



Eklutna Lake

Anchorage Water
& Wastewater
Utility



Clearly



STRATEGIC PLAN

2016 - 2021

Anchorage & Cook Inlet



AWWU BOARD OF DIRECTORS



Aaron Dotson



David Richards
Chair



Terrence Tauschek



Michelle Egan



Daniel Sereyko
Vice-Chair



Martin Weinstein



Timothy M. Sullivan Sr.

The AWWU Board of Directors meets monthly to consider issues of substance for Utility operations, making recommendations to the Mayor and Assembly regarding infrastructure asset management, Utility finances, rate making, and other policy questions. The seven members of the AWWU Board are appointed by the Mayor, approved by the Anchorage Assembly and serve staggered terms.



STRATEGIC PLANNING FOR AWWU'S FUTURE

Anchorage Water & Wastewater Utility (AWWU) is a municipally-owned enterprise activity with the core purpose of safeguarding the health and welfare of the public and the environment. To this end, every day we practice our mission of providing safe and reliable water and wastewater services today and into the future. While our mission drives what we do today, preparing for the future is itself central to that mission.

Strategic planning is a process that supports the mission through a framework of progressively more specific goals, objectives, and tasks. By spelling out our intentions in this manner, we provide a focus to our activities. Work is organized and aligned in accordance with a carefully considered strategy to reach our vision. Each task we undertake must have a specific objective in mind. Achievement of those objectives will lead us further toward broader goals.

Strategic Goals

We update the strategic planning framework every other year with a current understanding of reasonably foreseeable economic, social, and environmental conditions. Over the past year the Utility's Board of Directors and Executive Leadership team took the opportunity to refine the Utility's mission statement and restate our goals. We settled on four goal statements to add substance to what we mean by *Excellence through Innovation*. AWWU's long-term strategic goals are therefore to:

- Be responsive to the needs of the community
- Be the model of innovation and efficiency in public service
- Be a responsible steward of ratepayer funds
- Be the employer of choice for existing and future staff

The Plan

To support the goals, the plan outlines fourteen objectives to achieve. Each objective is served by several individual tasks that mark our progress. The tasks have been assigned measures to determine success via a defined outcome.

Each of the goals, objectives, and tasks included in the plan is a demonstration of the Utility's commitment to the community. Maintaining clearly reliable infrastructure, clearly responsible financing, and clearly professional services are the necessary pillars of support for our core purpose of safeguarding public health and the environment. The Utility is responsible for up-keep and operation of an enormous, complex, and fascinating system of infrastructure, this furthermore represents the result of a significant investment by the public.

The elements of the strategic plan are intended to make the best use of rates paid for water and wastewater services from our 56,000 customer accounts. It is imperative for our customers to understand the value of these services and for us to transparently convey how we put those ratepayer funds to work. If there is ever any question, the public needs to know that AWWU is investing to ensure reliable service, safeguard public health, and protect the environment, long into the future.

As the General Manager, I am immensely proud of the staff of Anchorage Water & Wastewater Utility, over 280 professionals dedicated to service to our colleagues and customers. That pride is to be shared with the community as a whole. We at AWWU are *Clearly* doing our part to make Anchorage a great place to live, work, and play.



J. Brett Jokela
General Manager



STRATEGIC GOAL:

Be Responsive To The Needs Of The Community

OBJECTIVE: Utilize service level metrics to report on issues important to the Utility and to our customers

TASK	MEASURE	OUTCOME
Compile existing or planned Level of Service (LOS) measures in use throughout Utility Divisions	Prepare a comprehensive list of current and desired performance indicators by Division	AWWU management has a comprehensive list of metrics to draw from to communicate with the public
Identify priority LOS topics of interest to the Community (Board, Stakeholders, Focus Group)	LOS recommendations from a Focus Group approved by the Board	AWWU gets documentation of community expectations with respect to our performance
Implement LOS measurement, presentation, and reporting	Dashboard presentations show all "green" on website	Public recognizes Utility high performance tasks and supports adjustments to revenue requirements

OBJECTIVE: Increase understanding of Utility operations

TASK	MEASURE	OUTCOME
Produce a series of brief educational videos illustrating various AWWU topics of interest	Number of social media comments and re-postings increase; customer survey results are positive	Staff and public gain understanding of various issues and best practices employed by the Utility, thereby facilitating communication
Make a big splash on Water Week: Open House, tours, videos, school presentations, etc.	Number of applicants for job openings increase	Same as above, and an increased pool of potential employees
Enhance Utility website to enable customer interaction, provide video access, and link to social media	Number of web-based communications with business partners and customers increase	Website facilitates customer and business partner understanding of how the Utility implements business
Develop a Memorandum of Understanding with Anchorage School District outlining commitments for outreach and learning opportunities	Number of students touched by outreach (e.g., tours, classroom presentations, mentorships)	Students gain an appreciation of Utility functions and recognize the potential for career opportunities

AWWU CORE VALUES

INTEGRITY	We honor our commitments and strive to maintain the trust of our community.
PROFESSIONALISM	We execute our responsibilities with courtesy, efficiency, dedication, responsiveness, and accountability.
HUMOR	We have fun and promote a positive work environment.
RESPECT	We value the diverse talents, perspectives, and rights of our colleagues and customers.
SAFETY	It is paramount that our operations protect the public and our employees from injuries and hazardous conditions.
TEAMWORK	We recognize that "Together Everyone Achieves More" and promote collaboration with employees, customers, and business partners.
CONTINUOUS IMPROVEMENT	We seek opportunities to enhance customer satisfaction, operational efficiency, and personal growth.



OBJECTIVE: Engage in efforts by Municipal and other stakeholders that address economic development

TASK	MEASURE	OUTCOME
Create a Task Force to work with MOA Office of Economic and Community Development (OECD) and other stakeholders	Task Force meeting minutes demonstrate action items resolved	OECD and Utility staff have common understanding of Professional Development opportunities and constraints
Explore opportunities supporting rates for low income residents	Prepare a white paper reviewing alternatives, pros, cons, and regulatory issues.	Utility customers provide higher level of cost recovery; reduced bad debt and collection costs. Aides general welfare of the community.
Establish a policy and fee structure for consultation in support of new development	a) Policy for consultation on new development developed b) Fee study prepared and filed with Regulatory Commission of Alaska for approval	Development projects are easier to implement and achieve results that support Utility interests

STRATEGIC GOAL:

Be The Model Of Innovation And Efficiency In Service To The Public

OBJECTIVE: Increase energy efficiency

TASK	MEASURE	OUTCOME
Create an Energy Efficiency Team	<ul style="list-style-type: none"> a) Team created b) Monthly meetings held for a year c) Recommendations developed d) Recommendations executed 	Alternative energy projects and energy reduction efforts impact all divisions; Cross-divisional input and evaluation of ideas help ensure the success of future efforts
Explore alternative energy sources (e.g. solar/wind) and make recommendations for inclusion in operations, future capital upgrades	<ul style="list-style-type: none"> a) Alternative Energy Study is developed for each major facility b) Test pilot of alternative energy source at a small/remote facility 	Alternative energy provides the potential for reduction in operating costs and carbon footprint
Track, evaluate, and report on energy use	<ul style="list-style-type: none"> a) Energy-tracking database or spreadsheet created b) Facility-specific Energy Use Dashboard developed, rolled out 	Comprehensive, accessible data enable Utility to evaluate and make informed decisions on methods to reduce energy consumption

OBJECTIVE: Leverage technology to improve Utility operations

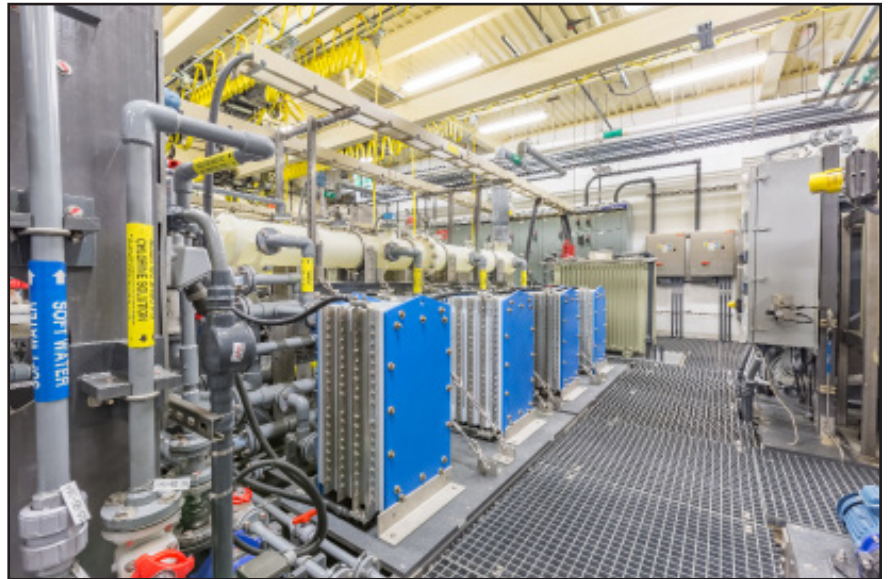
TASK	MEASURE	OUTCOME
Survey IT customers to determine needs and issues	<ul style="list-style-type: none"> a) Utility staff survey completed b) Survey incorporated into IT Master Plan 	With comprehensive understanding of IT-related needs and issues, the Utility can effectively plan for and implement new technology
Build workflow that seeks all-Division input before purchasing, deploying, or implementing new tools and technology or making changes to existing ones	<ul style="list-style-type: none"> a) Form IT Steering Team b) Standardized workflow for sign-off on IT projects/implementations created 	Users are confident that their needs will be met when new tools and technology are implemented and are made aware of the changes coming so they can effectively change their business processes
Develop and implement business intelligence (BI) platform and software that provides access to data from all Utility applications	<ul style="list-style-type: none"> a) Build a Comprehensive Data Warehouse and BI software implemented to mine the data b) Dashboards for reporting key data are created 	Platform will allow access to all Utility data and allow that data to be manipulated and combined more efficiently to enable decisions for effective Utility management based on best-available data

OBJECTIVE: Streamline business practices

TASK	MEASURE	OUTCOME
Re-initiate continuous improvement teams to make recommendations on business processes with Utility-wide impact	<ul style="list-style-type: none"> a) Standing teams make recommendations at quarterly meetings; ad-hoc teams make specific recommendations b) Document business processes documented 	Continuous improvement of business processes and Utility operations reduces costs and improves efficiency; a team-based approach provides for the widest participation and greatest amount of input

OBJECTIVE: Use benchmark data to establish operating standards

TASK	MEASURE	OUTCOME
Participate in Utility benchmarking and use data to set strategic and tactical objectives	National Association of Clean Water Agencies, International Water Association and QualServe Benchmarks completed over next benchmarking period	Benchmarking and using industry benchmarks ensures AWWU is innovative and efficient in our service to the public
Identify and report on key benchmark metrics to improve operations	Define list of Key Performance Indicators	The Utility is able to better track its performance and efficiency



STRATEGIC GOAL: Be A Responsible Steward Of Ratepayer Funds

OBJECTIVE: Manage Utility finances to maintain consistent, predictable and affordable rates

TASK	MEASURE	OUTCOME
Create a Policy and Procedure and complete Business Case Evaluation for all project expenditures and make findings available to all employees	a) 100 percent of projects AWWU intends to put in the rate base are defensible to the public, ratepayers and the RCA b) 100 percent of what the Utility includes in rate base is approved by the RCA and MOA Assembly	Reviewing, analyzing, and scoring projects using same methodologies illustrates transparency of business decisions, and demonstrates efficient, effective and responsible expenditures; the project planned and the work performed can be included in rates and defended to the RCA
Develop and deliver training to staff on ratemaking principles and Utility finances	Customer Survey Response trends indicate improved support and understanding	Proper use of rates is of great importance; Promoting transparency and understanding will demonstrate effective and responsible management of rate payer funds
Publish short, concise, and easy to understand information on our website and SharePoint site about what rates pay for and AWWU's commitment to keep them affordable, and the importance of long-term repair and replacement of water and sewer pipes	a) Customer Survey Response trends are positive b) Fewer rate cases are contested	AWWU garners support and understanding from the public and employees in relation to rates and what they pay for; AWWU stabilizes rate increases and keeps them affordable and in line with median household incomes





OBJECTIVE: Manage Utility Water and Sewer infrastructure networks for long-term benefit

TASK	MEASURE	OUTCOME
Establish a sewer line maintenance policy and evaluate following capacity, management and operation maintenance (CMOM)	AWWU performs in top 10 percent of utilities nationwide in regard to sanitary sewer overflow prevention	Sanitary Sewer Overflows reduced
Establish a valve exercise policy	No unnecessary valve closures occur	Customer outage impacts from faulty valves and costs for temporary water systems are reduced, leaks are located before they break, and there is a reduction in maintenance and capital costs
Ensure current and future water rights are preserved by working with external agencies to develop long-term water rights and access agreements	Ship Creek Water Use Agreement negotiated successfully with U.S. DoD, water rights for Ship Creek and wells are negotiated with the Alaska DNR, and year-round access to existing Eklutna water rights are preserved	Pristine water sources are preserved for future use

OBJECTIVE: Ensure regulatory compliance throughout the Utility

TASK	MEASURE	OUTCOME
Develop regulatory and tariff fact sheets and release them electronically and verbally to staff	100 percent applicable staff training and zero percent tariff violation issues are achieved	Staff understand what is in the tariff and enforced by the RCA
Develop an Environmental Regulatory fact sheet and communicate it electronically and verbally with staff	100 percent applicable staff training and 0 percent regulatory compliance issues are achieved	AWWU employees better understand what is enforced by the U.S. Environmental Protection Agency and the Alaska Department of Environmental Conservation

STRATEGIC GOAL:

Be The Employer Of Choice For Existing And Future Staff

OBJECTIVE: Provide employees with tools to achieve success

TASK	MEASURE	OUTCOME
Establish AWWU University and identify its core curriculum and supplemental courses	AWWU U is created	Centralized training resources to support professional development and AWWU-specific education are available to all employees
Supervisors identify AWWU U classes or external training opportunities as an element of annual performance evaluations	a) Training needs are documented on Performance Evaluations b) All employees are offered job-specific training	Employees are provided an opportunity to plan and document both core and supplemental training needs

OBJECTIVE: Ensure effective internal communications

TASK	MEASURE	OUTCOME
Have Leadership Team members report to their divisions on all LT and Board meeting highlight discussions	Q-12 Survey result trends are positive.	Staff are better informed, knowledgeable of latest Utility developments, and allowed to ask for clarification on issues
Provide staff training on internal and external customer service through AWWU U	Internal and external customer service is improved.	Every staff member becomes a customer service representative, both internally and externally

OBJECTIVE: Build a culture of community within the Utility workforce

TASK	MEASURE	OUTCOME
Identify and implement new employee social events through an employee survey via AWWU Action Committee	a) Participation in employee events increased b) Diversity of events is increased	Participation in social activities provides cohesiveness between employees





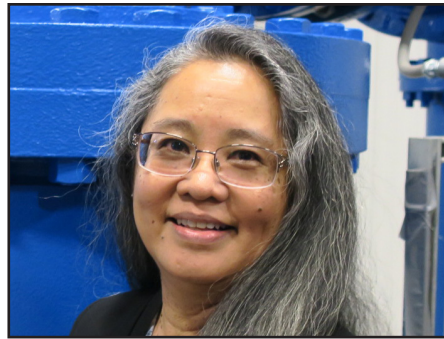
OBJECTIVE: Ensure a safe and secure environment

TASK	MEASURE	OUTCOME
Conduct a Utility-wide emergency response plan simulation	Staff performance is measured in a Utility-wide disaster response simulation	Staff are more familiar with the emergency response plan
Provide resources and funding to implement fully the existing safety program	Preventable incident rates are reduced	Additional resources enable the Safety Officer to make the AWWU Safety Program more robust
Implement a Safety Incentive Program throughout the Utility	Preventable incident rates are reduced	An increased focus on safety leads to more safety awareness among employees, thus leading to a safer workplace
Provide a more secure environment for employees by implementing badge requirements, controlled access to facilities, and security awareness training	a) Staff's response to simulated security breaches is measured b) 100 percent of personnel in the building are identified	Increased security awareness decreases security risks
Complete the setup of AWWU's Emergency Operation Center (EOC) at King Street and make it operational	The EOC is fully functional for disaster response	Staff becomes familiar with EOC operations and are better prepared to respond to a large-scale disaster

AWWU LEADERSHIP



J. Brett Jokela
General Manager



Lynn Clarke
Administrative Services



Mark Corsentino
Operations & Maintenance



Jayne Fritts
Customer Service

AWWU's General Manager and Division Directors ensure the Utility meets or exceeds all national water and wastewater treatment standards, while acting as a responsible steward of ratepayer funds.



Glenda Gibson
Finance



Stephen Nuss
Engineering



David Persinger
Treatment



Troy Swanson
Information Technology

Our Mission

Providing safe and reliable water and wastewater today and into the future.

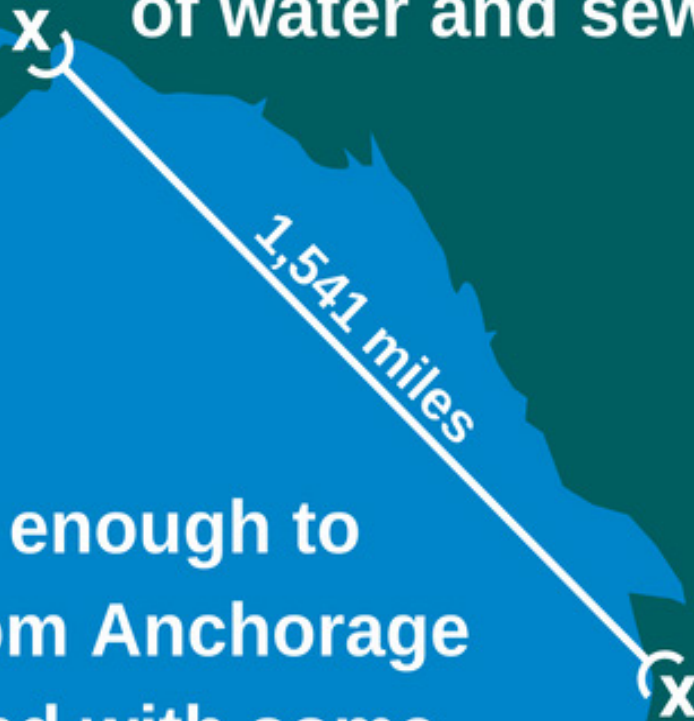
Our Vision

Excellence through Innovation

Our Message

AWWU is investing to ensure reliable service, safeguard public health, and protect the environment, long into the future.

**AWWU maintains
more than 1,600 miles
of water and sewer pipe.**



**That is enough to
stretch from Anchorage
to Portland with some
pipe to spare.**

AWWU By The Numbers ...

WATER

- 2 water treatment plants
- 851 miles of water pipe
- 11,551 main-line valves
- 5,851 fire hydrants
- 17 wells
- 22 reservoirs

WASTEWATER

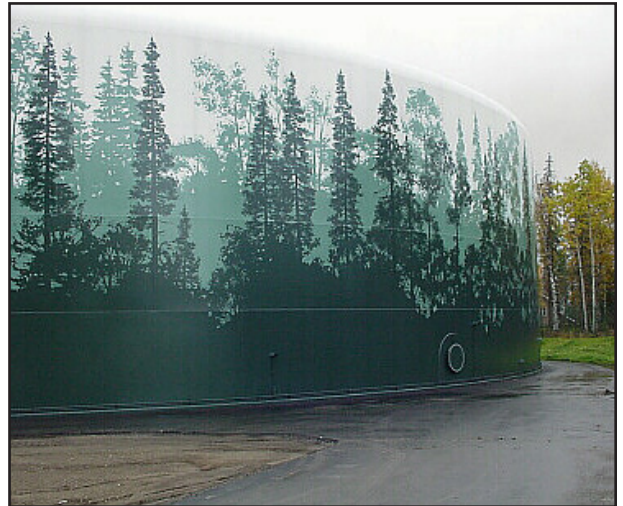
- 3 wastewater treatment plants
- 751 miles of sewer mains
- 2 septage receiving stations
- 38 wastewater pump/lift stations
- More than 17,000 pumps or related motor-driven equipment



EAGLE RIVER WASTEWATER TREATMENT FACILITY



GIRDWOOD WASTEWATER TREATMENT FACILITY



SHIP CREEK WATER TREATMENT FACILITY



EKLUTNA WATER TREATMENT FACILITY



AWWU HEADQUARTERS



ASPLUND WASTEWATER TREATMENT FACILITY



Our Message

AWWU is investing to ensure reliable service, safeguard public health, and protect the environment, long into the future.



2016 BRING YOUR KID TO WORK DAY AT SHIP CREEK WATER TREATMENT FACILITY

Anchorage Water & Wastewater Utility  Clearly



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