



ANCHORAGE WATER &
WASTEWATER UTILITY

Strategic Plan

2025-2031

Sustainable operations for essential community
services in an era of ongoing, transformative change.

As the Anchorage Water & Wastewater Utility (AWWU) General Manager, I am honored to present AWWU's 2025-2031 Strategic Plan. Guided by the principals of steady leadership and clear initiatives, this plan focuses on securing Anchorage's water future, improving the customer experience, streamlining critical processes, and investing in our employees. Using the Effective Utility Management (EUM) framework, we are aligning our operations with nationally recognized best practices, while tailoring them to the unique needs of our Alaskan community.

Our vision is to be a Trusted and Collaborative Community Partner, which is supported by our mission to protect the health and welfare of the public and the environment by providing responsible water and wastewater services. To that end, we will be a forward-looking municipal department, embracing good government as collaborative and unassuming problem solvers.

David A. Persinger, PE
General Manager
Anchorage Water & Wastewater Utility



VISION	Trusted and Collaborative Community Partner
MISSION	Protect the Health and Welfare of the Public and the Environment by Providing Responsible Water and Wastewater Services.
CORE VALUES	<p>Always do the right thing Work safely Work together Uphold professionalism and integrity</p>
FOUNDATION	<p>Professionalism Integrity Teamwork Continuous Improvement Humor Enthusiasm Respect Safety</p>





COMMUNITY SUSTAINABILITY

Manage operations, infrastructure, and investments to support the economic, environmental, and social health of our community.

STRATEGY

FIVE-YEAR OBJECTIVE

Secure Eklutna water rights and preserve future operation of the Eklutna Water System, while promoting opportunities for conservation and environmental stewardship.

To establish all water rights while exploring, assessing, and implementing strategies to promote conservation and environmental stewardship; including a plan to become net energy neutral with the installation of new hydroelectric turbines in the distribution system.

Expand affordability programs to support community development needs.

To establish robust affordability programs to assist in development that supports the Municipality of Anchorage Administration's community housing strategy.

Improve long range planning to facilitate capital and operational projects.

To have a budgeted and prioritized execution process for Utility Plans.





FINANCIAL VIABILITY

Proactively manage finances to ensure we provide services at responsible rates.

STRATEGY

Develop processes for providing timely and accurate financial information, for both operating and capital budgets.

Create a more responsive rate setting process.

Streamline critical processes, such as budget and procurement.

FIVE-YEAR OBJECTIVE

To have transparent and digestible financial information for management's use to support decision-making.

To recommend modification of state law to allow for responsive and agile rate-making.

To have efficient processes (i.e. increasing purchasing ceilings) and re-evaluate the annual internal budget-setting process.





OPERATIONAL OPTIMIZATION

Enhance operations through efficiency, creativity, and advanced technology integration.

STRATEGY

Improve tools, processes, and resources to support environmental regulatory compliance.

Implement the EUM framework that enables data-driven decision processes.

Improve the customer experience.

FIVE-YEAR OBJECTIVE

To have efficient tools and processes to effectively meet environmental regulatory compliance.

To improve all staff's familiarity with the EUM framework and the four focus areas of this Strategic Plan. To have key performance indicators and decision-making metrics organized within the EUM framework.

To revamp AWWU's digital presence with new applications for customers to improve self-service. To optimize tools and processes for staff.





EMPLOYEE & LEADERSHIP DEVELOPMENT

Attract, develop, and retain a talented and valued workforce.

STRATEGY

Promote and improve safety and emergency resiliency, equipping employees with essential skills; foster a safe work environment.

Attract and retain talent.

Create and implement formal employee development plans that foster empowerment and involvement.

FIVE-YEAR OBJECTIVE

To further enhance safe work environment where employees feel a strong sense of buy-in, belief in the organization's mission, and a genuine sense of belonging, empowering them to contribute fully and thrive.

To create a talent pipeline and retain employees, while cultivating an atmosphere to attract new workers and significantly reduce licensing barriers.

To implement a performance assessment process that leads to a transparent training portfolio and a formal development plan. Establish task-based and social-based committees to empower employees and enhance their work experience, ultimately supporting talent retention.



Sincere acknowledgements to the AWWU Board of Directors, Leadership Team, and staff members for their dedication and valued contributions to the development of the 2025 – 2031 AWWU Strategic Plan.

AWWU Board of Directors

Timothy M. Sullivan, Sr., Chair
Terrence A. Tauschek, Vice Chair
James H. McCollum
Soren Orley
Danny Sereyko
Kurt Egelhofer
Michelle Egan



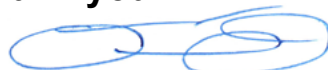
AWWU Leadership Team

Jeff Axmann, Treatment Division Director
Brian A. Baus, P.E., Operations and Maintenance Division Director
Alyssa Farrar, Administrative Services Division Director
Jayne Fritts, Customer Service Division Director
Erik Schmitz, CIO, Information Technology Division Director
Edward Sorenson, P.E., Acting Engineering Division Director
Casie West, Acting Finance Division Director

AWWU Workforce

Your excellence in service upholds our mission to protect the health and welfare of the public by providing responsible water and wastewater services.

- Thank you -



David A. Persinger, P.E.
AWWU General Manager