275K) and less additions to plant than anticipated.

NOTE: F. Decrease in capitalized interest \$461K. Decrease in long-term debt \$398K.

AWWU-5

MUNICIPALITY OF ANCHORAGE

| Utility | Division | Budget Year |
|--------------------------------------|----------|-------------|
| ANCHORAGE WATER & WASTEWATER UTILITY | | 1991 |

| ANCHORAGE WATER UTILITY RECONCILIATION OF 1990 PROFORMA TO 1991 BUDGET (\$000) | | | | |
|--|------------------|----------------|--------------|-------------|
| | 1990 PROFORMA | 1991 BUDGET | VARIANCE | EXPLANATION |
| REVENUE | | | | |
| Operating Revenues | 22,249 | 22,249 | 0 | |
| Non-Operating Revenues | <u>1,781</u> | <u>1,321</u> | <u>(460)</u> | A |
| TOTAL REVENUES | 24,030 | 23,570 | (460) | |
| OPERATING EXPENSES | | | | |
| Operations | 12,650 | 13,251 | 602 | B |
| Depreciation | 3,272 | 3,312 | 39 | C |
| MUSA | <u>1,669</u> | <u>1,760</u> | <u>91</u> | D |
| TOTAL OPERATING EXPENSES | 17,591 | 18,323 | 732 | |
| Non-Operating Expenses | 7,438 | 7,354 | (84) | E |
| Total Expenses | 25,029 | 25,677 | 648 | |
| Net Income Regulatory | (999) | (2,107) | (1,108) | |
| Adjustment for GAAP Method | (4,189) | (4,061) | 127 | |
| Net Income GAAP | (5,188) | (6,169) | (981) | |

AWWU-6

MUI PALITY OF ANCHORAGE

| Utility ANCHORAGE WATER UTILITY | Division | Budget Year 1991 |
|--|----------|---------------------|
| <p style="text-align: center;">RECONCILIATION OF 1990 PROFORMA TO 1991 BUDGET EXPLANATION OF VARIANCE</p> <p>NOTE: A. Decrease in anticipated cash balance.</p> <p>NOTE: B. Labor increase \$81K; supplies increase; \$108K; other services increase \$192K; IGC increase \$221K.</p> <p>NOTE: C. Additions to non-contributed plant.</p> <p>NOTE: D. Additions to plant.</p> <p>NOTE: E. Interest expense decrease of \$63K; capitalized linterest increase of \$21K.</p> <p style="text-align: center;">AWWU-7</p> | | |

OCT 2 1990

MUNICIPALITY OF ANCHORAGE

| Utility | Division | | | | | Budget Year |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
| ANCHORAGE WATER UTILITY | | | | | | 1991 |
| <u>RESOURCE IMPACTS</u> | | | | | | |
| | <u>1991</u> | <u>1992</u> | <u>1993</u> | <u>1994</u> | <u>1995</u> | <u>1996</u> |
| Bond Sales (000) | 0 | 0 | 5,000 | 5,000 | 0 | 5,000 |
| Grants Anticipated (000) | 9,210 | 525 | 2,075 | 5,400 | 50 | 5,550 |
| Loans | 0 | 4,550 | 3,300 | 0 | 0 | 0 |
| <u>Total Water/Wastewater Personnel Increases</u> | | | | | | |
| Program: | | | | | | |
| Operations & Maintenance | 1 | - | (1) | - | - | - |
| Treatment Plant | - | - | - | - | - | - |
| Administrative & General | - | - | - | - | - | - |
| | 1 | 0 | (1) | 0 | 0 | 0 |
| Total Personnel | 286 | 286 | 285 | 285 | 285 | 285 |
| <u>Personnel by bargaining unit/classification</u> | | | | | | |
| Executive | 10 | | | | | |
| Non-Rep | 60 | | | | | |
| AMEA | 74 | | | | | |
| JCC | 142 | | | | | |
| AWWU-8 | | | | | | |

| Utility | Division | | | | Budget Year |
|--|------------------------|------------------------|------------------------|---------------------------|---------------------------|
| ANCHORAGE WATER UTILITY | | | | | 1991 |
| MISCELLANEOUS STATISTICAL DATA | | | | | |
| <u>Water Utility</u> | <u>1987 ACTUAL</u> | <u>1988 ACTUAL</u> | <u>1989 ACTUAL</u> | <u>1990 ESTIMATED</u> | <u>1991 ESTIMATED</u> |
| Number of Customers | 39,077 | 39,194 | 40,187 | 39,482 | 39,760 |
| Average Treatment Plant Production (GPD) | | | | | |
| Ship Creek Water Treatment Facility | 14,500,118 | 15,200,000 | 12,008,995 | 12,600,000 | 14,500,000 |
| Eklutna Water Treatment Facility | N/A | 1,300,000 | 6,548,648 | 10,000,000 | 10,500,000 |
| Average Well Production (GPD) | | | | | |
| Anchorage Bowl Wells | 9,700,000 | 7,210,000 | 4,757,867 | 3,500,000 | 3,000,000 |
| Eagle River Wells | 149,178 | 70,000 | 45,958 | 10,000 | 10,000 |
| Miles of Water Mains | 624 | 622 | 622 | 629 | 646 |
| Number of Fire Hydrants | 5,000 | 5,160 | 5,468 | 5,515 | 5,624 |
| AWWU-9 | | | | | |

| Utility ANCHORAGE WATER UTILITY | Division | Budget Year 1991 |
|--|----------|---------------------|
| <p data-bbox="163 293 468 324"><u>1991 Budget Impacts</u></p> <p data-bbox="909 391 1058 422"><u>Operating</u></p> <p data-bbox="163 488 1827 613">1. Cost reduction measures implemented during 1987-90 are being maintained as cost containment measures into 1991. Budgeted positions, down from 330 in 1987, to 312 in 1988, to 286 in 1991 are remaining constant with the one additional position being added for the next two years to support the Girdwood Water System project.</p> <p data-bbox="926 748 1041 779"><u>Capital</u></p> <p data-bbox="163 846 1877 938">1. A direct appropriation of \$4.5M will be requested from the State of Alaska for the Anchorage International Airport reservoir and transmission main which will enhance water supply and fire flows in West Anchorage.</p> <p data-bbox="163 976 1892 1101">2. A direct appropriation of \$2.5M will be requested from the State of Alaska for the construction of a 48" transmission main from Ship Creek to the reservoirs on Tudor Road. This will transport an adequate supply of water to serve projected future demands south and west of the Tudor Road reservoirs and the higher elevation areas of Muldoon.</p> <p data-bbox="163 1138 1860 1198">3. A direct appropriation of \$4.75M will be requested from the State of Alaska for the replacement of all remaining woodstave water lines in the Anchorage system.</p> <p data-bbox="961 1451 1079 1482">AWWU-10</p> | | |

OCT 1990

| | | |
|------------------------------------|----------|---------------------|
| Utility ANCHORAGE WATER UTILITY | Division | Budget Year 1991 |
|------------------------------------|----------|---------------------|

Municipality of Anchorage
Financial Data

| Line Item Description | Year: 1989 Actual | Year: 1990 Pro-Forma | Year: 1991 Budget |
|---|----------------------|-------------------------|----------------------|
| <u>OPERATING BUDGET</u> | | | |
| Revenue | 24,060,452 | 24,029,910 | 23,569,972 |
| Expense | 27,725,635 | 29,217,833 | 29,738,598 |
| Net Income for Governmental Financial Reporting | (3,665,183) | (5,187,923) | (6,168,626) |
| Adjustment for Regulatory Reporting | 3,649,663 | 4,188,884 | 4,061,445 |
| Net Income (Regulatory) | (15,520) | (999,039) | (2,107,181) |
| <u>Capital Budget</u> | | | |
| Project Category | | | |
| ◦ Resource Development | 0 | 780,000 | 50,000 |
| ◦ Treatment | 0 | 200,000 | 340,000 |
| ◦ Distribution Reservoirs | 0 | 0 | 225,000 |
| ◦ Distribution | 500,000 | 550,000 | 1,016,000 |
| ◦ Transmission | 966,000 | 4,642,000 | 8,232,000 |
| ◦ Upgrade Transmission | 0 | 20,000 | 635,000 |
| ◦ Repair & Rehabilitation | 688,000 | 1,601,000 | 6,392,000 |
| ◦ New Equipment | 718,000 | 395,000 | 1,100,000 |
| ◦ Buildings | 0 | 2,220,000 | 175,000 |
| Total | 2,872,000 | 10,388,000 | 18,165,000 |
| AWWU-11 | | | |

| Utility | Division | Budget Year | |
|---|----------------------|-------------------------|----------------------|
| ANCHORAGE WATER UTILITY | | 1991 | |
| Municipality of Anchorage Financial Data | | | |
| Line Item Description | Year: 1989 Actual | Year: 1990 Pro-Forma | Year: 1991 Budget |
| STATEMENT OF REVENUE & EXPENSE | | | |
| <u>OPERATING REVENUE</u> | | | |
| 4601 Residential Sales | 14,293,662 | 15,092,000 | 15,092,000 |
| 4602 Commercial Sales | 5,254,667 | 4,928,000 | 4,928,000 |
| 4630 Public Fire Protection | 2,039,000 | 2,117,000 | 2,117,000 |
| 4710 Miscellaneous Service Revenue | 59,346 | 57,000 | 57,000 |
| 4742 Hydrant Use Charge | 54,604 | 55,000 | 55,000 |
| Total Operating Revenue | 21,701,279 | 22,249,000 | 22,249,000 |
| <u>OPERATING EXPENSE</u> | | | |
| 6000 Source of Supply | 1,682,208 | 1,767,820 | 1,901,553 |
| 6400 Treatment | 1,651,584 | 1,723,680 | 1,737,574 |
| 6600 Transmission | 3,204,677 | 3,413,240 | 3,262,536 |
| 9000 Customer Accounts | 1,444,494 | 1,667,560 | 1,925,120 |
| 9200 General & Administrative | 3,837,822 | 4,077,290 | 4,424,601 |
| 4030 Depreciation* | 3,135,562 | 3,272,360 | 3,311,653 |
| 4080 MUSA** | 1,264,702 | 1,668,682 | 1,759,951 |
| *Total Operating Expense | 16,221,049 | 17,590,632 | 18,322,988 |
| Operating Income | 5,480,230 | 4,658,368 | 3,926,012 |
| * Depreciation of Contributed Plant not included | | | |
| **Potential gross receipts liability | AWWU-12 | 271,266 | 278,113 |

| Utility | Division | Budget Year | |
|---|----------------------|-------------------------|----------------------|
| ANCHORAGE WATER UTILITY | | 1991 | |
| Municipality of Anchorage Financial Data | | | |
| Line Item Description | Year: 1989 Actual | Year: 1990 Pro-Forma | Year: 1991 Budget |
| STATEMENT OF REVENUE & EXPENSE | | | |
| <u>NON-OPERATING REVENUE</u> | | | |
| 4180 Rental Income | 321,360 | 255,328 | 260,000 |
| 4190 Interest Revenue - Construction | 52,436 | 470,000 | 270,000 |
| 4190 Interest - General Cash Pool | 1,963,302 | 618,548 | 327,672 |
| 4190 Interest - Bond Redemption Resv. | 0 | 270,000 | 290,000 |
| 4190 Interest - Bond Pmt. Deposits | 0 | 114,534 | 123,300 |
| 4190 Interest - Other | 22,075 | 52,500 | 50,000 |
| Total Non-Operating Revenue | 2,359,173 | 1,780,910 | 1,320,972 |
| <u>NON-OPERATING EXPENSE</u> | | | |
| 4250 Amortization of Deferred Debits | 98,984 | 239,510 | 239,510 |
| 4270 Interest - Long-Term Debt | 7,929,194 | 7,492,807 | 7,429,655 |
| 4300 Interest Expense - General Cash Pool | 0 | 0 | 0 |
| 4192 AFUDC | (173,255) | (294,000) | (315,000) |
| Total Non-Operating Expense | 7,854,923 | 7,438,317 | 7,354,165 |
| Non-Operating Income | (5,495,750) | (5,657,407) | (6,033,193) |
| Net Income | (15,520) | (999,039) | (2,107,181) |
| Net Income - Regulatory | (15,520) | (999,039) | (2,107,181) |
| Less: 4031 - Depreciation of Contributed Plant | 3,649,663 | 4,188,884 | 4,061,445 |
| Net Income for Governmental Financial Reporting | (3,655,183) | (5,187,923) | (6,168,626) |
| AWWU-13 | | | |

| Utility | Division | Budget Year | |
|---|----------------------|-------------------------|----------------------|
| ANCHORAGE WATER UTILITY | | 1991 | |
| Municipality of Anchorage Financial Data | | | |
| Line Item Description | Year: 1989 Actual | Year: 1990 Pro-Forma | Year: 1991 Budget |
| STATEMENT OF SOURCES AND USES OF CASH FUNDS | | | |
| SOURCES OF CASH FUNDS: | | | |
| Net Income (Loss) | \$ (3,665,183) | \$ (5,187,923) | \$ (6,168,626) |
| Depreciation | 6,785,225 | 7,461,244 | 7,373,098 |
| Bond Proceeds | 0 | 0 | 0 |
| Assessment Bonds | 0 | 1,584,945 | 300,000 |
| Grants | 955,320 | 3,497,000 | 9,210,000 |
| Loans | 0 | 0 | 0 |
| Assessments | 523,953 | 621,775 | 600,000 |
| Other | 98,984 | 0 | 0 |
| Total Sources of Cash Funds | \$ 4,698,299 | \$ 7,977,041 | \$ 11,314,472 |
| USES OF CASH FUNDS: | | | |
| Additions to Plant | 3,663,320 | 11,273,000 | 15,731,600 |
| Bond Principal Payment | 1,823,597 | 954,120 | 1,179,110 |
| Other | 1,924,954 | 0 | 0 |
| Total Uses of Cash Funds | 7,411,871 | 12,227,120 | 16,910,710 |
| Net Increase (Decrease) in Cash Funds | (2,713,572) | (4,250,079) | (5,596,238) |
| Cash Balance January 1, | \$ 22,370,869 | \$ 19,657,297 | \$ 15,407,218 |
| Cash Balance December 31, | \$ 19,657,297 | \$ 15,407,218 | \$ 9,810,980 |
| DETAIL OF CASH BALANCE: | | | |
| Equity in Construction Cash Pool | 8,663,840 | 4,387,840 | 1,679,840 |
| Revenue Bond Redemption Reserve | 2,410,029 | 2,680,029 | 3,180,030 |
| Revenue Bond Sinking Fund Reserve | 1,091,177 | 2,032,813 | 2,091,920 |
| Equity in General Cash Pool | \$ 7,492,251 | \$ 6,306,536 | \$ 2,859,190 |
| | AWWU-14 | | |

AWWU-14

OCT 1990

| | | | |
|---|----------------------|-------------------------|----------------------|
| Utility | Division | 1990 Budget Year | |
| ANCHORAGE WATER UTILITY | | 1991 | |
| Municipality of Anchorage Financial Data | | | |
| Line Item Description | Year: 1989 Actual | Year: 1990 Pro-Forma | Year: 1991 Budget |
| STATEMENT OF CHANGES IN FUND EQUITY | | | |
| Balance January 1 | \$218,779,659 | \$222,555,122 | \$225,053,083 |
| Net Income/Loss | (3,665,183) | (5,187,923) | (6,168,626) |
| Contributions Received | 3,790,983 | 3,497,000 | 9,210,000 |
| Depreciation on Contributed Plant | <u>3,649,663</u> | <u>4,188,884</u> | <u>4,061,445</u> |
| Balance December 31, | <u>\$222,555,122</u> | <u>\$225,053,083</u> | <u>\$232,155,902</u> |
| Detail of Fund Equity: | | | |
| Retained Earnings | \$ 19,115,341 | \$ 18,116,302 | \$ 16,009,121 |
| Contributed Capital | <u>203,439,781</u> | <u>206,936,781</u> | <u>216,146,781</u> |
| Total Fund Equity December 31, | <u>\$222,555,122</u> | <u>\$225,053,083</u> | <u>\$232,155,902</u> |
| AWWU-15 | | | |

Form 473

| | | | |
|---|-----------------------------|--------------------------------|-----------------------------|
| Utility | Division | Budget Year | |
| ANCHORAGE WATER UTILITY | | 1991 | |
| Municipality of Anchorage Financial Data | | | |
| Line Item Description | Year: <u>1989</u> Actual | Year: <u>1990</u> Pro-Forma | Year: <u>1991</u> Budget |
| <u>NET PROFIT MARGIN</u> | | | |
| Net Income Governmental Reporting | (3,665,183) | (5,187,923) | (6,168,626) |
| Operating Revenues | 21,701,279 | 22,249,000 | 22,249,000 |
| Net Profit Margin Governmental Reporting | (16.89%) | (23.32%) | (27.73%) |
| | | | |
| Net Income Regulatory | (15,520) | (999,039) | (2,107,181) |
| Operating Revenues | 21,701,279 | 22,249,000 | 22,249,000 |
| Net Profit Margin Regulatory | (0.07%) | (4.49%) | (9.47%) |
| AWWU-17 | | | |

MUNICIPALITY OF ANCHORAGE

| Utility | Division | | | Budget Year |
|---|----------------|----------------|-------------------|----------------|
| ANCHORAGE WATER & WASTEWATER UTILITY | | | | 1991 |
| ANCHORAGE WATER UTILITY OPERATING BUDGET | | | | |
| EXPENSE ITEMS | ACTUAL 1988 | ACTUAL 1989 | PRO FORMA 1990 | BUDGET 1991 |
| Personnel Costs | 4,675,111 | 5,043,226 | 5,149,320 | 5,241,745 |
| Benefit Costs | 2,200,052 | 2,483,977 | 2,652,165 | 2,640,579 |
| Professional Services | 152,368 | 150,992 | 157,750 | 164,375 |
| Travel | 8,591 | 4,306 | 10,000 | 10,000 |
| Depreciation & Amortization | 4,338,536 | 6,785,225 | 7,461,244 | 7,373,098 |
| Interest | 4,831,806 | 7,854,923 | 7,438,317 | 7,354,165 |
| MUSA | 2,660,552 | 1,264,702 | 1,668,682 | 1,759,951 |
| SUBTOTAL | 18,867,016 | 22,587,351 | 24,537,478 | 24,543,913 |
| Intergovernmental Charges | | | | |
| Finance Department | 298,002 | 318,865 | 336,705 | 378,170 |
| Information Systems Department | 15,830 | 28,212 | 51,135 | 228,528 |
| Public Utilities Administration | 8,506 | 28,336 | 38,960 | 48,190 |
| Public Utilities Customer Service | 0 | 0 | 0 | 0 |
| Public Utilities Credit & Collections | 0 | 0 | 0 | 0 |
| ATU Billing Charges | 74,607 | 64,150 | 70,000 | 91,500 |
| Human Resources Department | 114,267 | 116,785 | 133,390 | 140,040 |
| Other Intergovernmental Charges | 228,578 | 250,782 | 260,440 | 219,700 |
| Sub Total IGC | 733,790 | 807,130 | 890,630 | 1,106,128 |
| Purchased Utilities | 1,193,973 | 1,138,580 | 1,220,395 | 1,291,790 |
| Materials/Repairs/Supplies | 568,240 | 667,080 | 663,670 | 772,170 |
| Other Expenses | 1,793,254 | 1,525,494 | 1,905,660 | 2,024,597 |
| TOTAL EXPENSES | 23,156,273 | 27,725,635 | 29,217,833 | 29,738,598 |

AWWU-18

AWWU-18

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

1991 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY

| PROJECT CATEGORY | TOTAL PROJECT COST 1991 | REVENUE BONDS | G.O. BONDS | EQUITY | STATE GRANTS | FEDERAL GRANTS | LOAN/ APPROP |
|----------------------|----------------------------|------------------|---------------|--------|-----------------|-------------------|-----------------|
| Resource Development | 50 | 0 | 0 | 50 | 0 | 0 | 0 |
| Treatment | 340 | 45 | 0 | 250 | 45 | 0 | 0 |
| Distribution Reser- | 4,725 | 0 | 0 | 225 | 0 | 0 | 4,500 |
| Transmission | 6,882 | 416 | 0 | 0 | 316 | 0 | 6,150 |
| Distribution | 1,016 | 783 | 0 | 150 | 83 | 0 | 0 |
| Upgrade Transmission | 635 | 0 | 0 | 0 | 0 | 0 | 635 |
| Repair and | 6,392 | 646 | 0 | 350 | 646 | 0 | 4,750 |
| New Equipment | 1,100 | 0 | 0 | 1,100 | 0 | 0 | 0 |
| Buildings | 175 | 0 | 0 | 175 | 0 | 0 | 0 |
| Total (000) | 21,315 | 1,890 | 0 | 2,300 | 1,090 | 0 | 16,035 |

Utility: WATER

| Project Category | Project Title | Location | Bonds | F u n d i n g Equity | Grants | Total |
|-----------------------|----------------------------------|----------|---------------------------|-------------------------|------------------------------------|-------|
| | | | G=GO Bonds R=Rev Bonds | | F=Federal S=State U=Loan/App | |
| Resource Development | Corrosion Evaluation Phase II | Areawide | G R | 50 | F S U | 50 |
| Requested by MICHELLE | | | Date 09/19/90 AWWU-20 | | G R | 50 |
| | | | | | F S U | 50 |

OCT 2 1990

Utility: WATER

| Project Category | Project Title | Location | Bonds | | Funding Equity | Grants F=Federal S=State U=Loan/App | Total |
|-----------------------|--|----------------------|------------|-------------|-------------------|--|-------|
| | | | G=GO Bonds | R=Rev Bonds | | | |
| Treatment | ER Heights North Well Reservoir | Eagle River, Chugiak | G | | | F | 90 |
| | | | R | 45 | | S 45 U | |
| | Eklutna Pipeline Vaults | Areawide | G | | 50 | F S U | 50 |
| | Misc Well Abandonments | Areawide | G | | 75 | F S U | 75 |
| | Misc Well Upgrades - R & R / Test Wells | Areawide (Anch, ER) | G | | 50 | F S U | 50 |
| | Ship Creek Floor Drain Repair | Areawide | G | | 75 | F S U | 75 |
| Requested by MICHELLE | | | G | | 250 | F | 340 |
| Date 09/19/90 AWWU-21 | | | R | 45 | | S 45 U | |

OCT 2 1990

Utility: WATER

| Project Category | Project Title | Location | Bonds | | Funding | | Total |
|------------------------------|----------------------------------|---------------------|-----------------------|-------------|---------|--|-------|
| | | | G=GO Bonds | R=Rev Bonds | Equity | Grants F=Federal S=State U=Loan/App | |
| Distribution Reser- voirs | Airport Water Project Phase I | Sand Lake | G | R | | F S U + 4,500 | 4,500 |
| | Reservoir Painting | Areawide (Anch, ER) | G | R | 225 | F S U | 225 |
| Requested by MICHELLE | | | Date 09/19/90 AWWU-22 | | G R | 225 F S U 4,500 | 4,725 |

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.
 @Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.
 +Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

OCT 2 1990

Utility: WATER

| Project Category | Project Title | Location | Bonds | | F u n d i n g Equity | Grants | | Total |
|-----------------------|--------------------------------|----------------------|------------|-------------|-------------------------|-----------|---------|-------|
| | | | G=GO Bonds | R=Rev Bonds | | F=Federal | S=State | |
| Transmission | Airport Water Project Phase II | Sand Lake | G | | | F | | 2,500 |
| | | | R | | | S | | |
| | | | | | | U + 2,500 | | |
| | Baranof 1-2 Boost PRV | Eagle River, Chugiak | G | | | F | | 300 |
| | | | R | 150 | | S | 150 | |
| | | | | | | U | | |
| | Bates PRV | Oceanview | G | | | F | | 90 |
| | | | R | 45 | | S | 45 | |
| | | | | | | U | | |
| | ER Main Imps - Terrace Hills | Eagle River, Chugiak | G | | | F | | 136 |
| | | | R | 68 | | S | 68 | |
| | | | | | | U | | |
| | PIA EWP-S Anch WTM | MD, CA | G | | | F | | 3,500 |
| | | | R | | | S | | |
| | | | | | | U + 3,500 | | |
| | PIB EWP-S Anch WTM | MD, CA | G | | | F | | 150 |
| | | | R | | | S | | |
| | | | | | | U + 150 | | |
| | Private Development Oversizing | Areawide (Anch, ER) | G | | | F | | 100 |
| | | | R | 100 | | S | | |
| | | | | | | U | | |
| | Rainbow - Hanshew Boost | Oceanview | G | | | F | | 106 |
| | | | R | 53 | | S | 53 | |
| | | | | | | U | | |
| Requested by MICHELLE | | | G | | | F | | 6,882 |
| Date 09/19/90 | | | R | 416 | | S | 316 | |
| AWWU-23 | | | | | | U | 6,150 | |

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.
 @Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.
 +Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

OCT 2 1990

Utility: WATER

| Project Category | Project Title | Location | Bonds | | Funding Equity | Grants | | Total |
|-----------------------|-----------------------------|---------------------|------------|-------------|-------------------|-----------|-----------------------|-------|
| | | | G=GO Bonds | R=Rev Bonds | | F=Federal | S=State U=Loan/App | |
| Distribution | Contingency WIDs | Areawide (Anch, ER) | G | | | F | | 100 |
| | | | R | 50 | | S | 50 | |
| | | | | | | U | | |
| | Mary Conrad Booster Station | Areawide | G | | | F | | 66 |
| | | | R | 33 | | S | 33 | |
| | | | | | | U | | |
| | Turnagain Heights WID 307 | Turnagain | G | | | F | | 700 |
| | | | R | 700 | | S | | |
| | | | | | | U | | |
| | Water Service Connects | Areawide (Anch, ER) | G | | 150 | F | | 150 |
| | | | R | | | S | | |
| | | | | | | U | | |
| Requested by MICHELLE | | | G | | 150 | F | | 1,016 |
| Date 09/19/90 | | | R | 783 | | S | 83 | |
| AWWU-24 | | | | | | U | | |

Utility: WATER

| Project Category | Project Title | Location | Bonds | | F u n d i n g Equity | Grants | | Total |
|-----------------------|-------------------------------|----------|---------------|-------------|-------------------------|-----------|---------|-------|
| | | | G=GO Bonds | R=Rev Bonds | | F=Federal | S=State | |
| Upgrade Transmission | 36th Ave Trans MOA Related | SP, IA | G | R | | F | S | 635 |
| | | | | | | U | 635+ | |
| Requested by MICHELLE | | | Date 09/19/90 | | | | | |
| AWWU-25 | | | G | R | | F | S | 635 |
| | | | | | | U | 635 | |

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.
 @Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.
 +Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

OCT 2 1990

Utility: WATER

| Project Category | Project Title | Location | Bonds | | F u n d i n g Equity | Grants | | Total |
|------------------------------|---|----------------------|------------|-------------|-------------------------|-----------|-----------------------|-------|
| | | | G=GO Bonds | R=Rev Bonds | | F=Federal | S=State U=Loan/App | |
| Repair and Rehabilitation | ADOT Related Projects | Areawide (Anch, ER) | G | | 100 | F | | 100 |
| | | | R | | | S | | |
| | | | | | | U | | |
| | Cassius Court - Rosemary-Thunderbird | Lake Otis | G | 43 | | F | | 86 |
| | | | R | | | S | 43 | |
| | | | | | | U | | |
| | Emergency R&R | Areawide (Anch, ER) | G | | 100 | F | | 100 |
| | | | R | | | S | | |
| | | | | | | U | | |
| | MOA Related Projects | Areawide (Anch, ER) | G | | 100 | F | | 100 |
| | | | R | | | S | | |
| | | | | | | U | | |
| | North Star Subdivision R&R | Spenard | G | 135 | | F | | 270 |
| | | | R | | | S | 135 | |
| | | | | | | U | | |
| | Pressure Reducing Vaults R & R | Areawide | G | | 50 | F | | 50 |
| | | | R | | | S | | |
| | | | | | | U | | |
| | Tudor Road - Dale to Chugach | Abbott Loop | G | 108 | | F | | 216 |
| | | | R | | | S | 108 | |
| | | | | | | U | | |
| | Whitney Road - ARR Yard | Downtown | G | 85 | | F | | 170 |
| | | | R | | | S | 85 | |
| | | | | | | U | | |
| | Wickersham Subd | Lake Otis | G | 150 | | F | | 300 |
| | | | R | | | S | 150 | |
| | | | | | | U | | |
| | Woodstave Replacement | Areawide - Anchorage | G | 125 | | F | | 5,000 |
| | | | R | | | S | 125* | |
| | | | | | | U | 4,750+ | |
| | | | | | | | | |
| | | | | | | | | |
| Requested by MICHELLE | | | G | | 350 | F | | 6,392 |
| Date 09/19/90 AWWU-26 | | | R | 646 | | S | 646 | |
| | | | | | | U | 4,750 | |

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.

@Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.

+Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

Utility: WATER

| Project Category | Project Title | Location | Bonds G=GO Bonds R=Rev Bonds | Funding | | Total |
|------------------|------------------------------------|----------------------|------------------------------------|---------|--|-------|
| | | | | Equity | Grants F=Federal S=State U=Loan/App | |
| New Equipment | CPR Graphics Pilot Study | Areawide (Anch, ER) | G R | 100 | F S U | 100 |
| | Communications Equipment, Services | Areawide - Anchorage | G R | 50 | F S U | 50 |
| | Graphics Information System | Areawide (Anch, ER) | G R | 25 | F S U | 25 |
| | Misc Equipment | Areawide (Anch, ER) | G R | 200 | F S U | 200 |
| | Pt Woronzof Lab MIS | Areawide - Anchorage | G R | 25 | F S U | 25 |
| | S3 System Software Services | Areawide - Anchorage | G R | 73 | F S U | 73 |
| | Safety Equipment | Areawide (Anch, ER) | G R | 20 | F S U | 20 |
| | Telemetry Modem Replacement | Areawide - Anchorage | G R | 22 | F S U | 22 |
| | Telemetry SCADA DEC Replacement | Areawide - Anchorage | G R | 210 | F S U | 210 |
| | Vehicles | Areawide (Anch, ER) | G R | 150 | F S U | 150 |
| | Water Meters | Areawide (Anch, ER) | G R | 225 | F S U | 225 |
| | | AWWU-27 | | | | |

CONTINUED ON NEXT PAGE

Utility: WATER

| Project Category | Project Title | Location | F u n d i n g | | | Total |
|-----------------------|---------------|--------------------------|------------------------------------|--------|--|-------|
| | | | Bonds G=GO Bonds R=Rev Bonds | Equity | Grants F=Federal S=State U=Loan/App | |
| Requested by MICHELLE | | Date 09/19/90 AWWU-28 | G | 1,100 | F | 1,100 |
| | | | R | | S U | |

Utility: WATER

| Project Category | Project Title | Location | Bonds | F u n d i n g Equity | Grants | Total |
|-----------------------|---------------|----------|---------------------------|-------------------------|------------------------------------|-------|
| | | | G=GO Bonds R=Rev Bonds | | F=Federal S=State U=Loan/App | |
| Buildings | 3000 Arctic | Spenard | G R | 175 | F S U | 175 |
| Requested by MICHELLE | | | Date 09/19/90 | | AWWU-29 | |
| | | | G R | 175 | F S U | 175 |

OCT 2 1990

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

| PROJECT CATEGORY | CIB/CIP 1991 - 1996 | | | | | | REVENUE BONDS | G.O. BONDS | EQUITY | STATE GRANTS | FEDERAL GRANTS | LOAN/ APPROP | TOTAL |
|----------------------|------------------------|-------|-------|--------|-------|--------|------------------|---------------|--------|-----------------|-------------------|-----------------|--------|
| | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 | | | | | | | |
| Resource Development | 50 | 0 | 150 | 0 | 0 | 0 | 75 | 0 | 50 | 75 | 0 | 0 | 200 |
| Treatment | 340 | 125 | 125 | 125 | 125 | 125 | 45 | 0 | 875 | 45 | 0 | 0 | 965 |
| Distribution Reser- | 4,725 | 300 | 700 | 3,800 | 300 | 6,400 | 4,950 | 0 | 1,825 | 4,950 | 0 | 4,500 | 16,225 |
| Transmission | 6,882 | 1,985 | 6,400 | 6,500 | 100 | 5,000 | 8,596 | 0 | 0 | 7,921 | 0 | 10,350 | 26,867 |
| Distribution | 1,016 | 250 | 350 | 250 | 300 | 300 | 1,083 | 0 | 1,000 | 383 | 0 | 0 | 2,466 |
| Upgrade Transmission | 635 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 635 | 635 |
| Repair and | 6,392 | 500 | 500 | 500 | 500 | 500 | 646 | 0 | 2,850 | 646 | 0 | 4,750 | 8,892 |
| New Equipment | 1,100 | 900 | 905 | 1,150 | 925 | 950 | 0 | 0 | 5,930 | 0 | 0 | 0 | 5,930 |
| Buildings | 175 | 325 | 0 | 0 | 0 | 0 | 0 | 0 | 500 | 0 | 0 | 0 | 500 |
| Total Program | 21,315 | 4,385 | 9,130 | 12,325 | 2,250 | 13,275 | 15,395 | 0 | 13,030 | 14,020 | 0 | 20,235 | 62,680 |

| SOURCE OF FUNDING | | | | | | | | | | | | | |
|-------------------|--------|-------|-------|--------|-------|--------|--------|---|--------|--------|---|--------|--------|
| Revenue Bonds | 1,890 | 680 | 1,925 | 5,100 | 150 | 5,650 | 15,395 | 0 | 0 | 0 | 0 | 0 | 15,395 |
| G.O. Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Equity | 2,300 | 2,300 | 2,080 | 2,225 | 2,050 | 2,075 | 0 | 0 | 13,030 | 0 | 0 | 0 | 13,030 |
| State Grant | 1,090 | 505 | 1,825 | 5,000 | 50 | 5,550 | 0 | 0 | 0 | 14,020 | 0 | 0 | 14,020 |
| Federal Grant | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Loan/Approp | 16,035 | 900 | 3,300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20,235 | 20,235 |
| Total Funding | 21,315 | 4,385 | 9,130 | 12,325 | 2,250 | 13,275 | 0 | 0 | 0 | 0 | 0 | 0 | 62,680 |

Utility: WATER

[illegible]

Utility: WATER

OCT 2 1990

[illegible]

Utility: WATER

| Project Category | Project Title | Location | Budget by Year | | | | |
|------------------------------|-----------------------------|----------------------|----------------|--------|---------|-------|---------|
| | | | 1992 | 1993 | 1994 | 1995 | 1996 |
| Distribution Reser- voirs | ER 980 Zone Reservoir | Eagle River, Chugiak | G | G | G | G | G |
| | | | R | R | R | R | R 1,150 |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S*1,150 |
| | U | U | U | U | U | | |
| | Reservoir Painting | Areawide (Anch, ER) | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E 300 | E 400 | E 300 | E 300 | E 300 |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | U | U | U | U | U | | |
| | Service High Reservoir | Hillside | G | G | G | G | G |
| | | | R | R 150 | R 1,750 | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S *150 | S*1,750 | S | S |
| | U | U | U | U | U | | |
| | Turnagain View Reservoir | Hillside | G | G | G | G | G |
| | | | R | R | R | R | R 1,900 |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S*1,900 |
| | U | U | U | U | U | | |
| GO BONDS | | | | | | | |
| REV BONDS | | | | 150 | 1,750 | | 3,050 |
| EQUITY | | | 300 | 400 | 300 | 300 | 300 |
| ST GRANTS | | | | 150 | 1,750 | | 3,050 |
| FED GRANTS | | | | | | | |
| LOAN/APPRO | | | | | | | |
| Requested by MICHELLE | | Date 09/19/90 | 300 | 700 | 3,800 | 300 | 6,400 |
| PAGE TOTAL | | | | | | | |

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.
 @Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.
 +Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

Utility: WATER

OCT 2 1990

| Project Category | Project Title | Location | Budget by Year | | | | |
|------------------|-----------------------------------|----------------------|----------------|--------|----------|------|--------|
| | | | 1992 | 1993 | 1994 | 1995 | 1996 |
| Transmission | 92nd-Diamond to King Transmission | Campbell Lake/Klatt | G | G | G | G | G |
| | | | R 175 | R 750 | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S *175 | S *750 | S | S | S |
| | Bayshore-Klatt Transmission | Campbell Lake/Klatt | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R 150 | R 400 | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | Bicentennial Park Transmission | CA, HS | S *150 | S *400 | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R | R 250 | R 2,800 | R | R |
| | | | E | E | E | E | E |
| | Denali-40th to Tudor | LO, SP | F | F | F | F | F |
| | | | S | S *250 | S *2,800 | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R 80 | R | R | R | R |
| | ER Transmission System Interties | Eagle River, Chugiak | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S *80 | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G |
| | Jewel Lake Main | Sand Lake | R 50 | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S 50 | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R 225 |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S *225 |
| | | | U | U | U | U | U |

CONTINUED ON NEXT PAGE

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.

@Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.

+Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

OCT 2 1990

Utility: WATER

| Project Category | Project Title | Location | Budget by Year | | | | |
|------------------|-----------------------------------|---------------------|----------------|---------|--------|-------|--------|
| | | | 1992 | 1993 | 1994 | 1995 | 1996 |
| Transmission | Muldoon Area Connections-Upgrades | Muldoon | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U +600 | U | U | U | U |
| | New PRVs and Vaults | Areawide (Anch, ER) | G | G | G | G | G |
| | | | R 75 | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |
| | PII EWP-S Anch WTM | MD, CA | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U +300 | U 3,300 | U | U | U |
| | Private Development Oversizing | Areawide (Anch, ER) | G | G | G | G | G |
| | | | R 100 | R 100 | R 100 | R 100 | R 100 |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |
| | Sixth Avenue Mains | Muldoon | G | G | G | G | G |
| | | | R | R 100 | R 400 | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S *100 | S *400 | S | S |
| | | | U | U | U | U | U |
| | Timberlane - Klatt to Huffman | Campbell Lake/Klatt | G | G | G | G | G |
| | | | R | R | R | R | R 150 |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S *150 |
| | | | U | U | U | U | U |

CONTINUED ON NEXT PAGE

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.

@Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.

+Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

OCT 2 1990

Utility: WATER

| Project Category | Project Title | Location | Budget by Year | | | | | |
|------------------|----------------------------------|-------------|----------------|------|------|------|---------|--|
| | | | 1992 | 1993 | 1994 | 1995 | 1996 | |
| Transmission | Turnagain View East Transmission | Hillside | G | G | G | G | G | |
| | | | R | R | R | R | R 675 | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S *675 | |
| | U | U | U | U | U | | | |
| | W Dimond - Sand Lake Mains | SL, CK | G | G | G | G | G | |
| | | | R | R | R | R | R 1,100 | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S*1,100 | |
| | U | U | U | U | U | | | |
| | Zodiac - Abbott Transmission | Abbott Loop | G | G | G | G | G | |
| | | | R | R | R | R | R 300 | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S *300 | |
| | U | U | U | U | U | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.
 @Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.
 +Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

OCT 2 1990

Utility: WATER

| Project Category | Project Title | Location | Budget by Year | | | | |
|------------------|----------------------------|----------------------|----------------|-------|-------|-------|-------|
| | | | 1992 | 1993 | 1994 | 1995 | 1996 |
| Distribution | Bonnie Way Booster Station | Eagle River, Chugiak | G | G | G | G | G |
| | | | R | R 50 | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S 50 | S | S | S |
| | U | U | U | U | U | | |
| | Contingency WIDs | Areawide (Anch, ER) | G | G | G | G | G |
| | | | R 50 | R 50 | R 50 | R 50 | R 50 |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S 50 | S 50 | S 50 | S 50 | S 50 |
| | U | U | U | U | U | | |
| | Water Service Connects | Areawide (Anch, ER) | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E 150 | E 150 | E 150 | E 200 | E 200 |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | U | U | U | U | U | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

Utility: WATER

OCT 2 1990

| Project Category | Project Title | Location | Budget by Year | | | | |
|---------------------------|--------------------------------|---------------------|----------------|-------|-------|-------|-------|
| | | | 1992 | 1993 | 1994 | 1995 | 1996 |
| Repair and Rehabilitation | ADOT Related Projects | Areawide (Anch, ER) | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E 100 | E 100 | E 100 | E 100 | E 100 |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | Emergency R&R | Areawide (Anch, ER) | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E 200 | E 200 | E 200 | E 200 | E 200 |
| | | | F | F | F | F | F |
| | MOA Related Projects | Areawide (Anch, ER) | S | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E 100 | E 100 | E 100 | E 100 | E 100 |
| | Pressure Reducing Vaults R & R | Areawide | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| GO BONDS | | | | | | | |
| REV BONDS | | | | | | | |
| EQUITY | | | 500 | 500 | 500 | 500 | 500 |
| ST GRANTS | | | | | | | |
| FED GRANTS | | | | | | | |
| LOAN/APPRO | | | | | | | |
| PAGE TOTAL | | | 500 | 500 | 500 | 500 | 500 |
| Requested by | MICHELLE | Date 09/19/90 | | | | | |

Utility: WATER

OCT 2 1990

| Project Category | Project Title | Location | Budget by Year | | | | |
|------------------|--------------------------------|---------------------|----------------|-------|-------|-------|-------|
| | | | 1992 | 1993 | 1994 | 1995 | 1996 |
| New Equipment | Engineering Workstations | Areawide (Anch, ER) | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E 30 | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | Grant PITS Development | Areawide (Anch, ER) | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E 35 | E | E | E |
| | | | F | F | F | F | F |
| | Graphics Information System | Areawide (Anch, ER) | S | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E 20 | E | E | E |
| | Implement CPR Graphics/Mapping | Areawide (Anch, ER) | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | Misc Equipment | Areawide (Anch, ER) | E | E | E 250 | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G |
| | Safety Equipment | Areawide (Anch, ER) | R | R | R | R | R |
| | | | E | E 20 | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E 375 | E 400 | E 400 | E 400 |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E 20 | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |

CONTINUED ON NEXT PAGE

FUTURE CAPITAL PROJECTS
1992 - 1996

Utility: WATER

OCT 2 1990

| Project Category | Project Title | Location | Budget by Year | | | | | |
|------------------|---------------|---------------------|----------------|-------|-------|-------|-------|---|
| | | | 1992 | 1993 | 1994 | 1995 | 1996 | |
| New Equipment | Vehicles | Areawide (Anch, ER) | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E 200 | E 200 | E 200 | E 200 | E 200 | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | Water Meters | Areawide (Anch, ER) | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E 250 | E 275 | E 300 | E 325 | E 350 | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | | F | F | F | F | F |
| | | | | S | S | S | S | S |
| | | | | U | U | U | U | U |
| | | | | G | G | G | G | G |
| | | | | R | R | R | R | R |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | U | U | U | U | |
| | | | G | G | G | G | G | |
| | | | R | R | R | R | R | |
| | | | E | E | E | E | E | |
| | | | F | F | F | F | F | |
| | | | S | S | S | S | S | |
| | | | U | | | | | |

FUTURE CAPITAL PROJECTS
1992 - 1996

Utility: WATER

OCT 2 1990

[illegible]

| Utility | Division | | | Budget Year |
|---|----------------|------------------|--------------|-------------|
| ANCHORAGE WATER & WASTEWATER UTILTY | | | | 1991 |
| ANCHORAGE WASTEWATER UTILITY RECONCILIATION OF 1990 BUDGET TO 1990 PROFORMA (\$000) | | | | |
| | 1990 BUDGET | 1990 PROFORMA | VARIANCE | EXPLANATION |
| REVENUE | | | | |
| Operating Revenues | 20,145 | 19,085 | (1,060) | A |
| Non-Operating Revenues | <u>1,745</u> | <u>1,886</u> | <u>141</u> | B |
| TOTAL REVENUES | 21,890 | 20,971 | (919) | |
| OPERATING EXPENSES | | | | |
| Operations | 12,882 | 12,629 | (253) | C |
| Depreciation | 2,382 | 2,158 | (225) | D |
| MUSA | <u>1,151</u> | <u>830</u> | <u>(321)</u> | E |
| TOTAL OPERATING EXPENSES | 16,416 | 15,617 | (798) | |
| Non-Operating Expenses | 4,355 | 5,162 | 807 | F |
| Total Expenses | 22,771 | 20,780 | 9 | |
| Net Income Regulatory | 1,119 | 191 | (928) | |
| Adjustment for GAAP Method | (4,013) | (4,101) | (88) | |
| Net Income GAAP | (2,894) | (3,909) | (1,015) | |
| AWWU-42 | | | | |

| Utility ANCHORAGE WATER & WASTEWATER UTILITY | Division | Budget Year 1991 |
|--|----------|---------------------|
| <p style="text-align: center;">RECONCILIATION OF 1990 BUDGET TO 1990 PROFORMA EXPLANATION OF VARIANCE</p> <p>NOTE: A. Rate increase budgeted in 1990 was not requested. 1990 Proforma reflects extraordinary income of \$350K from settlement of rate dispute on military contract.</p> <p>NOTE: B. Interest earnings on larger than expected cash balances.</p> <p>NOTE: C. Expenses underrunning budget.</p> <p>NOTE: D. Lower than anticipated additions to plant.</p> <p>NOTE: E. Budgeted MUSA was based on revenues anticipated from rate increase which was not requested.</p> <p>NOTE: F. Decrease in capitalized interest. Increase in amortization of bond discount expense.</p> <p style="text-align: right;">AWWU-43</p> | | |

| Utility | Division | | Budget Year | |
|---|--------------------------|------------------------|-----------------|--------------------|
| ANCHORAGE WATER & WASTEWATER UTILITY | | | 1991 | |
| ANCHORAGE WASTEWATER UTILITY RECONCILIATION OF 1990 PROFORMA TO 1991 BUDGET (\$000) | | | | |
| | <u>1990 PROFORMA</u> | <u>1991 BUDGET</u> | <u>VARIANCE</u> | <u>EXPLANATION</u> |
| <u>REVENUE</u> | | | | |
| Operating Revenues | 19,085 | 20,335 | 1,250 | A |
| Non-Operating Revenues | <u>1,886</u> | <u>1,834</u> | <u>(52)</u> | B |
| TOTAL REVENUES | 20,971 | 22,169 | 1,198 | |
| <u>OPERATING EXPENSES</u> | | | | |
| Operations | 12,629 | 13,591 | 962 | C |
| Depreciation | 2,158 | 2,367 | 209 | D |
| MUSA | <u>830</u> | <u>1,030</u> | <u>199</u> | E |
| TOTAL OPERATING EXPENSES | 15,617 | 16,987 | 1,370 | |
| Non-Operating Expenses | 5,162 | 5,415 | 253 | F |
| Total Expenses | 20,780 | 22,402 | 1,623 | |
| Net Income Regulatory | 191 | (233) | (424) | |
| Adjustment for GAAP Method | (4,101) | (4,227) | (126) | |
| Net Income GAAP | (3,909) | (4,460) | (551) | |
| AWWU-44 | | | | |

Utility

Division

Budget Year

ANCHORAGE WATER & WASTEWATER UTILITY

1991

RECONCILIATION OF 1990 PROFORMA TO 1991 BUDGET
EXPLANATION OF VARIANCE

NOTE: A. Reflects rate increase of approximately 9%.

NOTE: B. Less interest earned on smaller than anticipated cash balances.

NOTE: C. Labor increase \$273K; supplies increase of \$58K; other services increase of \$368K; IGC increase of \$263K. Other services increase contains inflationary increase for items such as chlorine, gas and electricity and increased monitoring costs for 301h waiver permit allowing primary discharge into Cook Inlet.

NOTE: D. Additions to plant.

NOTE: E. Additions to plant.

NOTE: F. Decrease in capitalized interest (\$193K) and increase in long-term (\$60K).

AWWU-45

| Utility | Division | | | | | Budget Year |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| ANCHORAGE WASTEWATER UTILITY | | | | | | 1991 |
| <u>RESOURCE IMPACTS</u> | | | | | | |
| | <u>1991</u> | <u>1992</u> | <u>1993</u> | <u>1994</u> | <u>1995</u> | <u>1996</u> |
| Bond Sales (000) | 0 | 0 | 0 | 5,000 | 0 | 0 |
| Grants Anticipated (000) | 6,109 | 1,876 | 2,243 | 1,631 | 1,580 | 5,648 |
| Loans | 2,918 | 1,936 | 2,293 | 1,681 | 1,630 | 5,698 |
| <u>Total Water/Wastewater Personnel Increases</u> | | | | | | |
| Program: | | | | | | |
| Operations & Maintenance | 1 | - | (1) | - | - | - |
| Treatment Plant | - | - | - | - | - | - |
| Administrative & General | - | - | - | - | - | - |
| | 1 | 0 | (1) | 0 | 0 | 0 |
| Total Personnel | 286 | 286 | 285 | 285 | 285 | 285 |
| Personnel by bargaining unit/classification | | | | | | |
| Executive | 10 | | | | | |
| Non-Rep | 60 | | | | | |
| AMEA | 74 | | | | | |
| JCC | 142 | | | | | |

AWWU-46

OCT 2 1990
Budget Year
1991

| Utility | Division | | | | Budget Year |
|--------------------------------|---------------|---------------|---------------|------------------|------------------|
| ANCHORAGE WASTEWATER UTILITY | | | | | 1991 |
| MISCELLANEOUS STATISTICAL DATA | | | | | |
| | 1987 | 1988 | 1989 | 1990 | 1991 |
| <u>Wastewater Utility</u> | <u>ACTUAL</u> | <u>ACTUAL</u> | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>ESTIMATED</u> |
| Number of Customers | 42,999 | 42,745 | 42,970 | 43,157 | 43,415 |
| Average Treatment (GPD) | | | | | |
| Anchorage Plant | 25,060,000 | 27,920,000 | 31,060,000 | 32,000,000 | 32,500,000 |
| Eagle River Plant | 790,959 | 849,154 | 930,274 | 1,000,000 | 1,050,000 |
| Girdwood Plant | 339,000 | 368,000 | 422,000 | 500,000 | 525,000 |
| Miles of Wastewater Lines | | | | | |
| Interceptors | 31 | 35 | 35 | 35 | 35 |
| Trunks | 162 | 159 | 160 | 161 | 163 |
| Laterals | <u>454</u> | <u>440</u> | <u>443</u> | <u>446</u> | <u>449</u> |
| | 647 | 634 | 638 | 642 | 647 |
| AWWU-47 | | | | | |

| | | |
|---|----------|---------------------|
| Utility ANCHORAGE WASTEWATER UTILITY | Division | Budget Year 1991 |
|---|----------|---------------------|

1991 Budget Impacts

Operating

1. Cost reduction measures implemented during 1987-90 are being maintained as cost containment measures into 1991. Budgeted positions are down from 330 in 1987, to 312 in 1988, to 286 in 1991.

Capital

1. A direct appropriation of \$1,0M will be requested from the State of Alaska for the Hiland Road pump station and sewer trunk. This will allow expansion of the Eagle River Correctional Facility and open the municipal, state, and private land in the area for development.

AWWU-48

MUNICIPALITY OF ANCHORAGE

| | | | |
|---|----------------------|------------------------------|----------------------|
| Utility | Division | OCT 1990 Budget Year 1991 | |
| ANCHORAGE WASTEWATER UTILITY | | | |
| Municipality of Anchorage Financial Data | | | |
| Line Item Description | Year: 1989 Actual | Year: 1990 Pro-Forma | Year: 1991 Budget |
| <u>OPERATING BUDGET</u> | | | |
| Revenue | 21,067,387 | 20,971,000 | 22,169,398 |
| Expense | 24,319,549 | 24,880,334 | 26,629,300 |
| Net Income for Governmental Financial Reporting | (3,252,162) | (3,909,334) | (4,459,902) |
| Adjustment for Regulatory Reporting | 4,054,400 | 4,100,804 | 4,227,109 |
| Net Income (Regulatory) | 802,238 | 191,470 | (232,793) |
| <u>CAPITAL BUDGET</u> | | | |
| Project Category | | | |
| ◦ Treatment | 0 | 500,000 | 2,500,000 |
| ◦ Pump Stations/Force Mains | 488,000 | 0 | 400,000 |
| ◦ Trunks & Interceptors | 97,000 | 100,000 | 700,000 |
| ◦ Laterals | 200,000 | 400,000 | 960,000 |
| ◦ Repair & Rehabilitation | 6,820,000 | 5,196,000 | 2,988,000 |
| ◦ New Equipment | 425,000 | 300,000 | 785,000 |
| ◦ Buildings | 0 | 1,328,000 | 220,000 |
| TOTAL | 8,030,000 | 7,824,000 | 8,553,000 |
| AWWU-49 | | | |

OCT 2 1990

| | | | |
|--|----------------------|--------------------------------|----------------------|
| Utility | Division | 0612-19 Budget Year 1991 | |
| ANCHORAGE WASTEWATER UTILITY | | | |
| Municipality of Anchorage Financial Data | | | |
| Line Item Description | Year: 1989 Actual | Year: 1990 Pro-Forma | Year: 1991 Budget |
| STATEMENT OF REVENUE & EXPENSE | | | |
| <u>OPERATING REVENUE</u> | | | |
| 4400 Residential Sales | 13,445,067 | 13,791,000 | 14,602,000 |
| 4420 Commercial Sales | 3,964,225 | 4,148,000 | 4,305,000 |
| 4451 Public Authorities | 1,220,989 | 1,121,000 | 1,378,000 |
| 4540 Miscellaneous Service | 24,994 | 25,000 | 50,000 |
| Total Operating Revenue | 18,655,275 | 19,085,000 | 20,335,000 |
| <u>OPERATING EXPENSE</u> | | | |
| 7000 Collection System | 2,224,361 | 2,483,210 | 2,629,943 |
| 7400 Treatment Plant | 4,321,469 | 4,716,540 | 4,946,224 |
| 7800 Customer Accounts | 1,271,416 | 1,379,000 | 1,719,174 |
| 9300 General & Administrative | 3,839,457 | 4,050,405 | 4,295,500 |
| 4030 Depreciation* | 2,003,391 | 2,157,774 | 2,366,564 |
| 4080 MUSA** | 1,134,055 | 830,461 | 1,029,694 |
| Total Operating Expense | 14,794,149 | 15,617,390 | 16,987,099 |
| Operating Income | 3,861,126 | 3,467,610 | 3,347,901 |
| *Depreciation of Contributed Plant not included | | | |
| **Potential gross receipts liability | | 233,191 | 238,563 |
| Rate increases based upon cash requirements. | | | |
| ANWU-50 | | | |

MUNICIPALITY OF ANCHORAGE

| | | | |
|---|----------------------|---------------------------|----------------------|
| Utility | Division | OCT 2 1990 Budget 1990 | |
| ANCHORAGE WASTEWATER UTILITY | | 1991 | |
| Municipality of Anchorage Financial Data | | | |
| Line Item Description | Year: 1989 Actual | Year: 1990 Pro-Forma | Year: 1991 Budget |
| STATEMENT OF REVENUE & EXPENSE | | | |
| NON-OPERATING REVENUE | | | |
| 4080 Interest & Penalty Assessments | 412,597 | 350,000 | 350,000 |
| 4190 Interest - General Cash Pool | 1,345,224 | 589,000 | 594,598 |
| 4190 Interest - Construction Cash Pool | 0 | 311,000 | 222,000 |
| 4210 Rental | 654,291 | 636,000 | 667,800 |
| 4290 Amortization of Gain | 0 | 0 | 0 |
| 4190 Interest - Other | 0 | 0 | 0 |
| Total Non-Operating Revenue | 2,412,112 | 1,886,000 | 1,834,398 |
| NON-OPERATING EXPENSE | | | |
| 4270 Interest - Long-Term Debt | 5,940,880 | 5,677,531 | 5,567,412 |
| 4271 Interest - Other | 27,902 | 112,619 | 282,680 |
| 4310 Amortization - Debt Expense | 166,151 | 200,000 | 200,000 |
| 4192 AFDUC | (663,933) | (828,010) | (635,000) |
| Total Non-Operating Expense | 5,471,000 | 5,162,140 | 5,415,092 |
| Non-Operating Income | (3,058,888) | (3,276,140) | (3,580,694) |
| Net Income | 802,238 | 191,470 | (232,793) |
| Net Income Regulatory | 802,238 | 191,470 | (232,793) |
| Less: 4031 - Depreciation of Contributed Plant | 4,054,400 | 4,100,804 | 4,227,109 |
| Net Income For Governmental Financial Reporting | (3,252,162) | (3,909,334) | (4,459,902) |
| AWWU-51. | | | |

OCT 2 1990

| Utility | Division | | Budget Year |
|---|----------------------|-------------------------|----------------------|
| ANCHORAGE WASTEWATER UTILITY | | | 1991 |
| Municipality of Anchorage Financial Data | | | |
| Line Item Description | Year: 1989 Actual | Year: 1990 Pro-Forma | Year: 1991 Budget |
| STATEMENT OF SOURCES AND USES OF CASH FUNDS | | | |
| SOURCES OF CASH FUNDS: | | | |
| Net Income (Loss) | \$ (3,252,162) | \$ (3,909,334) | \$ (4,459,902) |
| Depreciation | 6,057,791 | 6,258,578 | 6,593,673 |
| State Loans | 1,669,326 | 3,526,000 | 2,918,000 |
| Bond Proceeds | 0 | 5,472,000 | 0 |
| Grants | 3,403,992 | 8,392,000 | 6,109,000 |
| Assessments | 1,550,220 | 1,610,450 | 1,500,000 |
| Other | 229,367 | 200,000 | 200,000 |
| Total Sources of Cash Funds | \$ 9,658,534 | \$ 21,549,694 | \$ 12,860,771 |
| USES OF CASH FUNDS: | | | |
| Additions to Plant | 9,219,982 | 19,128,217 | 12,597,000 |
| Bond Principal Payment | 3,861,112 | 3,998,951 | 3,818,000 |
| Other | 773,448 | (341,348) | 280,202 |
| Total Uses of Cash Funds | 13,854,542 | 22,785,820 | 16,695,202 |
| Net Increase (Decrease) in Cash Funds | (4,196,008) | (1,236,126) | (3,834,431) |
| Cash Balance January 1, | 16,466,352 | 12,270,344 | 11,034,218 |
| Cash Balance December 31, | \$ 12,270,344 | \$ 11,034,218 | \$ 7,199,787 |
| DETAIL OF CASH BALANCE: | | | |
| Equity in Construction Cash Pool | 4,662,217 | 3,752,000 | 1,457,000 |
| Reserved for Debt Payment | 4,559,482 | 2,593,435 | 593,435 |
| Equity in General Cash Pool December 31, | \$ 3,048,645 | \$ 4,688,783 | \$ 5,149,352 |

AWWU-52

AWWU-52

| | | | |
|---|----------------------|---------------------------------|----------------------|
| Utility | Division | 00; Budget Year 1990 1991 | |
| ANCHORAGE WASTEWATER UTILITY | | | |
| Municipality of Anchorage Financial Data | | | |
| Line Item Description | Year: 1989 Actual | Year: 1990 Pro-Forma | Year: 1991 Budget |
| STATEMENT OF CHANGES IN FUND EQUITY | | | |
| Balance January 1, | \$180,605,151 | \$185,558,748 | \$194,142,218 |
| Net Income | (3,252,162) | (3,909,334) | (4,459,902) |
| Contributions Received | 4,151,359 | 8,392,000 | 6,109,000 |
| Depreciation on Contributed Plant | <u>4,054,400</u> | <u>4,100,804</u> | <u>4,227,109</u> |
| Balance December 31, | <u>\$185,558,748</u> | <u>\$194,142,218</u> | <u>\$200,018,425</u> |
| Detail of Fund Equity: | | | |
| Retained Earnings | 710,747 | 902,218 | 669,425 |
| Contributed Capital | <u>184,848,001</u> | <u>193,240,000</u> | <u>199,349,000</u> |
| Total Fund Equity December 31, | <u>\$185,558,748</u> | <u>\$194,142,218</u> | <u>\$200,018,425</u> |
| AWWU-53 | | | |

| | | | |
|---|-----------------------------|--------------------------------|-----------------------------|
| Utility | Division | Budget Year | |
| ANCHORAGE WASTEWATER UTILITY | | 1991 | |
| Municipality of Anchorage Financial Data | | | |
| Line Item Description | Year: <u>1989</u> Actual | Year: <u>1990</u> Pro-Forma | Year: <u>1991</u> Budget |
| <u>NET PROFIT MARGIN</u> | | | |
| Net Income Governmental Reporting | (3,252,162) | (3,909,334) | (4,459,902) |
| Operating Revenues | 18,655,275 | 19,085,000 | 20,335,000 |
| Net Profit Margin Governmental Reporting | (17.43%) | (20.48%) | (21.93%) |
| Net Income Regulatory | 802,238 | 191,470 | (232,793) |
| Operating Revenues | 18,655,275 | 19,085,000 | 20,335,000 |
| Net Profit Margin Regulatory | 4.30% | 1.00% | (1.14%) |
| AWWU-54 | | | |

| Utility | Division | | | Budget Year |
|--|----------------|----------------|-------------------|----------------|
| ANCHORAGE WATER & WASTEWATER UTILITY | | | | 1991 |
| ANCHORAGE WASTEWATER UTILITY OPERATING BUDGET | | | | |
| EXPENSE ITEMS | ACTUAL 1988 | ACTUAL 1989 | PRO FORMA 1990 | BUDGET 1991 |
| Personnel Costs | 4,715,006 | 4,624,166 | 4,777,879 | 4,995,042 |
| Benefit Costs | 2,218,826 | 2,277,574 | 2,461,331 | 2,516,299 |
| Professional Services | 432,592 | 567,679 | 524,790 | 551,030 |
| Travel | 16,182 | 12,849 | 10,000 | 10,000 |
| Depreciation & Amortization | 5,794,623 | 6,057,791 | 6,258,578 | 6,593,673 |
| Interest | 5,596,077 | 5,471,000 | 5,162,140 | 5,415,092 |
| MUSA | 2,831,648 | 1,134,055 | 830,461 | 1,029,694 |
| SUBTOTAL | 21,604,954 | 20,145,114 | 20,025,179 | 21,110,830 |
| Intergovernmental Charges | | | | |
| Finance Department | 327,022 | 342,441 | 332,755 | 353,080 |
| Information Systems Department | 45,472 | 67,418 | 70,074 | 257,377 |
| Public Utilities Administration | 8,506 | 28,336 | 38,960 | 48,190 |
| Public Utilities Customer Service | 0 | 0 | 0 | 0 |
| Public Utilities Credit & Collections | 0 | 0 | 0 | 0 |
| ATU Billing Charges | 80,822 | 70,199 | 75,537 | 91,500 |
| Human Resources Department | 106,360 | 103,490 | 140,430 | 138,890 |
| Other Intergovernmental Charges | 238,907 | 476,620 | 536,923 | 535,790 |
| Sub Total IGC | 807,089 | 1,088,504 | 1,184,679 | 1,424,827 |
| Purchased Utilities | 1,062,373 | 1,125,114 | 1,281,804 | 1,294,129 |
| Materials/Repairs/Supplies | 767,210 | 942,818 | 965,000 | 1,002,990 |
| Other Expenses | 1,111,763 | 1,017,999 | 1,423,672 | 1,796,524 |
| TOTAL EXPENSES | 25,353,389 | 24,319,549 | 24,880,334 | 26,629,300 |
| AWWU-55 | | | | |

OCT 2 1990

| | | | | | |
|------------------|----------|------------------------------|----------|----------|------|
| Public Utilities | Unit No. | Utility | Unit No. | Division | Unit |
| | 9300 | ANCHORAGE WASTEWATER UTILITY | | | 1990 |

1991 CAPITAL IMPROVEMENT BUDGET FINANCIAL SUMMARY

| PROJECT CATEGORY | TOTAL PROJECT COST 1991 | REVENUE BONDS | G.O. BONDS | EQUITY | STATE GRANTS | FEDERAL GRANTS | LOAN/ APPROP |
|------------------|----------------------------|------------------|---------------|--------|-----------------|-------------------|-----------------|
| Treatment | 2,500 | 0 | 0 | 0 | 0 | 0 | 2,500 |
| Pump Stations & | 400 | 0 | 0 | 0 | 0 | 0 | 400 |
| Trunks and | 700 | 0 | 100 | 0 | 0 | 0 | 600 |
| Laterals | 960 | 0 | 910 | 0 | 50 | 0 | 0 |
| Repair and | 2,988 | 0 | 0 | 380 | 1,089 | 0 | 1,519 |
| New Equipment | 785 | 0 | 0 | 785 | 0 | 0 | 0 |
| Buildings | 220 | 0 | 85 | 135 | 0 | 0 | 0 |
| Total (000) | 8,553 | 0 | 1,095 | 1,300 | 1,139 | 0 | 5,019 |

Utility: WASTEWATER

OCT 2 1990

| Project Category | Project Title | Location | Bonds | | Funding Equity | Grants F=Federal S=State U=Loan/App | Total |
|-----------------------|-----------------------|--------------------|---------------|-------------|-------------------|--|-------|
| | | | G=GO Bonds | R=Rev Bonds | | | |
| Treatment | Girdwood WWTF Upgrade | Turn. Arm/Girdwood | G | R | | F S U 2,500+ | 2,500 |
| Requested by MICHELLE | | | Date 09/19/90 | | | F S U 2,500 | 2,500 |
| AWWU-57 | | | G | R | | | |

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.
 @Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.
 +Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

Utility: WASTEWATER

OCT 2 1990

| Project Category | Project Title | Location | F u n d i n g | | Grants | Total |
|--------------------------------|---|----------------------|---------------------------|--------|------------------------------------|-------|
| | | | Bonds | Equity | | |
| | | | G=GO Bonds R=Rev Bonds | | F=Federal S=State U=Loan/App | |
| Pump Stations & Force Mains | Hiland Correctional Facility PS & FM | Eagle River, Chugiak | G R | | F S U 400+ | 400 |
| Requested by MICHELLE | | | Date 09/19/90 | | | |
| | | | AWWU-58 | | | |
| | | | G R | | F S U 400 | 400 |

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.
 @Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.
 +Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

Utility: WASTEWATER

OCT 2 1990

| Project Category | Project Title | Location | Bonds | | F u n d i n g | | Total |
|---------------------------|-----------------------------------|----------------------|------------|-------------|---------------|--|-------|
| | | | G=GO Bonds | R=Rev Bonds | Equity | Grants F=Federal S=State U=Loan/App | |
| Trunks and Interceptor | Hiland Trunk ER #3 | Eagle River, Chugiak | G | | | F | 600 |
| | | | R | | | S | |
| | Private Development Oversizing | Areawide | G | 100 | | U 600+ | |
| | | | R | | | F | 100 |
| | | | | | | S | |
| | | | | | | U | |
| Requested by MICHELLE | | | G | 100 | | F | 700 |
| Date 09/19/90 | | | R | | | S | |
| AWWU-59 | | | | | | U 600 | |

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.

@Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.

+Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

OCT 2 1990

Utility: WASTEWATER

| Project Category | Project Title | Location | Bonds | | F u n d i n g Equity | Grants | | Total |
|--------------------------|------------------------------|-----------|------------|-------------|-------------------------|-----------|---------|-------|
| | | | G=GO Bonds | R=Rev Bonds | | F=Federal | S=State | |
| Laterals | Contingency LIDs | Areawide | G 50 | R | | F | S 50 | 100 |
| | Turnagain Heights LID 101 | Turnagain | G 860 | R | | F | S | 860 |
| Requested by MICHELLE | | | G 910 | R | | F | S 50 | 960 |
| Date 09/19/90 AWWU-60 | | | | | | U | | |

OCT 2 1990

Utility: WASTEWATER

| Project Category | Project Title | Location | Bonds | | Funding | | Total |
|---------------------------|--|----------------------|------------|-------------|---------|--|-------|
| | | | G=GO Bonds | R=Rev Bonds | Equity | Grants F=Federal S=State U=Loan/App | |
| Repair and Rehabilitation | 36th Avenue Sewer R&R | LOCATION NOT ON FILE | G | R | | F S U 330+ | 330 |
| | ADOT Related Projects | Areawide | G | R | 100 | F S U | 100 |
| | Alaska Industrial E 4th & Chipperfield | Merrill Field | G | R | | F S 188 U 188 | 376 |
| | C-5-7 Trunk R&R | Campbell Lake/Klatt | G | R | | F S 150 U 150* | 300 |
| | Chester Valley Sewer | Muldoon | G | R | | F S 135 U 135 | 270 |
| | E 42nd and Laurel | Abbott Loop | G | R | | F S 25 U 25 | 50 |
| | Emergency R&R | Areawide | G | R | 180 | F S U | 180 |
| | Government Hill School | Government Hill | G | R | | F S 43 U 43 | 86 |
| | Government Hill R & R | Government Hill | G | R | | F S 5 U 5 | 10 |
| | Kirchner Subdivision | Spenard | G | R | | F S 55 U 55 | 110 |
| | MOA Related Projects | Areawide | G | R | 100 | F S U | 100 |

CONTINUED ON NEXT PAGE

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.
 @Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.
 +Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

Utility: WASTEWATER

OCT 2 1990

| Project Category | Project Title | Location | Bonds | | Funding | | Total |
|-----------------------|--------------------------|-----------|------------|-------------|---------|--|-------|
| | | | G=GO Bonds | R=Rev Bonds | Equity | Grants F=Federal S=State U=Loan/App | |
| | North Star Phase I | Spenard | G | | | F | 760 |
| | | | R | | | S 380 | |
| | | | | | | U 380 | |
| | VC Line Replacement | Downtown | G | | | F | 100 |
| | | | R | | | S | |
| | | | | | | U 100 | |
| | W 42nd and Beechcraft | Turnagain | G | | | F | 216 |
| | | | R | | | S 108 | |
| | | | | | | U 108 | |
| Requested by MICHELLE | | | G | | 380 | F | 2,988 |
| Date 09/19/90 | | | R | | | S 1,089 | |
| AWWU-62 | | | | | | U 1,519 | |

Utility: WASTEWATER

OCT 2 1990

| Project Category | Project Title | Location | Funding | | | Total |
|------------------|------------------------------------|----------------------|------------------------------------|--------|--|-------|
| | | | Bonds G=GO Bonds R=Rev Bonds | Equity | Grants F=Federal S=State U=Loan/App | |
| New Equipment | Anchorage Facility R&R | Areawide - Anchorage | G R | 50 | F S U | 50 |
| | CPR Graphics Pilot Study | Areawide | G R | 100 | F S U | 100 |
| | Communications | Areawide | G R | 25 | F S U | 25 |
| | Communications Equipment, Services | Areawide - Anchorage | G R | 75 | F S U | 75 |
| | ER Facility R&R | Eagle River, Chugiak | G R | 5 | F S U | 5 |
| | Girdwood Facility R&R | Turn. Arm/Girdwood | G R | 30 | F S U | 30 |
| | Grant PITS Development | Areawide | G R | 35 | F S U | 35 |
| | Graphics Information System | Areawide | G R | 50 | F S U | 50 |
| | Misc Equipment | Areawide | G R | 250 | F S U | 250 |
| | Pt Woronzof Lab MIS | Areawide - Anchorage | G R | 25 | F S U | 25 |
| | SAM - Sewer Analysis Model | Areawide | G R | 25 | F S U | 25 |

CONTINUED ON NEXT PAGE

AWWU-63

Utility: WASTEWATER

OCT 2 1990

| Project Category | Project Title | Location | F u n d i n g | | | Total |
|--------------------------|------------------|---------------------|------------------------------------|--------|--|-------|
| | | | Bonds G=GO Bonds R=Rev Bonds | Equity | Grants F=Federal S=State U=Loan/App | |
| | Safety Equipment | Areawide (Anch, ER) | G R | 20 | F S U | 20 |
| | Vehicles | Areawide | G R | 95 | F S U | 95 |
| Requested by MICHELLE | | | G R | 785 | F S U | 785 |
| Date 09/19/90 AWWU-64 | | | | | | |

Utility: WASTEWATER

OCT 2 1990

| Project Category | Project Title | Location | F u n d i n g | | | Total |
|--------------------------|-----------------------------|----------|------------------------------------|--------|--|-------|
| | | | Bonds G=GO Bonds R=Rev Bonds | Equity | Grants F=Federal S=State U=Loan/App | |
| Buildings | AWWU Fuel Tank - Testing | Areawide | G R | 35 | F S U | 35 |
| | King Street Painting | Areawide | G R | 50 | F S U | 50 |
| | OM Site Upgrades | Areawide | G R | 85 | F S U | 85 |
| | Sewage Equipment Coating | Areawide | G R | 50 | F S U | 50 |
| Requested by MICHELLE | | | G R | 85 | F S U | 220 |
| Date 09/19/90 AWWU-65 | | | | | | |

OCT 2 1990

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

| PROJECT CATEGORY | CIB/CIP 1991 - 1996 | | | | | | REVENUE BONDS | G.O. BONDS | EQUITY | STATE GRANTS | FEDERAL GRANTS | LOAN/ APPROP | TOTAL |
|------------------|------------------------|-------|-------|-------|-------|--------|------------------|---------------|--------|-----------------|-------------------|-----------------|--------|
| | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 | | | | | | | |
| Treatment | 2,500 | 360 | 480 | 100 | 400 | 6,400 | 0 | 50 | 0 | 3,840 | 0 | 6,350 | 10,240 |
| Pump Stations & | 400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 400 | 400 |
| Trunks and | 700 | 686 | 3,160 | 534 | 2,026 | 2,780 | 0 | 1,100 | 0 | 4,093 | 0 | 4,693 | 9,886 |
| Laterals | 960 | 100 | 100 | 100 | 100 | 100 | 0 | 1,160 | 0 | 300 | 0 | 0 | 1,460 |
| Repair and | 2,988 | 3,366 | 1,446 | 3,228 | 1,334 | 2,716 | 0 | 0 | 2,380 | 5,884 | 0 | 6,814 | 15,078 |
| New Equipment | 785 | 745 | 845 | 845 | 815 | 825 | 0 | 0 | 4,860 | 0 | 0 | 0 | 4,860 |
| Buildings | 220 | 240 | 140 | 390 | 2,620 | 1,105 | 0 | 2,760 | 1,955 | 0 | 0 | 0 | 4,715 |
| Total Program | 8,553 | 5,497 | 6,171 | 5,197 | 7,295 | 13,926 | 0 | 5,070 | 9,195 | 14,117 | 0 | 18,257 | 46,639 |

| SOURCE OF FUNDING | | | | | | | | | | | | | |
|-------------------|-------|-------|-------|-------|-------|--------|---|-------|-------|--------|---|--------|--------|
| Revenue Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| G.O. Bonds | 1,095 | 385 | 335 | 585 | 2,085 | 585 | 0 | 5,070 | 0 | 0 | 0 | 0 | 5,070 |
| Equity | 1,300 | 1,300 | 1,300 | 1,300 | 2,000 | 1,995 | 0 | 0 | 9,195 | 0 | 0 | 0 | 9,195 |
| State Grant | 1,139 | 1,876 | 2,243 | 1,631 | 1,580 | 5,648 | 0 | 0 | 0 | 14,117 | 0 | 0 | 14,117 |
| Federal Grant | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Loan/Approp | 5,019 | 1,936 | 2,293 | 1,681 | 1,630 | 5,698 | 0 | 0 | 0 | 0 | 0 | 18,257 | 18,257 |
| Total Funding | 8,553 | 5,497 | 6,171 | 5,197 | 7,295 | 13,926 | 0 | 0 | 0 | 0 | 0 | 0 | 46,639 |

Utility: WASTEWATER

OCT 2 1990

| Project Category | Project Title | Location | Budget by Year | | | | |
|------------------|-------------------------------------|----------------------|----------------|-------|------|-------|---------|
| | | | 1992 | 1993 | 1994 | 1995 | 1996 |
| Treatment | Girdwood Sewer Master Plan Update | Turn. Arm/Girdwood | G 50 | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S 50 | S | S | S | S |
| | | | U | U | U | U | U |
| | Incinerator No 1 Upgrade | Areawide - Anchorage | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S 50 | S 50 | S 200 | S 200 |
| | | | U | U 50 | U 50 | U 200 | U 200 |
| | Mixed Media Rehab | Turn. Arm/Girdwood | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S 40 | S | S | S |
| | | | U | U 40 | U | U | U |
| | Pt Woronzof Bar Screen Replacement | International Apt. | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S 150 | S | S | S |
| | | | U | U 150 | U | U | U |
| | Pt Woronzof Incinerator Replacement | International Apt. | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S 3,000 |
| | | | U | U | U | U | U 3,000 |
| | Pt Woronzof Outfall Diffuser Mod | International Apt. | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S 100 | S | S | S | S |
| | | | U @100 | U | U | U | U |

CONTINUED ON NEXT PAGE

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.
 @Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.
 +Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

AWWU-67

Utility: WASTEWATER

OCT 2 1990

[illegible]

AWWU-68

Utility: WASTEWATER

OCT 2 1990

| Project Category | Project Title | Location | Budget by Year | | | | |
|---------------------------|----------------------------------|---------------------|----------------|------|-------|-------|-------|
| | | | 1992 | 1993 | 1994 | 1995 | 1996 |
| Trunks and Interceptor | A-4 B Trunk | Campbell Taku | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S 430 |
| | B-5-7 C Trunk | MF, MV | U | U | U | U | U 430 |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | B-I Trunk MOA Related Project | Turnagain | S | S | S 100 | S 340 | S |
| | | | U | U | U 100 | U 340 | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | C-6 Trunk | Campbell Lake/Klatt | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | C-7 Trunk | Campbell Lake/Klatt | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G |
| D-2-7 Trunk | Muldoon | Muldoon | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |

CONTINUED ON NEXT PAGE

ANWU-69

OCT 2 1990

Utility: WASTEWATER

| Project Category | Project Title | Location | Budget by Year | | | | |
|---------------------------|-------------------------------------|----------------------|----------------|-------|-------|-------|-------|
| | | | 1992 | 1993 | 1994 | 1995 | 1996 |
| Trunks and Interceptor | D-6 B Trunk ADOT Related Project | Campbell Taku | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S 33 | S 230 | S | S | S |
| | U 33 | U 230 | U | U | U | | |
| | Eagle River Sewer Upgrade | Eagle River, Chugiak | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S 1,250 | S | S | S | S |
| | U 1,250 | U | U | U | U | | |
| | Parkview Trunk | Eagle River, Chugiak | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S 860 |
| | U | U | U | U | U 860 | | |
| | Private Development Oversizing | Areawide | G 200 | G 200 | G 200 | G 200 | G 200 |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | U | U | U | U | U | | |
| GO BONDS | | | 200 | 200 | 200 | 200 | 200 |
| REV BONDS | | | | | | | |
| EQUITY | | | | | | | |
| ST GRANTS | | | 243 | 1,480 | 167 | 913 | 1,290 |
| FED GRANTS | | | | | | | |
| LOAN/APPRO | | | 243 | 1,480 | 167 | 913 | 1,290 |
| PAGE TOTAL | | | 686 | 3,160 | 534 | 2,026 | 2,780 |
| Requested by MICHELLE | | | Date 09/19/90 | | | | |

OCT 2 1964

AWWU-71

OCT 2 1990

Utility: WASTEWATER

| Project Category | Project Title | Location | Budget by Year | | | | |
|---------------------------|----------------------------------|---------------|----------------|--------|-------|-------|-------|
| | | | 1992 | 1993 | 1994 | 1995 | 1996 |
| Repair and Rehabilitation | ADOT Related Projects | Areawide | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E 100 | E 100 | E 100 | E 100 | E 100 |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | B-12 Trunk | Mountain View | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | B-5 G Trunk Phases I & II | Inlet View | S | S | S | S 350 | S |
| | | | U | U | U | U 350 | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | B-5 H Trunk | Inlet View | F | F | F | F | F |
| | | | S | S 290 | S 700 | S | S |
| | | | U | U 290 | U 700 | U | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | B-6 E | Inlet View | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S 18 | S 64 | S | S |
| | | | U | U 18 | U 64 | U | U |
| | | | G | G | G | G | G |
| | C-2-B Trunk ADOT Related Project | Sand Lake | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S 67 | S 508 |
| | | | U | U | U | U 67 | U 508 |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S 25 | S 165 | S | S | S |
| | | | U @25 | U @165 | U | U | U |

CONTINUED ON NEXT PAGE

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.
 @Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.
 +Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

OCT 2 1990

Utility: WASTEWATER

| Project Category | Project Title | Location | Budget by Year | | | | |
|---------------------------|--------------------------|---------------------|----------------|-------|---------|-------|-------|
| | | | 1992 | 1993 | 1994 | 1995 | 1996 |
| Repair and Rehabilitation | C-5-7 Trunk R&R | Campbell Lake/Klatt | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S 1,100 | S | S | S | S |
| | | | @ U 1,100 | U | U | U | U |
| | Emergency R&R | Areawide | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E 200 | E 200 | E 200 | E 200 | E 200 |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |
| | Government Hill R & R | Government Hill | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S 15 | S | S | S | S |
| | | | U 15 | U | U | U | U |
| | MOA Related Projects | Areawide | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E 100 | E 100 | E 100 | E 100 | E 100 |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |
| | Middle Fish Creek Trunk | SP, TA | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S 600 | S | S 600 |
| | | | U | U | U @ 600 | U | U 600 |
| | North Star Subd Phase II | Spenard | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S 293 | S | S | S | S |
| | | | U 293 | U | U | U | U |

CONTINUED ON NEXT PAGE

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.

@Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.

+Direct appropriation from the State of Alaska will be requested. If not obtained, this project will be constructed.

Utility: WASTEWATER

OCT 2 1990

[illegible]

*Direct appropriations will be requested by AWWU. If no direct appropriations are obtained, ADEC grant will be requested.
 @Direct appropriations or ADEC grant will be requested. If neither are obtained, AWWU will get a loan for this project.
 +Direct appropriation from the State of Alaska will be requested. If not obtained, this project will not be constructed.

AWWU-74

OCT 2 1990

Utility: WASTEWATER

| Project Category | Project Title | Location | Budget by Year | | | | |
|------------------|--------------------------------|----------------------|----------------|-------|-------|-------|-------|
| | | | 1992 | 1993 | 1994 | 1995 | 1996 |
| New Equipment | Anchorage Facility R&R | Areawide - Anchorage | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E 50 | E 50 | E 50 | E 50 | E 50 |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | Communications | Areawide | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E 15 | E 15 | E 15 | E 15 | E 15 |
| | | | F | F | F | F | F |
| | ER Facility R&R | Eagle River, Chugiak | S | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E 5 | E 25 | E 35 | E 35 | E 35 |
| | Girdwood Facility R&R | Turn. Arm/Girdwood | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | Graphics Information System | Areawide | E 15 | E 15 | E 15 | E 15 | E 15 |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G |
| | Misc Equipment | Areawide | R | R | R | R | R |
| | | | E 25 | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E 345 | E 400 | E 480 | E 365 | E 400 |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |

CONTINUED ON NEXT PAGE

AWWU-75

OCT 2 1990

Utility: WASTEWATER

| Project Category | Project Title | Location | Budget by Year | | | | | | |
|-----------------------|----------------------------|---------------------|----------------|------------|-------|-------|-------|-----|-----|
| | | | 1992 | 1993 | 1994 | 1995 | 1996 | | |
| New Equipment | SAM - Sewer Analysis Model | Areawide | G | G | G | G | G | | |
| | | | R | R | R | R | R | | |
| | | | E 20 | E 10 | E 10 | E 10 | E 10 | | |
| | | | F | F | F | F | F | | |
| | | | S | S | S | S | S | | |
| | Safety Equipment | Areawide (Anch, ER) | U | U | U | U | U | | |
| | | | G | G | G | G | G | | |
| | | | R | R | R | R | R | | |
| | | | E 20 | E | E | E | E | | |
| | | | F | F | F | F | F | | |
| | Vehicles | Areawide | S | S | S | S | S | | |
| | | | U | U | U | U | U | | |
| | | | G | G | G | G | G | | |
| | | | R | R | R | R | R | | |
| | | | E 250 | E 330 | E 240 | E 325 | E 300 | | |
| | | | F | F | F | F | F | | |
| | | | S | S | S | S | S | | |
| | | | U | U | U | U | U | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | GO BONDS | | | | | | |
| | | | REV BONDS | | | | | | |
| | | | EQUITY | 745 | 845 | 845 | 815 | 825 | |
| | | | ST GRANTS | | | | | | |
| | | | FED GRANTS | | | | | | |
| | | | LOAN/APPRO | | | | | | |
| Requested by MICHELLE | | | Date 09/19/90 | PAGE TOTAL | 745 | 845 | 845 | 815 | 825 |

FUTURE CAPITAL PROJECTS
1992 - 1996

Utility: WASTEWATER

OCT 2 1990

| Project Category | Project Title | Location | Budget by Year | | | | |
|------------------|--|--------------------|----------------|------|-------|-------|-------|
| | | | 1992 | 1993 | 1994 | 1995 | 1996 |
| Buildings | AWWU Fuel Tank Replacement | Areawide | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E 750 | E 750 |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | AWWU Fuel Tank - Testing | Areawide | U | U | U | U | U |
| | | | G | G | G | G | G |
| | | | R | R | R | R | R |
| | | | E 35 | E 35 | E 35 | E | E |
| | | | F | F | F | F | F |
| | ERWWTF Warm Storage Building | Areawide | S | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G 250 | G | G |
| | | | R | R | R | R | R |
| | | | E | E | E | E | E |
| | Girdwood Warm Storage Building | Areawide | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G | G | G | G | G 250 |
| | | | R | R | R | R | R |
| | OM Site Upgrades | Areawide | E | E | E | E | E |
| | | | F | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |
| | | | G 85 | G 85 | G 85 | G 85 | G 85 |
| | Pt Woronzof Roofs - Repair and Resurface | International Apt. | R | R | R | R | R |
| | | | E | E | E | E | E |
| | | | F 100 | F | F | F | F |
| | | | S | S | S | S | S |
| | | | U | U | U | U | U |

CONTINUED ON NEXT PAGE

AWWU-77

FUTURE CAPITAL PROJECTS
1992 - 1996

Utility: WASTEWATER

OCT 2 1990

| Project Category | Project Title | Location | Budget by Year | | | | | | |
|-----------------------|--|---------------|----------------|------|-------|---------|------|-------|-----|
| | | | 1992 | 1993 | 1994 | 1995 | 1996 | | |
| Buildings | Pump Station Roof Repair & Painting | Areawide | G | G | G | G | G | | |
| | | | R | R | R | R | R | | |
| | | | E | E | E | E 15 | E | | |
| | | | F | F | F | F | F | | |
| | | | S | S | S | S | S | | |
| | U | U | U | U | U | | | | |
| | Sewage Equipment Coating | Areawide | G | G | G | G | G | | |
| | | | R | R | R | R | R | | |
| | | | E 20 | E 20 | E 20 | E 20 | E 20 | | |
| | | | F | F | F | F | F | | |
| | | | S | S | S | S | S | | |
| | U | U | U | U | U | | | | |
| | Systems Maintenance Warehouse | Areawide | G | G | G | G 1,750 | G | | |
| | | | R | R | R | R | R | | |
| | | | E | E | E | E | E | | |
| | | | F | F | F | F | F | | |
| | | | S | S | S | S | S | | |
| | | | U | U | U | U | U | | |
| | | | GO BONDS | | 85 | 85 | 335 | 1,835 | 335 |
| | | | REV BONDS | | | | | | |
| | EQUITY | | 155 | 55 | 55 | 785 | 770 | | |
| | ST GRANTS | | | | | | | | |
| | FED GRANTS | | | | | | | | |
| | LOAN/APPRO | | | | | | | | |
| PAGE TOTAL | | 240 | 140 | 390 | 2,620 | 1,105 | | | |
| Requested by MICHELLE | | Date 09/19/90 | | | | | | | |