Community Development Department

Anchorage: Performance. Value. Results.

Purpose

Community Development works to facilitate development and a multi-modal transportation system in accordance with municipal codes, protecting safety, public health and environmental resources, while also working to promote a healthy economy, strong businesses and neighborhoods, and recreational opportunities. We respond to our customers seeking code enforcement information, zoning or platting applications, building permits or inspections with open, friendly, cost efficient and effective service.

Core Services

- Enable property development through building permitting and creative and practical zoning regulations and plans that meet community expectations for our winter city community;
- Ensure new construction meets municipal standards for protecting safety, public health, and environmental quality;
- Enforce municipal codes to protect public assets such as rights-of-way and to promote clean and attractive neighborhoods;
- Support continued development of the community by planning for the community's long-term multi-modal transportation needs;
- Work to achieve land use goals established through Assembly-adopted comprehensive plans for Eklutna/Eagle River/Chugiak, Anchorage Bowl, Girdwood and Turnagain Arm areas; and

Accomplishment Goals

- Improve citizens' and businesses' understanding about the Municipality's new (rewritten) Title 21 Land Use Code and about how the new code differs from the old one;
- Assess community sentiment about municipal progress in using land use planning to: strengthen the area's economy, businesses, downtown core, and neighborhoods; augment Anchorage's standing as a premier winter city; and improve recreational opportunities; and
- Create a survey system to assess customers' opinions about services provided by Community Development's staff.

Performance Measures

Progress in achieving accomplishment goals will be measured by:

Measure #1: Community sentiment about land use planning progress.

Community Development mailed surveys to all 38 community councils on February 28, 2011 to assess community sentiments about municipal progress in using land use planning to:

- Strengthen the area's economy;
- Strengthen the area's businesses;
- Strengthen the area's downtown core;
- Strengthen the area's neighborhoods;
- Augment Anchorage's standing as a premier winter city; and
- Improve recreational opportunities.

Councils had to return surveys by April 25, 2011. Eleven of thirty-eight councils have returned surveys. Click here for a link to the survey results.

Measure #2: Percent complete – Users' Guide for new Title 21 Land Use Code

This performance measure will report on staff's progress drafting chapters and illustrations for the new guidebook to facilitate implementation of the new code.

The users' guide is intended to inform citizens and businesses about the municipality's new (rewritten) Title 21 Land Use Code following adoption. Work on the guide will begin once the Anchorage Assembly has adopted the new Title 21 Code.

Measure #3: Percentage of customers completing service surveys that rank accuracy and clarity of information provided by the department's staff as good or excellent.

Staff at the department's public counters asks every tenth customer to complete a customer service survey. Customers returned 25 surveys during March with the following results:

Q1 2011 Responses about Staff's Services at the Public Counters	Strongly Agree	Agree	Disagree	Strongly Disagree	Marked as N/A
Staff were readily available to assist me	68%	28%	0%	4%	0%
Staff were a valuable resource	74%	22%	0%	4%	0%
Staff were helpful, courteous & professional	88%	13%	0%	0%	0%
Staff provided clear, concise & correct info.	75%	25%	0%	0%	0%

Q1 2011 Response about Staff's Services at Public Counters	Completely Satisfied	Satisfied	Somewhat Satisfied	Not Satisfied
Rating of overall level of satisfaction with services provided	76%	12%	4%	8%

In regards to handwritten comments on the surveys, two commented on how long it took for service. Twelve complimented staff. One asked for better instructions on the department's website. Another expressed disappointment that the old permitting system was discontinued before all issues in the new Hansen system were worked out.

Building Safety Section
Development Services Division
Community Development Department

Anchorage: Performance. Value. Results.

Purpose

Building Safety Section accepts applications for building, land use, and private development permits; performs plan reviews for compliance with code, municipal design criteria, and municipal construction standards; issues permits; performs inspections to assure safe development; and protects public health and environmental quality through regulation of on-site water and wastewater systems.

Direct Services

- Process permit applications, provide cashier services, and issue permits;
- Verify that plans meet minimum code requirements through plan review;
- Inspect construction for compliance with plans and adopted building codes;
- Administer subdivision, improvement to public place, and development agreements in accordance with code;
- Process applications and issue permits for water and wastewater systems serving single family homes in accordance with Anchorage Municipal Code 15.55 (Water) and 15.65 (Wastewater); and
- Process certificates of on-site systems approval (COSA) for existing single family water and wastewater systems.

Accomplishment Goals

- Continue to provide excellent customer service by providing prompt and efficient permit processing, timely plan reviews, and same-day as requested construction inspection services;
- Manage the private development process effectively and efficiently;
- Ensure development-related infrastructure is designed and constructed according to municipal design criteria, standards, codes, and practices; and
- Provide on-site water and wastewater permitting, certification, training and enforcement consistent with goals of protecting public health and environmental quality.

Performance Measures

Progress in achieving goals will be measured by:

Measure #4: **Average number of minutes for first customer contact *(Permitting Management Unit)***

Average Number of Minutes for 1st Customer Contact			
			Q4 2010
			3.81 minutes
			2,284 customers
			4 employees*
Q1 2011	**Q2 2011**	**Q3 2011**	**Q4 2011**
9.15 minutes			
2,351 customers			
4 employees*			

*Actual staffing has been less in recent quarters. Towards the end of fourth quarter of 2010 and all of the first quarter of 2011, the section had a senior counter person out on extended family medical leave. Another employee quit without notice during the first quarter of 2011. A new employee has been hired but will require an entire year of training. Also, in addition to staffing shortages and training needs, the new Hansen software went live in January of 2011. As with any new software, it takes time to work out bugs and to train staff in its usage. All of these factors account for longer customer wait times in the first quarter of 2011.

Measure #5: Percent of first-time residential plan reviews completed within 4 business days *(Plan Review Unit)*

Percent of 1st-Time Residential Reviews Completed within 4 Business Days			
During 2009, 77% of the reviews were completed within 4 business days. (Code provides for 10 days to complete)			
For 2010 the quarterly percentages are as follows:			
Q1 2010	**Q2 2010**	**Q3 2010**	**Q4 2010**
93% in 4 days	69% in 4 days	70% in 4 days	68% in 4 days
100% in 10 days	97% in 10 days	97% in 10 days	100% in 10 days
89 reviews	376 reviews	384 reviews	165 reviews
For 2011 the quarterly percentages are as follows:			
Q1 2011	**Q2 2011**	**Q3 2011**	**Q4 2011**
70% in 4 days			
97% in 10 days			
180 reviews			

Building Safety has one residential plan reviewer who is assisted by two commercial plan reviewers during the busiest times of the year.

Measure # New: Percent of Plan Review Unit's comments submitted to Current Planning Section on or prior to comment due date for pending platting and zoning cases. *(Plan Review Unit)*

Percent of Plan Review Comments on Zoning & Platting Cases Submitted on or Prior to Due Date (new measure – reporting begins April 2011)

2011	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
% of Comments Submitted by Due Date												
# of Cases Reviewed												
# of Staff												

Measure #6: Percent of construction inspections completed same day as requested *(Building Inspection Unit)*

Percent of Construction Inspections Completed Same Day as Requested			
During 2009, 97.9% of all inspections were completed the same day as requested.			
For 2010 the quarterly percentages are as follows:			
Q1 2010	**Q2 2010**	**Q3 2010**	**Q4 2010**
99.75%	99.85%	99.22%	98.71%
For 2011 the quarterly percentages are as follows:			
Q1 2011	**Q2 2011**	**Q3 2011**	**Q4 2011**
95.8%			
4353 inspections			
__ inspectors			

Measure # New: Percent of Life Safety Building Code Complaints Investigated within One Business Day and Percent of All Code Abatement Service Requests Initially Investigated Same Week as Received. *(Code Abatement Unit)*

Number of Building Code Abatement Service Requests Investigated			
2007	425 investigated		
2008	379 investigated		
2009	552 investigated		
2010	455 investigated		
Q1 2011	**Q2 2011**	**Q3 2011**	**Q4 2011**
Life-Safety Code Abatement Requests Investigated within 1 Business Day			
__# received	__# received	__# received	__# received
__# in 1 day	__# in 1 day	__# in 1 day	__# in 1 day
__% in 1 day	__% in 1 day	__% in 1 day	__% in 1 day
All Code Abatement Service Requested Investigated Week Received			
194 received	___ received	___received	___ received
__ in 1 week	__ in 1 week	__ in 1 week	__ in 1 week
__ % in 1 wk	__ % in 1 wk	__ % in 1 wk	__ % in 1 wk
3 inspectors	__ inspectors	__ inspectors	___ inspectors

Measure #7: **Percent of draft agreements initiated within ten business days of receiving applications, requisite supporting documents and deposits *(Private Development Unit)***

For the first quarter of 2011, no new subdivision agreements or improvements to public place agreements were received. However, several existing private development projects that had been suspended by the developers were re-activated. We received three updated applications for projects that had been on hold that require changes to existing draft agreements or amendments to signed agreements. Work on the agreements for these re-activated projects continues as the developers gather and provide supporting document(s).

Measure #8: *Former Measure #8 re inspection results is being replaced with a more comprehensive one. New measure #8 is*, **"Percent of follow-up letters issued within ten (10) business days of project milestone events to include: signed subdivision agreements; design plan approvals; notices to proceed to construction; pre-final, final, and warranty inspections; and notices of completion or rescission.** ***(Private Development Unit)***

During the first quarter of 2011, no pre-final, final, or warranty inspections were requested, as construction was under winter shutdown. Measure #8 is being revised. New measure is focused on follow-up letters issued within 10 days of milestone events.

Beginning with April of 2011, the following data will be reported:

Percent of Follow-Up Letters Issued within 10 Days of Milestone Events

Subdivision Agreement Milestone Event	Q2 2011			Q3 2011			Q4 2011		
	Total #	# within 10 days	Percent in 10 days	Total #	# within 10 days	Percent in 10 days	Total #	# within 10 days	Percent in 10 days
Signed Subdivision Agreements									
Design Plan Approvals									
Notices to Proceed to Construction									
Pre-Final Inspections									
Final Inspections									
Warranty Inspections									
Notices of Completion									
Notices of Rescission									

Measure # New: Percent of Private Development comments submitted to Current Planning Section on or prior to comment due date for pending zoning and platting cases. *(Private Development Section)*

Percent of Private Development Comments on Pending Zoning & Platting Cases Submitted on or Prior to Due Date (new measure – reporting begins April 2011)

2011	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
% of Comments Submitted by Due Date												
# of Cases Reviewed												
# of Staff												

Measure #9: Percent of review responses provided to a development team within 15 business days of a developer's submittal *(Private Development Unit)*

Percent of Review Responses Provided Within Fifteen Business Days			
Q1 2011	Q2 2011	Q3 2011	Q4 2011
64%			

Private Development's plan review engineer position was vacant the entire 1st quarter of 2011. A new engineer filled the position beginning on April 4, 2011.

Measure #10: Percent of Certificate of On-Site Approval applications reviewed within 3 business days *(On-Site Water & Wastewater Unit)*

Percent of Certificate of On-Site Acceptance Applications Reviewed w/ 3 Business Days			
During 2009, 77% of all reviews were completed the same day as requested.			
For 2010 the quarterly percentages are as follows:			
Q1 2010	Q2 2010	Q3 2010	Q4 2010
97%	Not available	Not available	63%
Q1 2011	Q2 2011	Q3 2011	Q4 2011
86%			
3 staff			
94			

Measure #11: Percent of bottom-of-hole construction inspections performed prior to system installations *(On-Site Water and Wastewater Unit)*

Municipal code requires the Municipality of Anchorage or a licensed engineer inspect and approve the excavation prior to installation of a septic system. Code provides for a two hour notification to the Municipality before any inspections occur, so the Municipality may send its own staff to observe even if a private engineer is hired to do an inspection. The following performance measure tracks how often municipal staff inspects the bottom-of-the-hole excavation prior to system installation.

Percent of Bottom-of-Hole Inspections Performed Prior to System Installation			
Q1 2011	**Q2 2011**	**Q3 2011**	**Q4 2011**
__ %	__ %	__ %	__ %
__ staff	__ staff	__ staff	__ staff
__ inspected	__ inspected	__ inspected	__ inspected
__ requested	__ requested	__ requested	__ requested

Melissa says that there should be a Hansen report to run to calculate these stats before end of June.

Measure #12: Percent of inspection report reviews completed within 3 business days *(On-Site Water and Wastewater Unit)*

Melissa says that there should be a Hansen report to run to calculate these stats before end of June.

Percent of Inspection Report Reviews Completed within 3 Business Days			
During 2009, 54% of inspection report reviews were completed within 3 business days.			
Q1 2010	**Q2 2010**	**Q3 2010**	**Q4 2010**
49% in 3 days	*Data not available for subsequent quarters due to change from PAS to Hansen systems.*		
Q1 2011	**Q2 2011**	**Q3 2011**	**Q4 2011**
__% in 3 days	__% in 3 days	__% in 3 days	__% in 3 days
_% in 10 days	_% in 10 days	_% in 10 days	_% in 10 days
__ staff	__ staff	__ staff	__ staff
__ reviews	__ reviews	__ reviews	__ reviews

Measure # NEW: Percent of on-site permit application reviews completed within 3 business days *(On-Site Water and Wastewater Unit)*

Percent of On-Site Permit Application Reviews Completed within 3 Business Days			
			Q4 2010
			47% in 3 days
Q1 2011	**Q2 2011**	**Q3 2011**	**Q4 2011**
88% in 3 days			
_% in 10 days			
3 staff			
26 reviews			

Land Use Permitting & Enforcement Section
Development Services Division
Community Development Department

Anchorage: Performance. Value. Results.

Purpose

Protect the travelling public and improve the quality, useful life, and safety of the public rights-of-way within the Municipality of Anchorage.

Improve quality of life and ensure compatible land uses through effective zoning review and enforcement of Title 21, Land Use Regulations.

Provide assistance to general public and development community through review of facility licenses, administrative land use permits, and business development proposals and assign and maintain unique addressing and street names to ensure conformance with Anchorage's land use regulations.

Direct Services

- Inspect construction projects within municipal rights-of-way;
- Review plans and issue right-of-way permits on a timely basis;
- Investigate and resolve complaints regarding illegal usage of rights-of-way.
- Enforce Title 21, the Land Use Code;
- Perform final zoning inspections of completed construction projects;
- Conduct land use reviews (at request of property owner, developer, mortgage lender, etc.) to determine a parcel's zoning status, conformity with other land use regulations, and/or eligibility for grandfather rights;
- Issue administrative land use permits for bed and breakfast establishments, antenna towers and attachments, snow disposal sites, adult entertainment establishments, and premises where minors are not allowed;
- Review and inspect day care centers, animal facilities (such as kennels), and businesses selling alcoholic beverages for compliance with municipal land use regulations when those businesses seek new licenses or renewals; and
- Assign addresses to new construction and work to eliminate duplicate street names.

Accomplishment Goals

- Protect the travelling public and the municipal rights of way, the largest single asset of the Municipality of Anchorage at +$10 billion;
- Respond to land use code complaints within established timeframes;
- Complete final zoning inspections same day as requested;
- Provide timely and accurate services for:
    - Land use reviews/determinations;
    - Administrative land use permits;
    - Business facility reviews and inspections;
    - Assignment of new addresses; and
    - Maintenance of GIS map data layers for roads and addresses; and
- Continue to make progress eliminating duplicate street names to ensure the uniqueness of each address, thereby improving E911 response times.

Performance Measures

Progress in achieving goals will be measured by:

Measure #13: Percent of inspections of permitted construction completed the same day to ensure installation compliance with MOA standards and specifications. *(Right-of-Way Unit)*

Measure used to track percent completed within 2 working days. Started tracking percent completed same day beginning with Q2 2011.

Old Measure: Percent of Inspections Completed within 2 Working Days in 2011			
	Requested	**Accomplished**	**Percent**
Jan	5	5	100%
Feb	7	7	100%
Mar	13	13	100%

New Measure: Percent of Inspections Completed Same Days as Requested in 2011				
	# of ROW Officers	Requested	Accomplished	Percent
Apr				
May				
Jun				
Jul				
Aug				
Sep				
Oct				
Nov				
Dec				

Measure #14: Percent of all complaints of illegal uses within the right-of-ways inspected within one working day of receipt. *(Right-of-Way Unit)*

Measure used to track percent completed within 2 working days. Started tracking percent completed same day beginning with Q2 2011.

Old Measure: Percent of Illegal ROW Usage Complaints Investigated within 48 Hours

	2007	**2008**	**2009**	**2010**	**2011**
Jan	100%	100%	100%	100%	100%
Feb	100%	100%	100%	100%	96%
Mar	100%	100%	100%	100%	100%
Apr	100%	100%	100%	100%	See new measure below for remaining months of 2011
May	100%	100%	100%	100%	
Jun	100%	100%	100%	100%	
Jul	100%	100%	100%	100%	
Aug	100%	100%	100%	100%	
Sep	100%	100%	100%	100%	
Oct	100%	100%	100%	100%	
Nov	100%	100%	100%	100%	
Dec	100%	100%	100%	100%	

New Measure: Percent of Illegal ROW Usage Complaints Investigated within One Working Day

Month	# of ROW Officers	Number of Complaints	Number Investigated within 1 Working Day	Percent Investigated within 1 Working Day	# Found to be no Violation	Cases w Violations Closed this Quarter *(new cases)*	Cases w Violations Closed this Qtr *(pre-existing cases)*
Apr							
May							
Jun							
Jul							
Aug							
Sep							
Oct							
Nov							
Dec							

Measure #New: Percent of Right-of-Way comments submitted to Private Development Section on or prior to comment due date for draft subdivision agreements. *(Right-of-Way Unit)*

Percent of Right-of-Way Comments on Draft Subdivision Agreements Submitted on or Prior to Due Date (new measure – reporting begins April 2011)

2011	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
% of Comments Submitted by Due Date												
# of Cases Reviewed												
# of Staff												

Measure #15: Percent of land use enforcement complaints that are inspected within one working day of receipt. *(Land Use Enforcement Unit)*

Old Measure: Percent of Code Enforcement Complaints Responded to Within Established Timeframes

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2007	73%	88%	88%	87%	96%	97%	95%	97%	97%	100%	100%	100%
2008	100%	98%	95%	100%	85%	91%	98%	96%	94%	100%	100%	100%
2009	100%	100%	100%	84%	93%	95%	96%	100%	100%	100%	100%	100%
2010	100%	100%	100%	96%	99%	93%	100%	100%	100%	100%	100%	100%
2011	100%	96%	94%	See remaining months of 2011 in the next table								

New Measure: Percent of Code Enforcement Complaints Inspected within One Working Day of Receipt

Month	Number of Officers	Number of Complaints	Number Investigated within 1 Working Days	Number Found w/ Violation	Number Found w/ no violation	Cases w Violations Closed this Quarter *(new cases)*	Cases w Violations Closed this Qtr *(pre-existing cases)*
Apr							
May							
Jun							
Jul							
Aug							
Sep							
Oct							
Nov							
Dec							

Measure #16: Percent of final zoning inspections completed same day as requested *(Land Use Enforcement Unit)*

Percent of Final Zoning Inspections Completed Same Day as Requested

	2008	2009	2010	2011
Jan	100.0%	92.3%	100.0%	100.0%
Feb	100.0%	90.0%	100.0%	88.9%
Mar	100.0%	85.1%	100.0%	100.0%
Apr	100.0%	70.1%	100.0%	See data for remaining months of 2011 in next table
May	92.6%	97.9%	97.1%	
June	80.6%	90.3%	95.1%	
Jul	95.2%	100.0%	96.3%	
Aug	97.2%	98.8%	94.9%	
Sep	98.8%	98.5%	100.0%	
Oct	100.0%	96.2%	100.0%	
Nov	90.0%	100.0%	100.0%	
Dec	100.0%	100.0%	100.0%	

Percent of Final Zoning Inspections
Completed Same Day as Requested with Additional Data

Percent of Final Zoning Inspections Completed Same Day as Requested				
	Q1 2011	**Q2 2011**	**Q3 2011**	**Q4 2011**
# Requested this quarter	47			
# Inspected same day	45			
Percent done same day	96%			
# of officers	7*	8 officers		

*****Vacant position was not filled until April of 2011.

Measure #17: Average number of business days to complete initial reviews of land use determinations *(Land Use Review & Addressing Unit)*

Old Measure: Average Number of Days to Complete a Land Use Determination

2010	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Average # of Days to Complete	24	11	18	14	17	21	26	23	16	14	26	8
2011	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Average # of Days to Complete	29	35	11	See next table for data for remaining 2011 months								

New measure tracks average number of business days to complete the initial review of a land use determination.

New Measure: Average Number of Business Days to Complete Initial Reviews of Land Use Determinations

2011		**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Average # of Days to Complete										
Total # Completed										
# of Staff										

Measure #18: **Average number of days to complete initial reviews of administrative land use permits.** ***(Land Use Review & Addressing Unit)***

Average Number of Days to Complete Initial Reviews of Administrative Land Use Permits

2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average # of Days	9	15	15	18	92	13	53	0	19	10	9	3
2011	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Average # of Days	8	22	13									
Total # Completed	3	2	2									
# of Staff	3	3	3									

Measure #19: **Average number of days between request and completion of initial field inspections for kennel, child care, and liquor license reviews.** ***(Land Use Review & Addressing Unit)***

Average Number of Days to Complete Initial Inspections for Facility License Reviews

2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average # of Days	24	15	21	19	33	25	40	6	5	15	12	14
2011	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Average # of Days	6	29	26									
Total # Completed	5	12	22									
# of Staff	3	3	3									

Measure #20: Percent of new construction addresses assigned within 3 business days of application. *(Land Use Review & Addressing Unit)*

Percent of New Construction Addresses Assigned within 3 Business Days

2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
% within 3 days						70%	70%	70%	88%	89%	100%	100%
2011	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
% within 3 days	42%	48%	74%									
# of Addresses this Month	47	37	67									
# of Staff*	1	1	1									

Note: *Addressing staff was reduced in 2009 from 3 to 2 positions. The lead addressing position became vacant on November 30, 2010, and remained vacant through the first quarter of 2011. Thus, only one person has been covering all addressing needs during the first three months of 2011. Assigning addresses to new construction is important, but it is a lower priority than keeping GIS layers updated so that police and fire emergency responders have up-to-date addressing information.

Measure #21: Percent of address and street GIS layer updates completed weekly or within one business day if requested by Police or Fire departments. *(Land Use Review & Addressing Unit)*

Percent of Address and Street GIS Layers Updated On-Time

2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
% of address & street layers updated weekly						100%	100%	77%	100%	100%	100%	100%
2011	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
% of address & street layers updated weekly	100%	100%	100%									
% of updates completed in 1 business day if Police/Fire request	100%	100%	100%									
# of Staff	1	1	1									

Measure #22: Number of duplicate or otherwise problematic street name cases prepared for consideration and action by Mayor and Assembly *(Land Use Review & Addressing Unit)*

2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Cases Prepared	1	0	1	2	2	0	0	0	1	0	0	1
# of Staff	2	2	2	2	1	1	1	1	2	2	2	1
2011	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Cases Prepared	3	1	1									
# of Staff	1	1	1									

Note: Some duplicate street name cases may be more time-intensive than others due to level of controversy or number of residents involved (long streets.)

Measure #New: Percent of Land Use Review comments submitted to Current Planning Section on or prior to comment due date for pending zoning and platting cases. *(Land Use Review & Addressing Unit)*

Percent of Land Use Review Comments on Pending Zoning & Platting Cases Submitted on or Prior to Due Date (new measure – reporting begins April 2011)

2011	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
% of Comments Submitted by Due Date												
# of Cases Reviewed												
# of Staff												

Measure #New: Percent of Land Use Review comments submitted to Private Development Section on or prior to comment due date for draft subdivision agreements. *(Land Use Review & Addressing Unit)*

Percent of Land Use Review Comments on Draft Subdivision Agreements Submitted on or Prior to Due Date (new measure – reporting begins April 2011)

2011	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
% of Comments Submitted by Due Date												
# of Cases Reviewed												
# of Staff												

Long-Range Planning Section
Planning Division
Community Development Department

Anchorage: Performance. Value. Results.

Purpose

Provide professional and technical expertise that sets forth goals, policies and objectives governing growth and future development within the Municipality of Anchorage.

Direct Services

- Prepare land use and development plans for municipal adoption that: accommodate and foster growth and high quality of life; emphasize "northern city" design; coordinate public and private resources to ensure efficient development and delivery of public services; assess infrastructure needs; and ensure the protection of natural resources.

- Implement adopted land use plans by writing ordinances that amend land use code and coordinating planning programs with other government agencies and the private sector.

Accomplishment Goals

- Create a tracking system to monitor improvement in the implementation of existing plans.
- Strive to keep the preparation of new plans and studies within targeted timelines.

Performance Measure

Progress in achieving goals will be measured by:

Measure #23: Percent complete of an inventory of implementation actions and an implementation tracking system for adopted plans.

Accomplishment Goal Supported

Create a tracking system to monitor improvement in the implementation of existing plans that have been adopted by the Assembly.

Measure Reporting

Status of implementation steps for the following six recent major plans are being tracked annually.

Plan	Comments
Anchorage 2020: Anchorage Bowl Comprehensive Plan	An inventory tracking system has been developed to monitor progress. Staff is working to contact various agencies for status of implementation actions.
Anchorage Downtown Comprehensive Plan	Inventory/tracking system is complete. Staff is continuing to contact and collect information from all agencies (other municipal departments, state and local agencies, as well as private organizations) to ascertain current status (completed, in progress, or not started) for each implementation action in the plan.

Chugiak-Eagle River Comprehensive Plan Update	**Complete for 2011.** See Chugiak-Eagle River Comprehensive Plan Update Status Report (click here to read report) to see each implementation action for this plan and its status as being completed, in progress, or not started.
Girdwood Area Plan	**Complete for 2011.** See Girdwood Area Plan Status Report (click here to read report) to see each implementation action for this plan and its status as being completed, in progress, or not started.
Hillside District Plan	Inventory/tracking system is complete. Staff is continuing to contact and collect information from all agencies (other municipal departments, state and local agencies, as well as private organizations) to ascertain current status (completed, in progress, or not started) for each implementation action in the plan.
Turnagain Arm Comprehensive Plan	**Complete for 2011.** See Turnagain Arm Comprehensive Plan Status Report (click here to read report) to see each implementation action for this plan and its status as being completed, in progress, or not started.

Measure #31: (Moved from Elsewhere in Document – this Measure will be Re-Numbered) Implement Project Management System to Improve Completion of Plans & Studies On-Schedule

The division will track and compare actual progress completing long range plans and studies in 2011 to scheduled completion dates on a monthly basis to highlight which projects are ahead of schedule, on schedule, or behind schedule – and why.

The plans and studies to be tracked in 2011 are the following:

- Government Hill Plan
- Historic Preservation Plan for Downtown, South Addition, Fairview, and Government Hill Community Council Areas
- Title 21 Rewrite
- Anchorage Bowl Land Use Plan Map
- Commercial Lands Study
- West Anchorage District Plan
- Wetlands Management Plan Update
- Anchorage Comprehensive Economic Development Strategy 2011 Update

Major milestone tasks and projected completion dates are tracked in following table:

Measure #31: Improve Project Management by Tracking Number of Days Elapsed Between Target and Actual Completion Dates for Long Range Planning Studies

Task	Target Date	Actual Date	Days Early	On-Time	Days Late
Wetlands Management Plan Update					
Public Meeting (1)	Jul-Sep 2011				
Public Review Draft Released	Jul 2011				
Public Hearing Draft Released	Aug 2011				
Planning & Zoning Commission Review	Sep 2011				
Anchorage Assembly Review	Oct 2011				
Comments: Public meeting part is being handled via briefing papers being sent to Community Councils.					
Anchorage Comprehensive Economic Development Strategy 2011 Update					
Analysis and distribution of survey to agencies	5/30/11			Yes	
Agency review completed	4/30/11			Yes	
Analysis of survey results received	5/30/11			Yes	
Draft report completed	6/10/11	6/06/11	5		
Final report completed and sent to US Department of Commerce for 6/30/11 deadline	6/24/11				
Comments:					
Heritage Land Bank Wetlands Inventory Plan					
1st Public Meeting about Project					
Public Review Draft Released					
2nd Public Meeting					
Public Hearing Draft Released					
Planning & Zoning Commission Review					
Anchorage Assembly Review					
Comments:					

Measure # New: Percent of Long Range Planning comments submitted to Current Planning Section on or prior to comment due date for pending zoning and platting cases.

Percent of Long Range Planning Comments on Pending Zoning & Platting Cases Submitted on or Prior to Due Date (new measure – reporting begins April 2011)

2011	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
% of Comments Submitted by Due Date				75%	100%	83%						
# of Cases Reviewed				8	3	12						
# of Staff				3	4	4						

Measure # New: Percent of Long Range Planning comments submitted to Private Development Section on or prior to comment due date for pending subdivision agreements.

Percent of Long Range Planning Comments on Pending Subdivision Agreements Submitted on or Prior to Due Date (new measure – reporting begins April 2011)

2011	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
% of Comments Submitted by Due Date				0	0	100%						
# of Cases Reviewed				0	0	1						
# of Staff				1	1	1						

Current Planning Section
Planning Division
Community Development Department

Anchorage: Performance. Value. Results.

Purpose

Facilitate land use development in accordance with Anchorage's zoning and subdivision regulations.

Direct Services

- Respond to public inquiries regarding land use development regulations and how regulations apply to given situations.
- Provide public processes for property owners to seek exceptions to (variances, grandfather rights, rezonings, etc.), or accommodation under (conditional uses, plat notes, etc.) Anchorage's zoning or platting regulations.

Accomplishment Goals

- Provide timely, clear, and accurate information about zoning and platting cases to the general public and to the citizens serving on Anchorage's four land use regulatory boards: Planning and Zoning Commission, Platting Board, Zoning Board of Examiners and Appeals, and Urban Design Commission.
- Examine and track the level of tax subsidy for the processing of zoning and platting cases.

Performance Measures

Progress in achieving goals will be measured by:

Measure #24: Percent of board and commission members that ranks quality and timeliness of zoning and platting case information provided by Planning's staff as good or excellent.

Staff distributed its first annual survey to board and commission members in March. Surveys are in the process of being returned.

Measure #25: Percent of zoning and platting cases this quarter processed free of staff errors (all case types—public hearing, non-public hearing, administrative, etc.)

Percent of Zoning & Platting Cases Processed Free of Staff Errors			
Q1 2011	Q2 2011	Q3 2011	Q4 2011
98.1%			

Staff errors include items such as incorrect or missing information in a legal advertisement, not posting a legal notice on time, or other administrative issue that causes a hearing date or administrative case decision to be delayed.

Measure #26: **Average number of days to process zoning and platting public hearing cases.**

Average Number of Days to Process a Case*			
Q1 2010	**Q2 2010**	**Q3 2010**	**Q4 2010**
77	61	69	61
Q1 2011	**Q2 2011**	**Q3 2011**	**Q4 2011**
55			

*Averages are based on case durations from application to hearing for all case types except cases to the Urban Design Commission are excluded since cases are heard twice (not once) by the UDC. Cases going to the Assembly for hearing are also excluded since calendaring for the Assembly's agendas is outside of the department's control. Also, cases with durations greater than a year are generally due to petitioner-requested extensions and are excluded as are a small number of cases that appear to have data entry errors.

Measure #27: **Average cost, fee revenue, and tax subsidy per case processed.**

Year	2010	2009	2008	2007	2006	2005
Average direct cost per case	4,852	5,033	5,011	4,118	3,727	3,201
Average revenue per case	2,918	2,243	3,040	2,665	3,043	2,361
Tax subsidy	1,934	2,790	1,971	1,453	684	841

Annual figures are the most reliable ones. The following breaks down figures by quarter,, but direct costs and revenues are cumulative (2nd quarter includes figures for 1st quarter.) Given that revenues and expenditures are not evenly spread over all days of the year, the annual summary figures are more informative than the quarterly figures.)

Cumulative Figures by Quarter for 2010				
	Q1	**Q2**	**Q3**	**Q4**
Average direct cost per case	4,664	4,572	4,626	4,852
Average revenue per case	3,065	3,105	2,802	2,918
Tax subsidy	1,600	1,467	1,824	1,934

Cumulative Figures by Quarter for 2011				
	Q1	**Q2**	**Q3**	**Q4**
Average direct cost per case	5,217			
Average revenue per case	2,855			
Tax subsidy	2,362			

Transportation Planning Section
Planning Division
Community Development Department

Anchorage: Performance. Value. Results.

Purpose

Develop and implement a multi-modal transportation system.

Direct Services

- Anchorage Metropolitan Area Transportation Solutions (AMATS) supervision and coordination to direct the use of transportation resources.
- Short and long range transportation plan development for the MOA to facilitate planned growth of transportation systems.
- Transportation Improvement Program (TIP) annual funding coordination for the development of a transportation infrastructure.
- Preparation and review of design and land use plans relating to traffic issues.

Accomplishment Goals

- Comment on 80 percent of platting cases within 10 days of receipt
- Maximize the full amount of federal grant funding available in the Unified Planning Work Program (UPWP) for task completion

Performance Measures

Progress in achieving goals shall be measured by:

Measure #28: Percent of Transportation Planning Section's comments submitted to Current Planning Section on or prior to due date for pending platting and zoning cases.

Measure	Q4 2010	Q1 2011
# of Cases Received	29	**34**
# Commented on within 10 days	9	**16**
% Commented on within 10 days	31%	47%
% Commented on by Deadline	65%	80%

Measure #29: Number of Days Elapsed Between Target and Actual Dates for Milestones in Completing the Anchorage Metropolitan Transportation 2035 Plan

Task	Target Date	Actual Date	Days Early	On-Time	Days Late
Public Review Draft Released	8/29/11				
2nd Public Meeting about Plan	8/22/11				
Public Hearing Draft Released	10/24/11				
Planning & Zoning Commission Review	12/12/11				
Anchorage Assembly Review	2/28/12				
Review by Federal Highways Administration	4/24/12				
Comments:					

Administration Division
Community Development Department

Anchorage: Performance. Value. Results.

Purpose

Provide leadership and coordination for overall operation of the Community Development Department.

Direct Services

- Guide the Community Development Department, providing leadership, direction, and oversight for the department's staff and operations.
- Provide full array of administrative services such as: preparing and implementing budgets; tracking revenues; handling grant accounting; managing records and assets; preparing payroll; assisting managers with human resource needs and recruitments; paying invoices; ordering supplies and equipment repairs; preparing journal entries and other accounting records; tracking department's vehicles; coordinating software, hardware, and phone and computer moves; writing requests for proposal, contracts, and amendments; and handling special projects and management initiatives for the director.

Accomplishment Goals

- Provide more training for the department's managers about municipal policies and procedures.

Performance Measures

Progress in achieving goals will be measured by:

Measure #32: Conduct training sessions for department's managers about municipal policies and procedures.

Starting in January of 2011, the division will start preparing and conducting training sessions for the department's managers to improve knowledge about municipal policies and procedures in various areas such as payroll, purchasing and contracting, and budgeting.

For the first quarter of 2011, the division held a training class with planning division managers about contracting (preparing requests for proposals, different types of contracts, monitoring and staying in regular communication with the contractor, etc.) The division also held a training class with development services division managers about leave policies covering a wide array of topics such as leave without pay, jury leave, funeral leave, administrative leave, leave donations, family medical leave, mandatory rest breaks, etc.

Trainings to be Conducted during Remainder of 2011
Q2 2011
Budgets: how to administer, monitor, and plan ahead
Q3 2011
Refunds: municipal requirements for documenting and issuing refunds
Purchasing: different methods/requirements – depending on what you need to acquire
Q4 2011
Using Municipal Intranet Effectively: how to find information/forms

Performance Measure Methodology Sheet

Community Development Department

Measure #1: Community sentiment about land use planning progress

Type

Effectiveness

Accomplishment Goal Supported

Assess community sentiment about municipal progress in using land use planning to: strengthen the area's economy, businesses, downtown core, and neighborhoods; augment Anchorage's standing as a premier winter city; and improve recreational opportunities.

Definition

Municipal charter and state law require the Municipality of Anchorage to do comprehensive land use planning. Land use planning is a tool that helps communities to achieve community goals. For example, a few examples of comprehensive planning goals for Anchorage are affordable, quality housing, a transportation system that moves people and goods safely and efficiently, and a network of open spaces throughout the community. This performance measure involves surveying community councils to see if they feel that Anchorage is making progress towards achieving its land use goals.

Data Collection Method

The Community Development Department will distribute surveys to Anchorage's 38 community councils.

Frequency

Community Development Department will distribute the surveys annually, at the beginning of February and ask each council to return its survey by the end of March.

Measured By

Department's administrative staff will collect the completed surveys, analyze, and tabulate the results.

Reporting

Community Development will present and release survey results by May 1st of each year and post results on the department's website.

Used By

The Community Development Director and the Municipal Manager will use survey results to assess community sentiment as to whether the Municipality is using land use planning tools effectively (*zoning, platting, land use code, comprehensive plans, etc.)* to achieve the community's land use goals.

Performance Measure Methodology Sheet

Community Development Department

Measure #2: Percent complete – Users' Guide for New Title 21 Land Use Code

Type

Effectiveness

Accomplishment Goal Supported

Improve citizens' and businesses' understanding about the Municipality of Anchorage's new (rewritten) Title 21 Land Use Code and about how the new code differs from the old one.

Definition

The Anchorage Assembly is expected to adopt the rewritten land use code during 2010. The Community Development Department will need to inform citizens, businesses, and other municipal departments about how to use the new code. Critical to that effort will be the development of a users' guidebook for the new code. Development of the guide is a key project for the department in 2010/2011, and this measure will track completion of the guide with 0% as the beginning and 100% as full completion.

Data Collection Method

The Long Range Planning Division has identified a list of topics to be covered in the new guidebook. The supervisor for Long Range Planning will track staff's progress drafting chapters and illustrations for the new guidebook to cover and address all identified topics.

Frequency

Long Range Planning Section Manager will assess the completion level of the new guidebook at the end of each month.

Measured By

Long Range Planning Section Manager will track topics to be included in an Excel spreadsheet and note the date that work on each topic is completed.

Reporting

Long Range Planning Section Manager will send the department's administrative staff the completion percentage for the users' guide at the end of each month for inclusion in the department's regular performance measure reports.

Used By

The department director will use the information to monitor progress on the new users' guide and will also report the information to the Municipal Manager.

Performance Measure Methodology Sheet

Community Development Department

Measure #3: Percent of customers completing service surveys that rank accuracy and clarity of information provided by the department's staff as good or excellent.

Type

Effectiveness

Accomplishment Goal Supported

Strive to provide timely and accurate information and services for the department's customers.

Definition

Community Development works with customers at a number of public counters (planning, building permits, right-of-way permits, on-site water and wastewater, and zoning plan review.) This performance measure will require staff at the cashiering station to provide a customer service survey to every tenth customer (to make the sample more random and less self-selected.)

Data Collection Method

There will be a locked box for customers to place completed surveys. The department's administrative staff will collect and compile the survey results.

Frequency

Monthly

Measured By

Department's administrative staff will collect the completed surveys, analyze, and tabulate the results.

Reporting

Community Development will incorporate survey results into its regular performance measures reports.

Used By

The Community Development Director and Municipal Manager will use survey results to assess customer service satisfaction and to work with staff on any changes that may be needed.

Performance Measure Methodology Sheet

Building Safety Section
Development Services Division
Community Development Department

Measure #4: Average number of minutes for first customer contact. *(Permitting Management Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Continue to provide excellent customer service by providing prompt and efficient permit processing, timely plan reviews, and same-day as requested construction inspections.

Definition

Measures the efficiency of the permit management process by focusing on prompt, efficient customer service

Data Collection Method

Data is collected by logging in the time each customer enters the processing area and stopping it with the first customer contact by a permit technician.

Frequency

The data is collected continuously, compiled weekly and analyzed weekly and monthly.

Measured By

The permit technicians will maintain a continuous log of customers served using the measurement criteria. They will compile customer service information at the end of each day and week and store the data in an Excel spreadsheet. The permit management supervisor will compile and analyze the statistics weekly and monthly.

Reporting

The permit management supervisor will create and maintain a weekly and monthly report in Excel from the data received from the permit technicians. The information will be displayed numerically and graphically.

Used By

The permit management supervisor and engineering services manager will use the information to gain a clear understanding if customer service standards are effective. The report will be presented to the deputy director and director at staff meetings and the public via the municipal website.

Performance Measure Methodology Sheet

Building Safety Section
Development Services Division
Community Development Department

Measure #5: Percent of first-time residential plan reviews completed within four business days. *(Plan Review Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Continue to provide excellent customer service by providing prompt and efficient permit processing, timely plan reviews, and same-day as requested construction inspections.

Definition

Measures the efficiency of the permit management process by focusing on fluctuations in the time of completing initial residential plan review

Data Collection Method

Data is collected automatically by the permit processing software by logging in the time each construction plan is routed for review and stopping it when the review is completed.

Frequency

The data is collected continuously, compiled weekly and analyzed weekly and monthly.

Measured By

The permit technicians and plan reviewers will enter accurate data into the permit processing system. The permit processing software is programmed to maintain and compile data of when the plans were routed and reviewed using measurement criteria. The engineering services manager will compile and analyze the statistics weekly and monthly.

Reporting

The engineering services manager will analyze the collected data weekly and monthly. The information will be displayed numerically and graphically.

Used By

The permit management supervisor and engineering services manager will use the information to gain a clear understanding if service is being delivered to established standards. The report will be presented to the deputy director and director at staff meetings and the public via the municipal website.

Performance Measure Methodology Sheet

Building Safety Section
Development Services Division
Community Development Department

Measure #NEW: Percent of Plan Review Unit's comments submitted to Current Planning Section on or prior to comment due date for pending platting and zoning cases. *(Plan Review Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Ensure that Current Planning Section receives timely case comments so that zoning and platting case reports are prepared on-time.

Definition

This measure tracks the percent of review comments for pending zoning and platting cases that are prepared by Plan Review Unit on or prior to the comment due deadline set by the Current Planning Section.

Data Collection Method

The Plan Review Engineering Manager will keep a log of cases received for comment in an Excel spreadsheet, logging date received, comment due date, and date that comments are submitted to Current Planning Section.

Frequency

This measure will be updated at the end of each calendar quarter.

Measured By

The Plan Review Engineering Manager

Reporting

The Community Development Department will incorporate results into its performance measure reports.

Used By

The Plan Review Engineering Manager, Community Development Director, and Current Planning Section Manager will monitor this performance measure to assess how timely case comments are being provided to planners working on zoning and platting case reports.

Performance Measure Methodology Sheet

Building Safety Section
Development Services Division
Community Development Department

Measure #6: Percent of construction inspections completed same day as requested. *(Building Inspection Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Continue to provide excellent customer service by providing prompt and efficient permit processing, timely plan reviews, and same-day as requested construction inspections.

Definition

Measures the efficiency of service delivery of inspections by analyzing the ratio of inspections performed the same day as requested.

Data Collection Method

The calculation is performed by dividing number of inspections performed the same day as requested by the number of requested inspections and is expressed as a percentile.

Frequency

The data is collected continuously, compiled weekly and analyzed weekly and monthly.

Measured By

Initial data is collected automatically by proprietary software and downloaded via a paper system into an inspection report. Each inspector manually enters the inspection request prior to leaving for the day's work and then enters the inspection results upon return. The data will be evaluated by comparing the number of inspections performed by the number of inspections requested for that time period, expressed in a percentile. *Note: Upon implementation of Hansen software in fall 2010 this will be an automated, "real time," process saving thousands of dollars via employee time saved.

Reporting

The chief of inspections will analyze the collected data weekly and monthly. The information will be displayed numerically and graphically.

Used By

The chief of inspections and deputy director will use the information to gain a clear understanding if service is being delivered to established standards. The report will be presented to the director at staff meetings and the public via the municipal website.

Performance Measure Methodology Sheet

Building Safety Section
Development Services Division
Community Development Department

Measure #New: Percent of Life Safety Building Code Complaints Investigated within One Business Day and Percent of All Code Abatement Service Requests Initially Investigated Same Week as Received. *(Code Abatement Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Protect the public by enforcing the building code by investigating code abatement service requests about structures that are unsafe or otherwise non-compliant with the building code and construction occurring without proper permits.

Definition

Tracks the number of code abatement service requests received each quarter.

Data Collection Method

Each code abatement service request is entered into the Hansen code compliance module and resolution of each request is recorded.

Frequency

The data is collected continuously.

Measured By

Running a report in the Hansen database to calculate the number of code abatement requests processed each quarter.

Reporting

The Chief of Inspections will analyze the collected data weekly and monthly.

Used By

The Chief of Inspections and Deputy Director will use the information to gain a clear understanding if service is being delivered to established standards. The report will be presented to the director at staff meetings and the public via the municipal website.

Performance Measure Methodology Sheet

Private Development Section
Development Services Division
Community Development Department

Measure #7: Percent of draft agreements initiated within 10 business days of receiving applications, requisite supporting documents, and deposits. *(Private Development Section)*

Type

Effectiveness

Accomplishment Goal Supported

Manage the private development process effectively and efficiently.

Definition

Measures the effectiveness and efficiency of the private development process by focusing on fluctuations in the time to receive all required information, supporting documentation, and deposits to draft a development agreement.

Data Collection Method

Data is collected manually and entered into an Excel spreadsheet by logging in the date a complete agreement and application deposit and the time by which a draft agreement is initiated.

Frequency

The data is collected continuously, compiled weekly and analyzed weekly and monthly.

Measured By

The reviewers will enter accurate data into the Excel spreadsheet and will maintain and compile data of when each agreement (to include requisite supporting documents and deposits) are received. The private development manager will compile and analyze the statistics weekly and monthly.

Reporting

The private development manager will analyze the collected data weekly and monthly. The information will be displayed numerically and graphically.

Used By

The private development manager and deputy director will use the information to gain a clear understanding if service is being delivered to established standards. The report will be presented to the deputy director and director at staff meetings and the public via the municipal website.

Performance Measure Methodology Sheet

Private Development Section
Development Services Division
Community Development Department

Measure #8: Percent of follow-up letters issued within ten (10) business days of project milestone events to include: signed subdivision agreements; design plan approvals; notices to proceed to construction; pre-final, final, and warranty inspections; and notices of completion or rescission. *(Private Development Section)*

Type

Effectiveness

Accomplishment Goal Supported

Manage the private development process effectively and efficiently.

Definition

Measures the effectiveness and efficiency of the private development process by providing event and inspection results to developers operating under private development agreements.

Data Collection Method

Data is collected manually and entered into an Excel spreadsheet by logging in the date of each event or inspection and the date that results are conveyed to the developer.

Frequency

The data is collected continuously, compiled weekly and analyzed weekly and monthly.

Measured By

Private development staff will enter accurate data into the Excel spreadsheet and will maintain and compile data of when events and inspections are conducted and results forwarded using the measurement criteria. The private development manager will compile and analyze the statistics weekly and monthly.

Reporting

The private development manager will analyze the collected data weekly and monthly. The information will be displayed numerically and graphically.

Used By

The private development manager and deputy director will use the information to gain a clear understanding if service is being delivered to established standards. The report will be presented to the deputy director and director at staff meetings and the public via the municipal website.

Performance Measure Methodology Sheet

Private Development Section
Development Services Division
Community Development Department

Measure #NEW: Percent of Private Development Section's comments submitted to Current Planning Section on or prior to comment due date for pending zoning and platting cases. ***(Private Development Section)***

Type

Effectiveness

Accomplishment Goal Supported

Ensure that Current Planning Section receives timely case comments so that zoning and platting case reports are prepared on-time.

Definition

This measure tracks the percent of review comments for pending zoning and platting cases that are prepared by the Private Development Section on or prior to the comment due deadline set by the Current Planning Section.

Data Collection Method

The Private Development Manager keeps a log of cases received for comment in an Excel spreadsheet, logging date received, comment due date, and date that comments are submitted to Current Planning Section.

Frequency

This measure will be updated at the end of each calendar quarter.

Measured By

The Private Development Manager

Reporting

The Community Development Department will incorporate results into its performance measure reports.

Used By

The Private Development Manager, Community Development Director, and Current Planning Manager will monitor this performance measure to assess how timely case comments are being provided to planners working on zoning and platting case reports.

Performance Measure Methodology Sheet

Private Development Section
Development Services Division
Community Development Department

Measure # 9: Percent of review responses provided to a development team within 15 business days of a developer's submittal. ***(Private Development Section)***

Type

Effectiveness

Accomplishment Goal Supported

Manage the private development process effectively and efficiently.

Definition

Measures the effectiveness and efficiency of the private development process by focusing on fluctuations in the time plan submittal comments are reviewed and compiled.

Data Collection Method

Data is collected manually and entered into an Excel spreadsheet by logging in the date a complete plan set and a deposit are received and the time review responses for the submittal are sent to a development team.

Frequency

The data is collected continuously, compiled weekly and analyzed weekly and monthly.

Measured By

Private development staff will enter accurate data into the Excel spreadsheet and will maintain and compile data of when submittals (plans and deposits were routed) and when submittal comments are sent to a development team using the measurement criteria. The private development manager will compile and analyze the statistics weekly and monthly.

Reporting

The private development manager will analyze the collected data weekly and monthly. The information will be displayed numerically and graphically.

Used By

The private development manager and deputy director will use the information to gain a clear understanding if service is being delivered to established standards. The report will be presented to the deputy director and director at staff meetings and the public via the municipal website.

Performance Measure Methodology Sheet

Building Safety Section
Development Services Division
Community Development Department

Measure #10: Percent of Certificate of On-Site Approval applications reviewed within 3 business days. ***(On-Site Water and Wastewater Unit)***

Type

Effectiveness

Accomplishment Goal Supported

Provide on-site water and wastewater permitting, certification, training, and enforcement consistent with goals of protecting public health and environmental quality.

Definition

Measures the effectiveness and efficiency of the on-site process by focusing on fluctuations in the time of completing certificate of on-site approval (COSA) reviews.

Data Collection Method

The calculation is performed by dividing numbers of COSA applications received within a designated time frame and completed within 3 business days, by the number of applications received within the same designated time frame, and is expressed as a percentile.

Frequency

The data is collected continuously, compiled weekly and analyzed weekly and monthly.

Measured By

The plan reviewers will enter accurate data into the permit processing system. The permit processing software is programmed to and will maintain and compile data of when the plans were routed and reviewed using the measurement criteria. The engineering services manager will compile and analyze the statistics weekly and monthly.

Reporting

The engineering services manager will analyze the collected data weekly and monthly. The information will be displayed numerically and graphically.

Used By

The engineering services manager and deputy director will use the information to gain a clear understanding if service is being delivered to established standards. The report will be presented to the director at staff meetings and the public via the municipal website.

Performance Measure Methodology Sheet

Building Safety Section
Development Services Division
Community Development Department

Measure #11: Percent of bottom-of-hole construction inspections performed prior to system installations. *(On-Site Water and Wastewater Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Provide on-site water and wastewater permitting, certification, training, and enforcement consistent with goals of protecting public health and environmental quality.

Definition

Measures the effectiveness and efficiency of the on-site process by focusing on fluctuations in the frequency of inspecting bottom-of-the-hole (excavations) prior to septic system installation.

Data Collection Method

The calculation is performed by dividing numbers of bottom-of-hole inspections completed prior to system installation divided by the total number of bottom-of-hole inspection requested received, and is expressed as a percentile.

Frequency

The data is collected continuously, compiled weekly and analyzed weekly and monthly.

Measured By

On-site staff will enter accurate data into the permit processing system. The permit processing software is programmed to and will maintain and compile data of bottom-of-hole inspections that were completed prior to system installation. The engineering services manager will compile and analyze the statistics weekly and monthly.

Reporting

The engineering services manager will analyze the collected data weekly and monthly. The information will be displayed numerically and graphically.

Used By

The engineering services manager and deputy director will use the information to gain a clear understanding if service is being delivered to established standards. The report will be presented to the director at staff meetings and the public via the municipal website.

Performance Measure Methodology Sheet

Building Safety Section
Development Services Division
Community Development Department

Measure #12: Percent of on-site inspection report reviews completed within 3 business days. *(On-Site Water and Wastewater Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Provide on-site water and wastewater permitting, certification, training, and enforcement consistent with goals of protecting public health and environmental quality.

Definition

Measures the effectiveness and efficiency of the on-site process by focusing on fluctuations in the time of completing inspection report reviews.

Data Collection Method

The calculation is performed by dividing numbers of inspection reports received and completed within a designated time frame by the number of requests received within the same designated time frame, and is expressed as a percentile.

Frequency

The data is collected continuously, compiled weekly and analyzed weekly and monthly.

Measured By

The reviewer will enter accurate data into the permit processing system. The permit processing software is programmed to and will maintain and compile data of when the inspection was requested and the initial inspection performed. The engineering services manager will compile and analyze the statistics weekly and monthly.

Reporting

The engineering services manager will analyze the collected data weekly and monthly. The information will be displayed numerically and graphically.

Used By

The engineering services manager and deputy director will use the information to gain a clear understanding if service is being delivered to established standards. The report will be presented to the director at staff meetings and the public via the municipal website.

Performance Measure Methodology Sheet

Building Safety Section
Development Services Division
Community Development Department

Measure #NEW: Percent of On-Site Permit Application Reviews Completed within 3 Business Days *(On-Site Water and Wastewater Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Provide on-site water and wastewater permitting, certification, training, and enforcement consistent with goals of protecting public health and environmental quality.

Definition

Measures efficiency of the on-site process by tracking the number of permit application reviews within three business days.

Data Collection Method

The calculation by comparing dates for receipt of new applications to dates when permit reviews were completed.

Frequency

The data is collected continuously and updated quarterly.

Measured By

The reviewer will enter accurate data into the permit processing system. The permit processing software is programmed to and will maintain and compile data of when permit application was received and when the review was completed.

Reporting

Community Development will include results in its regular performance measure reports.

Used By

The Engineering Services Manager and Deputy Director will use the information to gain a clear understanding if service is being delivered to established standards. The report will be presented to the Director at staff meetings and the public via the municipal website.

Performance Measure Methodology Sheet

Land Use Permitting & Enforcement Section
Development Services Division
Community Development Department

Measure #13: Percent of permitted construction inspections completed the same day requested to ensure installation compliance with MOA standards and specifications. *(Right-of-Way Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Protect traveling public and municipal rights-of-way as Anchorage's largest single asset valued at more than $10 billion.

Definition

Measures the effectiveness and efficiency of the Right-of-Way Unit by focusing on fluctuations in the frequency of performing construction inspection in the rights-of-way.

Data Collection Method

The calculation is performed by dividing number of inspection requests received and completed within a designated time frame by the number of requests received within the same designated time frame, and is expressed as a percentile.

Frequency

The data is collected continuously, compiled weekly and analyzed weekly and monthly.

Measured By

The right-of-way inspector will enter accurate data into the permit processing system. The permit processing software is programmed to and will maintain and compile data of when the inspection was requested and the initial inspection performed. The lead right of way enforcement officer will compile and analyze the statistics weekly and monthly.

Reporting

The lead right-of-way enforcement officer will analyze the collected data weekly and monthly. The information will be displayed numerically.

Used By

The lead right-of-way enforcement officer and chief of code enforcement will use the information to gain a clear understanding if service is being delivered to established standards. The report will be presented to the director at staff meetings and the public via the municipal website.

Performance Measure Methodology Sheet

Land Use Permitting & Enforcement Section
Development Services Division
Community Development Department

Measure #14: Percent of all complaints of illegal uses within the rights-of-way inspected within one working day of receipt. *(Right-of-Way Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Protect traveling public and municipal rights-of-way as Anchorage's largest single asset valued at more than $10 billion.

Definition

Measures the effectiveness and efficiency of service delivery of inspections by analyzing the ratio of inspections performed compared to the established time lines based on life/safety or impact on the community.

Data Collection Method

The calculation is performed by dividing numbers of code enforcement inspections performed within the established timelines by the number of required code enforcement inspections and is expressed as a percentile.

Frequency

The data is collected continuously, compiled weekly and analyzed weekly and monthly.

Measured By

Data is collected automatically by Hansen software and can be extracted by Crystal Report.

Reporting

The lead right-of-way enforcement officer will analyze the collected data weekly and monthly. The information will be displayed numerically.

Used By

The lead right-of-way enforcement officer and chief of code enforcement will use the information to gain a clear understanding if service is being delivered to established standards. The report will be presented to the deputy director at staff meetings and the public via the municipal website.

Performance Measure Methodology Sheet

Building Safety Section
Development Services Division
Community Development Department

Measure #NEW: Percent of Right-of-Way Unit's comments submitted to Private Development Section on or prior to comment due date for pending subdivision agreements. *(Right-of-Way Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Ensure that Private Development Section receives timely comments on draft subdivision agreements so that execution of new agreements is not unduly delayed.

Definition

This measure tracks the percent of review comments for pending draft subdivision agreements that are submitted on or prior to the comment due deadline set by the Private Development Section.

Data Collection Method

The Lead Right-of-Way Enforcement Officer will keep a log of draft subdivision agreements received for comment in an Excel spreadsheet, logging date received, comment due date, and date that comments are submitted to Private Development Section.

Frequency

This measure will be updated at the end of each calendar quarter.

Measured By

The Lead Right-of-Way Enforcement Officer

Reporting

The Community Development Department will incorporate results into its performance measure reports.

Used By

The Lead Right-of-Way Enforcement Officer, Chief of Code Enforcement, Community Development Director, and Private Development Section Manager will monitor this performance measure to assess how timely review comments are being provided to engineers working on draft subdivision agreements.

Performance Measure Methodology Sheet

Land Use Permitting & Enforcement Section
Development Services Division
Community Development Department

Measure #15: Percent of code enforcement complaints that are inspected within one working day of receipt. *(Land Use Enforcement Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Respond to land use code complaints within established timeframes.

Definition

Measures the effectiveness of service delivery of inspections by analyzing the ratio of inspections performed compared to the established timelines based on life/safety or impact on the community.

Data Collection Method

The calculation is performed by dividing numbers of code enforcement inspections performed within the established timelines by the number of required code inspections and is expressed as a percentile.

Frequency

The data is collected continuously, compiled weekly and analyzed weekly and monthly.

Measured By

Data is collected automatically by Hansen software and can be extracted using Crystal Reports.

Reporting

The lead land use enforcement officer will analyze the collected data weekly and monthly. The information will be displayed numerically.

Used By

The lead land use enforcement officer and chief of code enforcement will use the information to gain a clear understanding if service is being delivered to established standards. The report will be presented to the deputy director at staff meetings and the public via the municipal website.

Performance Measure Methodology Sheet

Land Use Permitting & Enforcement Section
Development Services Division
Community Development Department

Measure #16: Percent of final zoning inspections completed same day as requested. *(Land Use Enforcement Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Perform final zoning inspections of completed construction projects.

Definition

Measures the effectiveness of service delivery of inspections by analyzing the ratio of inspections performed compared to the established timelines based on life/safety or impact on the community.

Data Collection Method

The calculation is performed by dividing numbers of final zoning inspections performed the same day as requested by the number of requested inspections and is expressed as a percentile.

Frequency

The data is collected continuously, compiled weekly and analyzed weekly and monthly.

Measured By

Initial data is collected automatically by proprietary software and downloaded via a paper system into an inspection report. Each inspector manually enters the inspection request prior to leaving for day's work and enters inspection results upon return. The data will be evaluated by comparing number of inspections performed by number of inspections requested for that time period, expressed as a percentile.

Reporting

The lead land use enforcement officer will analyze the collected data weekly and monthly. The information will be displayed numerically.

Used By

The lead land use enforcement officer and chief of code enforcement will use the information to gain a clear understanding if service is being delivered to established standards. The report will be presented to the deputy director at staff meetings and the public via the municipal website.

Performance Measure Methodology Sheet

Land Use Permitting & Enforcement Section
Development Services Division
Community Development Department

Measure #17: Average number of days to complete initial reviews of land use determinations. *(Land Use Review and Addressing Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Provide timely and accurate services for:

- Land use reviews/determinations;
- Administrative land use permits;
- Business facility reviews and inspections;
- Assignment of new addresses; and
- Maintenance of GIS map data layers for roads and addresses.

Definition

This measure calculates the average number of calendar days elapsing between receipt and completion of land use determination requests. A property owner, realtor, or financer, etc., may request a land use determination for a particular property parcel. Land use review staff will identify the zoning, allowable land uses, parking and landscaping requirements for the property and provide a written determination as to whether the property is in compliance with municipal land use regulations.

Data Collection Method

Each determination will be logged when received and logged out upon completion in an Excel spreadsheet. The log will provide data needed to compute average number of days to complete land use determinations.

Frequency

This measure will be updated at the end of each calendar quarter.

Measured By

The land use review manager will calculate and display results quarterly.

Reporting

Community Development will incorporate results into its performance measure reports.

Used By

The land use review manager, director, and municipal administration will use results to monitor average wait times, to allocate staff resources appropriately, and to identify problems with processes, research methods, or staff training needed.

Performance Measure Methodology Sheet

Land Use Permitting & Enforcement Section
Development Services Division
Community Development Department

Measure #18: Average number of days to complete initial reviews of administrative land use permits *(Land Use Review & Addressing Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Provide timely and accurate services for:

- Land use reviews/determinations;
- Administrative land use permits;
- Business facility reviews and inspections;
- Assignment of new addresses; and
- Maintenance of GIS map data layers for roads and addresses.

Definition

This measure tracks the number of calendar days elapsing between receipt of administrative land use permit applications and initial review of permits. Land Use Review processes administrative land use permits for bed & breakfasts, rooming houses, commercial kennels, antenna tower sites, adult entertainment facilities, and premises where minors are not allowed.

Data Collection Method

Each permit application will be logged upon receipt and again upon completion of initial review in an Excel spreadsheet. The log will provide data needed to computer average number of days to complete permits.

Frequency

This measure will be updated at the end of each calendar quarter.

Measured By

The land use review manager will calculate and display results quarterly.

Reporting

Community Development will incorporate results into its performance measure reports.

Used By

The land use review manager, director, and municipal administration will use results to monitor average wait times, to allocate staff resources appropriately, and to identify problems with processes, research methods, or staff training needed.

Performance Measure Methodology Sheet

Land Use Enforcement & Permitting Section
Development Services Division
Community Development Department

Measure #19: Average number of days between request and completion of initial field inspections for kennel, child care, and liquor license reviews. *(Land Use Review & Addressing Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Provide timely and accurate services for:

- Land use reviews/determinations;
- Administrative land use permits;
- Business facility reviews and inspections;
- Assignment of new addresses; and
- Maintenance of GIS map data layers for roads and addresses.

Definition

This measure calculates average number of calendar days elapsing between receipt of requests for inspection and initial field inspection. When licenses for kennels, child care facilities, and businesses selling liquor, wine and/or beer are newly requested or due for renewal, Health & Human Services (for kennels and child care) and Municipal Clerk's Office (for liquor/wine/beer establishments) request that land use staff make site visits to ensure license applicants are complying with land use regulations.

Data Collection Method

Each facility license review request will be logged when received and upon completion in an Excel spreadsheet. The log will provide data needed to compute average number of days to complete permits.

Frequency

This measure will be updated at the end of each calendar quarter.

Measured By

The land use review manager will calculate and display results quarterly.

Reporting

Community Development will incorporate results into its performance measure reports.

Used By

The land use review manager, director, and municipal administration will use results to monitor average wait times, to allocate staff resources appropriately, and to identify problems with processes, research methods, or staff training needed.

Performance Measure Methodology Sheet

Land Use Enforcement & Permitting Section
Development Services Division
Community Development Department

Measure #20: Percent of new construction addresses assigned within 3 business days of application. *(Land Use Review & Addressing Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Provide timely and accurate services for:

- Land use reviews/determinations;
- Administrative land use permits;
- Business facility reviews and inspections;
- Assignment of new addresses; and
- Maintenance of GIS map data layers for roads and addresses.

Definition

This measure tracks the number of business days elapsing between receipt of a building permit application that will need to have an addressed assigned and actual assignment.

Data Collection Method

The Building Safety Permit Automation System records the permit application date and the date when an address assignment is completed. The municipal addressor will extract data to compute the average number of business days needed to issue a new address.

Frequency

This measure will be updated at the end of each calendar quarter.

Measured By

The municipal addressor will calculate and display results quarterly.

Reporting

Community Development will incorporate results into its performance measure reports.

Used By

The land use review manager, municipal addressor, director, and municipal administration will use results to monitor average wait times, to allocate staff resources appropriately, and to identify problems with processes, research methods, or staff training needed.

Performance Measure Methodology Sheet

Land Use Permitting & Enforcement Section
Development Services Division
Community Development Department

Measure #21: Percent of address and street GIS layer updates completed weekly or within one business day if requested by police or fire departments. *(Land Use Review & Addressing Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Provide timely and accurate services for:

- Land use reviews/determinations;
- Administrative land use permits;
- Business facility reviews and inspections;
- Assignment of new addresses; and
- Maintenance of GIS map data layers for roads and addresses.

Definition

This measure tabulates the number of times that corrections or other updates to address and street GIS layers for the Municipality of Anchorage were not processed within seven calendar days or within one business day if requested by police or fire departments.

Data Collection Method

Staff will keep an Excel spreadsheet logging all requests for address or street layer GIS corrections or updates and will use Excel functions to identify any requests that were not completed within seven calendar days. Similarly, staff will keep an Excel spreadsheet logging all requests from police or fire departments for address corrections or other changes and will use Excel functions to identify any requests not completed within one business day.

Frequency

This measure will be updated at the end of each calendar quarter.

Measured By

The municipal addressor will calculate and display results quarterly.

Reporting

Community Development will incorporate results into its performance measure reports.

Used By

The land use review manager, municipal addressor, director, and municipal administration will use results to monitor average update times, to allocate staff resources appropriately, and to identify problems with processes or staff training needed.

Performance Measure Methodology Sheet

Land Use Permitting & Enforcement Section
Development Services Division
Community Development Department

Measure #22: Number of duplicate or otherwise problematic street name cases prepared for consideration and action by Mayor and Assembly. *(Land Use Review & Addressing Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Continue to make progress in eliminating duplicate street names to ensure the uniqueness of each address, thereby improving E911 response times.

Definition

This measure tracks the number of duplicate or otherwise problematic street cases that are prepared by Addressing staff for consideration and action by the Mayor and Assembly. (Street name changes have to be approved by the Mayor and Assembly.)

Data Collection Method

Police and Fire Departments maintain a prioritized list of duplicate or otherwise problematic street names. Addressing staff will track the number of street names from that list that are processed and prepared for consideration and action by the Mayor and Assembly each quarter. (Many steps are involved in resolving problem street names: residents need to be notified and surveyed for suggestions; coordination needs to occur with the postal system, etc.)

Frequency

This measure will be updated at the end of each calendar quarter.

Measured By

The municipal addressor will report the number of cases prepared quarterly.

Reporting

Community Development will incorporate results into its performance measure reports.

Used By

The land use review manager, municipal addressor, police & fire departments, director, and municipal administration will use results to track progress in resolving duplicate or otherwise problematic street names.

Performance Measure Methodology Sheet

Land Use Permitting & Enforcement Section
Development Services Division
Community Development Department

Measure #NEW: Percent of Land Use Review comments submitted to Current Planning Section on or prior to comment due date for pending zoning and platting cases. *(Land Use Review & Addressing Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Provide timely and accurate services for:

- Agency review comments for platting and zoning cases;
- Agency review comments for administrative site plan reviews;
- Business facility reviews and inspections;
- Assignment of new addresses; and
- Maintenance of GIS map data layers for roads and addresses.

Definition

This measure calculates the percent of agency review comments that are submitted to the Current Planning Section prior to comment due date to ensure timely responses for case preparation.

Data Collection Method

Staff will keep a log of cases received for comments in an Excel spreadsheet. The cases will be logged in per date received, comment due date, and date comments were completed and submitted to the planning division.

Frequency

This measure will be updated at the end of each calendar quarter.

Measured By

The Land Use Review Manager will calculate and display results quarterly.

Reporting

Community Development will incorporate results into its performance measure reports.

Used By

The Land Use Review Manager, Community Development Director, and municipal administration will use results to monitor average wait times, to allocate staff resources appropriately, and to identify problems with processes, research methods, or staff training needed.

Performance Measure Methodology Sheet

Building Safety Section
Development Services Division
Community Development Department

Measure #NEW: Percent of Land Use Review & Addressing Unit's comments submitted to Private Development Section on or prior to comment due date for pending subdivision agreements. *(Land Use Review & Addressing Unit)*

Type

Effectiveness

Accomplishment Goal Supported

Ensure that Private Development Section receives timely comments on draft subdivision agreements so that execution of new agreements is not unduly delayed.

Definition

This measure tracks the percent of review comments for pending draft subdivision agreements that are submitted on or prior to the comment due deadline set by the Private Development Section.

Data Collection Method

The Land Use Review Manager will keep a log of draft subdivision agreements received for comment in an Excel spreadsheet, logging date received, comment due date, and date that comments are submitted to Private Development Section.

Frequency

This measure will be updated at the end of each calendar quarter.

Measured By

The Land Use Review Manager

Reporting

The Community Development Department will incorporate results into its performance measure reports.

Used By

The Land Use Review Manager, Chief of Code Enforcement, Community Development Director, and Private Development Section Manager will monitor this performance measure to assess how timely review comments are being provided to engineers working on draft subdivision agreements.

Performance Measure Methodology Sheet

Long-Range Planning Section
Planning Division
Community Development Department

Measure #23: Percent complete of an inventory of implementation actions and an implementation tracking system for adopted plans.

Type

Effectiveness

Accomplishment Goal Supported

Create a tracking system to monitor improvement in the implementation of existing plans.

Definition

This measures tracks progress in creating a better tracking system for essential implementation actions identified in adopted community plans. Implementation actions are necessary to fulfill plan recommendations and are the responsibility of multiple departments and stakeholders. The measure involves creating an inventory of implementation actions for existing plans and developing an implementation tracking system in 2010; in 2011 implementation actions will be tracked for each recent major plan that has been adopted.

Data Collection Method

The Long Range Planning Section Manager will work with administrative staff to create an implementation tracking system. The Long Range Planning Manager will begin using the system in 2011 to track implementation actions in each major plan, according to the plan timelines identified for the implementation actions for each major plan that has been adopted by the Assembly.

Frequency

Long Range Planning Section Manager will use the tracking system to tabulate how well implementation actions are staying in alignment with plan timelines annually. In addition to providing a statistical summary, manager will also provide an updated narrative commenting on changes in the last year.

Measured By

The Long Range Planning Section Manager

Reporting

Community Development Department will incorporate results into its performance measure reports and post results on the department's website.

Used By

The Long Range Planning Section Manager, Community Development Director, directors of other departments, and municipal administration will use reported information to gauge how well the Municipality implements its adopted plans. This information will be shared with the public via the department's website. The

information will also be helpful in setting priorities for annual work programs of multiple departments to achieve adopted plans' land use goals and to tailor goals/implementation schedules for future plans to more realistically match available resources.

Performance Measure Methodology Sheet

Long-Range Planning Section
Planning Division
Community Development Department

Measure #31: (moved here from its former place in document) Implement Project Management System to Improve Completion of Plans and Studies On-Schedule

Type

Effectiveness

Accomplishment Goal Supported

Implement project management tracking system to improve the completion of plans and studies within expected timeframes.

Definition

Long Range Planning staff work on several land use plans and special studies and will identify milestone tasks for each plan or study underway and target completion dates for each. Staff will then track whether targeted dates are met early, on-time, or late and provide explanatory comments if a project schedule is adjusted.

Data Collection Method

Long Range Planning Manager will track target and actual completion dates for the various milestone tasks for new plans and studies in progress.

Frequency

Long Range Planning Manager will update information monthly.

Measured By

Long Range Planning Manager

Reporting

Community Development Department will incorporate results into its performance measure reports.

Used By

The Long Range Planning Manager, Community Development Director and the Municipal Manager will use the information to monitor and improve the completion of plans and studies on schedule.

Performance Measure Methodology Sheet

Long-Range Planning Section
Planning Division
Community Development Department

Measure #NEW: Percent of long-range planning section comments submitted to current planning section on or prior to comment due date for pending platting and zoning cases.

Type

Effectiveness

Accomplishment Goal Supported

Ensure that Current Planning Section receives timely case comments so that zoning and platting case reports are prepared on-time.

Definition

This measure tracks the percent of review comments for pending zoning and platting cases that are prepared by Long-Range Planning Section on or prior to the comment due deadline set by the Current Planning Section.

Data Collection Method

The Long Range Planning Section Manager will keep a log of cases received for comments in an Excel spreadsheet, logging date received, comment due date, and date that comments are submitted to Current Planning Section.

Frequency

This measure will be updated at the end of each calendar quarter.

Measured By

The Long Range Planning Section Manager

Reporting

Community Development Department will incorporate results into its performance measure reports.

Used By

The Long Range Planning Section Manager, Community Development Director, and Current Planning Section Manager will monitor this performance measure to assess how timely case comments are being provided to planners working on zoning and platting case reports.

Performance Measure Methodology Sheet

Building Safety Section
Development Services Division
Community Development Department

Measure #NEW: Percent of Long Range Planning Section's comments submitted to Private Development Section on or prior to comment due date for pending subdivision agreements. *(Long Range Planning Sectiont)*

Type

Effectiveness

Accomplishment Goal Supported

Ensure that Private Development Section receives timely comments on draft subdivision agreements so that execution of new agreements is not unduly delayed.

Definition

This measure tracks the percent of review comments for pending draft subdivision agreements that are submitted on or prior to the comment due deadline set by the Private Development Section.

Data Collection Method

The Long Range Planning Manager will keep a log of draft subdivision agreements received for comment in an Excel spreadsheet, logging date received, comment due date, and date that comments are submitted to Private Development Section.

Frequency

This measure will be updated at the end of each calendar quarter.

Measured By

The Long Range Planning Manager

Reporting

The Community Development Department will incorporate results into its performance measure reports.

Used By

The Long Range Planning Manager, Community Development Director, and Private Development Section Manager will monitor this performance measure to assess how timely review comments are being provided to engineers working on draft subdivision agreements.

Performance Measure Methodology Sheet

Current Planning Section
Planning Division
Community Development Department

Measure #24: Percent of Board and Commission members ranking quality/timeliness of zoning and platting case information provided by Current Planning's staff as good or excellent

Type

Effectiveness

Accomplishment Goal Supported

Provide timely, clear, and accurate information about zoning and platting cases to the general public and to the citizens serving on Anchorage's four land use regulatory boards: Planning and Zoning Commission; Platting Board; Zoning Board of Examiners and Appeals; and Urban Design Commission.

Definition

This measure assesses whether members of the Current Planning Section's four regulatory boards and commissions find staff reports about zoning and platting cases to be clearly written, accurate, informative, and timely. Staff reports provide information about facts of a given case and explain how municipal land use codes may apply.

Data Collection Method

Annual surveys will be distributed to members of the Planning & Zoning Commission, Platting Board, Urban Design Commission, and Zoning Board of Examiners and Appeals. Surveys will ask members to rate how well the staff reports serve to inform and prepare them for their decision making roles in the cases being heard.

Frequency

The surveys will be provided to and collected from each board member at the end of each calendar year.

Measured By

The Current Planning Section Manager will distribute and collect the surveys and then will compile and summarize results using graphs and narrative.

Reporting

The department's administrative staff will incorporate the results information into the department's performance measure reports.

Used By

The Community Development Director and municipal administration will use results to monitor whether staff is keeping board members accurately informed, explaining complex materials in understandable ways, and will use members' feedback to improve training of staff.

Performance Measure Methodology Sheet

Current Planning Section
Planning Division
Community Development Department

Measure #25: Percent of zoning and platting cases processed free of staff errors (all case types: public hearing; non-public hearing; administrative; etc.)

Type

Effectiveness

Accomplishment Goal Supported

Provide timely, clear, and accurate information about zoning and platting cases to the general public and to the citizens serving on Anchorage's four land use regulatory boards: Planning and Zoning Commission; Platting Board; Zoning Board of Examiners and Appeals; and Urban Design Commission.

Definition

This measures tracks whether a zoning or platting case has to be postponed or rejected because of error by Current Planning's staff. Often postponement or rejection occurs because of an applicant's error or desire to postpone. Sometimes, however, staff mistakenly accepts an incomplete application, failing to catch and inform the applicant about a missing piece of required information.

Data Collection Method

The data will be collected by adding a field in the zoning and platting case management system (CityView) to track the reason for postponement or rejection of an initially accepted application

Frequency

The number of postponements and rejections occurring due to staff error will be calculated at the end of each calendar quarter.

Measured By

The Current Planning Section Manager will extract the data from the zoning and platting case management system (CityView), compile and display results using graphs and narrative.

Reporting

Community Development Department will incorporate results for this performance measure into its quarterly performance measure reports.

Used By

The Community Development Director and municipal administration will use results to monitor the quality and accuracy of staff's initial review of applications at time of intake and will use results to provide staff training as needed.

Performance Measure Methodology Sheet

Current Planning Section
Planning Division
Community Development Department

Measure #26: Average number of days to process zoning and platting public hearing cases

Type

Effectiveness

Accomplishment Goal Supported

Provide timely, clear, and accurate information about zoning and platting cases to the general public and to the citizens serving on Anchorage's four land use regulatory boards: Planning and Zoning Commission; Platting Board; Zoning Board of Examiners and Appeals; and Urban Design Commission.

Definition

This measure tracks business days elapsing between the date of acceptance for a zoning or platting application and its public hearing date.

Data Collection Method

Calendaring functions in the zoning and platting case management system (CityView) will provide the data to calculate the average number of business days.

Frequency

This performance measure will be updated each calendar quarter.

Measured By

The Current Planning Section Manager will extract the needed data, perform calculations and display results using graphs and narrative.

Reporting

Community Development Department will incorporate results for this performance measure into its performance measure reports.

Used By

The Community Development Director and municipal administration will use the results to monitor whether public hearing land use application levels (wait times until public hearing) are holding steady, increasing or decreasing and keep policy makers informed.

Performance Measure Methodology Sheet

Current Planning Section
Planning Division
Community Development Department

Measure #27: Average cost, fee revenue, and tax subsidy per case processed

Type

Efficiency

Accomplishment Goal Supported

Examine and track the level of tax subsidy for the processing of zoning and platting cases.

Definition

The Current Planning Section processes zoning and platting cases. Dividing total direct costs for the section by the number or cases yields average cost per case. Dividing total revenues for the section by the number of cases yields average revenue per case. The average tax subsidy per case processed equals the difference of average cost minus average revenue divided by the number of cases. Fees paid by zoning and platting applicants do not fully cover the direct operating costs of this division; this performance measure tracks the level of tax subsidy provided.

Data Collection Method

Data extracted from the Municipality's financial management system and zoning and platting case management system will be used to calculate costs, revenues, number of cases, and average cost, revenue, and tax subsidy per case processed.

Frequency

Average cost, revenue, and subsidy per case processed will be calculated at the end of each calendar quarter.

Measured By

Department's administrative staff will work with the Current Planning Section Manager to extract needed data, perform calculations, and display results using graphs and narrative.

Reporting

Community Development Department will incorporate results for this performance measure into its quarterly performance measure reports.

Used By

The Community Development Director and municipal administration will use the results to monitor whether tax subsidy levels are holding steady, increasing or decreasing and keep policy makers informed.

Performance Measure Methodology Sheet

Transportation Planning Section
Planning Division
Community Development Department

Measure #28: Percent of Transportation Planning Section's comments submitted to Current Planning Section on or prior to due date for pending platting and zoning cases.

Type

Effectiveness

Accomplishment Goal Supported

Ensure that Current Planning Section receives timely case comments so that zoning and platting cases are prepared on-time.

Definition

This measure tracks the percent of review comments for pending zoning and platting cases that are prepared by Plan Review Unit on or prior to the comment due deadline set by the Current Planning Section.

Data Collection Method

The Transportation Planning Manager keeps a log of cases received for comment in an Excel spreadsheet, logging date received, comment due date, and date that comments are submitted to Current Planning Section.

Frequency

This measure will be updated at the end of each calendar quarter.

Measured By

The Transportation Planning Manager

Reporting

The Community Development Department will incorporate results into its performance measure reports.

Used By

The Transportation Planning Manager, Community Development Director, and Current Planning Manager will monitor this performance measure to assess how timely case comments are being provided to planners working on zoning and platting case reports.

Performance Measure Methodology Sheet

Transportation Planning Section
Planning Division
Community Development Department

Measure #29 – old one deleted and replaced by this new one: Number of days elapsed between target and actual dates for milestones in completing the Anchorage Metropolitan Transportation 2035 Plan.

Type

Effectiveness

Accomplishment Goal Supported

Implement project management tracking system to help keep development of the Anchorage Metropolitan Transportation 2035 Plan on track with target deadlines.

Definition

One of the primary tasks of the Transportation Planning Section is to work with the Anchorage Transportation Metropolitan Solutions Committee to update the long range transportation plan for the area. Work on the 2035 plan is underway, and this performance measure identifies original targeted dates for completing milestone tasks and compares to actual completion dates to identify if targeted dates are met early, on-time, or late. If target dates change substantially, staff will add comments to explain why.

Data Collection Method

Transportation Planning Manager will identify target milestone dates and record actual dates for each.

Frequency

Transportation Planning Manager will update information monthly.

Measured By

Transportation Planning Manager

Reporting

Community Development Department will incorporate results into its performance measure reports.

Used By

The Transportation Planning Manager, Community Development Director and the Municipal Manager will use the information to monitor if development of the AMATS 2035 Plan is proceeding according to schedule and to identify the reasons for any changes to the original schedule.

Performance Measure Methodology Sheet

Transportation Planning Section
Planning Division
Community Development Department

Measure #30: deleted

Performance Measure Methodology Sheet

Administration Division
Community Development Department

Measure #32: Conduct training sessions for department's managers about municipal policies and procedures.

Type

Effectiveness

Accomplishment Goal Supported

Provide more training for department's managers about municipal policies and procedures.

Definition

The Administrative Division plays a key role in helping managers in the department to improve their knowledge about municipal policies and procedures in various areas such as payroll, purchasing and contracting, and budgeting. This performance measure tracks the number of formal training sessions that are provided each year.

Data Collection Method

Administrative staff will schedule, prepare and track the training sessions that are held each year.

Frequency

Administrative staff will strive to hold at least four formal training sessions each year on different topics.

Measured By

Administrative staff

Reporting

Community Development Department will report on training sessions held in its performance measure reports.

Used By

The Community Development Director will use feedback from staff to plan and tailor future training sessions to meet managers' needs.

Community Council Survey – 2011
Results

1. Community Councils.

Out of 38 community councils, 11 participated in the survey: Airport Heights, Birchwood, Downtown, Eagle River Valley, Government Hill, Mid-Hillside, Mountain View, Spenard, South Addition, Tudor Area, and Turnagain.

2. Date of meeting and names of the Executive/Governing Committee members that participated in filling out this survey:

Two councils completed the survey in March; nine in April.
The number of Executive/Governing Committee members participating in completing the survey is summarized below:

- Six councils - all or over three-quarters of the Executive/Governing Committee members participated.
- Three councils - half the Executive/Governing Committee members participated.
- Two councils - one Executive/Governing Committee member participated.

3. How often does the Community Council meet?

All 11 responding community councils meet on a monthly basis.

4. Does the Community Council meet year-round?

All 11 responding community councils meet monthly except for some summer months. One council also takes November and December off (4 take June through August off; 6 take July and August; 1 takes July off).

5. How many members are on the Council's Executive/Governing Committee?

Ten councils answered the question. There was a range from 3 to 8 members on the committee.

Number of Members	3	4	5	6	8	No Answer
Councils Answering	2	2	2	3	1	2

6. **Are the Executive/Governing Committee members elected by the community?**

The 11 councils responded that the community elects the executive/governing committee members. One council's president can make appointments to vacant positions; and another's governing committee can choose four of its eight committee positions.

7. **When was last election held?**

Ten councils responded to the question. Election times held for the Executive/ Governing Committee members varied.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2011			1									
2010					2	1			1	2	1	
2009										1	1	

8. **How does information from the Community Council get out to the community?**

Most Community Councils used more than one means to get information out to the community on a regular basis, as well as on an as-needed basis.

	Semi-Weekly	Weekly	Monthly	Quarterly	Annual	As Needed
Web Page	1	1	4			
E-mail	1	1	7	2		3
Mailed newsletter			7			
Flyers posted in public places	2					
Telephone tree	1					
Social Websites (Facebook, Twitter, etc.)	1					
Signs at Intersections			1			

- All eleven councils use e-mail. Most use on a regular basis—weekly, monthly, or quarterly, as well as "as-needed." One used on an as-needed basis only.
- Six councils use a website, three update monthly; one updates weekly; one updates semi-weekly (one unknown).

- Seven councils mail a monthly newsletter.
- One council e-mails monthly only.
- One council uses a telephone tree in conjunction with other means.
- One council uses a social network site in conjunction with other means.

9. Does the Community Council sponsor any annual community events? Please list the name of event and the approximate date it occurs.

Of the 11 councils responding, 6 do not sponsor any annual events. Five sponsor some type of event.

Ten events are:

- Annual membership meeting every October
- Community picnic every June
- Annual cleanup the first week of May
- Fun Day Picnic every July 4
- Lyn Ary Park Memorial Garden Work Party in late spring or early summer
- Spenard Farmer's Market, May 21-October 1
- Bicycle rodeo in summer
- Community barbeque
- When needed, a candidate forum
- Special informational meetings

Community Needs

For each of the following, indicate what you think of the following for your community council area:

1. Is traffic congestion on local roads and neighborhood roads a problem?

Big Problem	Somewhat of a Problem	Not a Problem
	4	7

Please list and describe the problem:

- Solution has been worked out for the congestion with Chugiak High School students exiting the school for lunch and end of school day.
- Afternoon traffic on L Street from 4th Avenue to past 15th Avenue.
- Service High School traffic problem at the beginning and ending of school day.
- Traffic is somewhat of a problem at Minnesota and Spenard and at Spenard between Northern Lights and Benson.
- Traffic is not a problem when traffic flows normally but blockages on Tudor or East 36th cause overflow into the neighborhoods.
- Timing of traffic lights along West Northern Lights in Turnagain to Minnesota could be better.
- Airport-generated traffic on West Northern Lights in morning creates problems.

1. Is the availability of housing for an average household income of $67,000 a problem?

Big Problem	Somewhat of a Problem	Not a Problem
	4	7

3`. Is the availability of recreational parks and trails a problem?

Big Problem	Somewhat of a Problem	Not a Problem
	4	7

- Three councils noted that connectivity of trails was a problem.
- One council has just one park.

4 Is the availability and variety of retail businesses and services a problem?

Big Problem	Somewhat of a Problem	Not a Problem
2		9

What suggestions do you have for improving this area?

The first strip mall on west coast is in the Government Hill central business district and is badly in need of a major replacement project.

5. Are the locations of transit routes and frequency of service a problem?

Big Problem	Somewhat of a Problem	Not a Problem
1	8	2

What suggestions do you have for improving transit service?

- Four councils noted that more frequent service is needed.
- Two councils need service provided to their area.
- Provide light rail.
- Transit pick-up locations are not close enough to housing.
- Service by Bus 14 is one time per hour, which is not convenient and is only available from 7 a.m. to 10 p.m., so it does not serve people who work nights or odd hours.
- Restore 45G—45 is overcrowded during rush hours in the morning and evening and sometimes cannot add passengers at stops because it is too full.
- More available busses for afternoon and morning inbound traffic.
- Clear snow from transit stops.
- Provide smaller busses for some areas.
- Need better service and access
- Service is not adequate for high school students.
- Hourly bus service causes people to use other means of transportation.
- Add benches at bus stops.
- Improve east-west transit.

6. **Is the annual process of identifying and prioritizing capital improvement projects (roads, drainage, etc.) been a problem?**

Big Problem	Somewhat of a Problem	Not a Problem
3	3	5

What suggestions do you have for improving this process?

Two councils reported that projects requested by them to be deleted show up anyway and input does not seem to matter.

Comments are below:

- More local public participation is needed.
- Accept the fact that all local councils often coordinate to support areawide needs, so listing a project outside a council area is important.
- Councils are not well informed about process and it is not well known or advertised.
- Get process more centralized.
- Chugiak-Eagle River projects often get bumped from list by MOA AMATS, other Anchorage councils
- Give councils a timeline for responses, along with information on status of previous CIP list.
- More feedback is needed.
- CIP list is consistently made up without any Government Hill CC input and input provided is ignored. Items remain on the lists that were recommended for removal.
- Council deletes projects and they show up anyway; input does not seem to matter.

7. **In general, how confident are you that your local governments can solve the problems facing your community?**

Very Confident	Somewhat Confident	Not too Confident
1	7	3

- One council's confidence in local government depended upon the issues involved.
- Many of Turnagain Community Council's issues are airport related, which local government has little or no jurisdiction.

8. How prepared is your community council and your residents in being self sufficient for 3-4 days in the event of a major disaster, example a 7.1 earthquake event?

Very Confident	Somewhat Confident	Not too Confident
1	6	4

Two comments were that training is needed and there needs to be wildfire mitigation.

Community Organizations

Community organizations and events can serve to bring the community together to celebrate, commemorate or raise awareness of needs, concerns and action. Organizations such as the community council, the local PTA, garden clubs, senior citizens breakfast club, etc. serve to bring together people to share in the enjoyment of similar interests, dialogue, problem identification and solutions, civic duty, etc.

Which of the following organizations exist within in your community council area? If they don't exist, would you support having them in your community?

Organizations	Have	Would like to Have	Too Many	Not Applicable
Boys & Girls Club	4	1		2
Senior citizen breakfast club		3		2
4H Club	1	2		4
Camp Fire USA	7			2
Boy Scouts of America	4	2		2
Girl Scouts of the USA	4	1		2
Civil Air Patrol	2	1		2
Religious organizations	10			
Fraternal orders	4			
Food banks	7			

One council noted that it would not be interested in joining those organizations not in their area already.

Please add names of organizations in your community that we may have missed.

- LRSA
- Rotary
- Hilltop Ski Area
- Friends of Bicentennial Park
- Crime Watch
- Independent Road Service Area
- Turnagain Neighbors
- Recreation Center
- Little League
- State Park

Commercial Goods and Services

Neighborhood commercial areas provide convenient locations for customers to access and purchase everyday goods and services, such as groceries, banking, gas, and personal care. Of the commercial areas in your community council area, should the following kinds of commercial development be encouraged, allowed but not encouraged or discouraged?

Commercial Uses	Encouraged	Allowed	Discouraged
Banking/financial services	1	7	2
Big box retail			10
Childcare/daycare	2	8	
Convenience stores		5	5
Entertainment	2	5	3
Food & beverage service establishments (restaurants, bars, food & beverage kiosks, etc.)	3	4	3
Grocery stores	4	3	3
Health care services	4	4	2
Mixed use (combination of commercial and residential uses in the same project or building)	4	2	1
Neighborhood level retail	2	4	3
Office type businesses (insurance, accounting, etc.)	1	7	2
Other services (gas stations, household repair shops, hair salons, etc.)		6	3
Shopping centers w/ major anchor stores		2	6
Vehicle and equipment sales & repair		2	7

One Community Council specified that health care services should be only small-scale.

A Variety of Housing Choices

A variety of housing choices provides residents with options to find a home that meets their household needs as well as being located near employment, services and recreational opportunities important to them. Growth projections for the Anchorage area indicate that the current population of 300,000 will grow to about 351,000 by 2035.* One way to accommodate that growth is to encourage more compact housing in new residential development and/or redevelopment projects. What types of amenities should be included to make compact housing more amenable?

Amenities	Absolutely Necessary	Necessary	Not Necessary	No Opinion
Access to parks and trails	8	3		
Attached sidewalks	5	5	1	
Design and location of parking, trash receptacles, snow storage, lighting, and other on site improvements	6	4		1
Design standards that address bulk, scale, and design of buildings	7	4		
Separated sidewalks. Sidewalks are separated from the curb by a grass or planting strip	4	5	2	
Street lights	7	3	1	
Tot lots or shared common outdoor areas, public plazas, etc.	5	5		
Well-kept properties/attractiveness	6	4		1

*Source: Institute of Social & Economic Research, Economic & Demographic Projections for Alaska 2010 – 2035, December 2009

Please list other amenities that should be considered.

- Easy access to public transit, shopping, and entertainment.
- Adequate maintenance responsibilities with enforcement.
- Access to public transportation.
- Mother-in-law apartments.
- Landscaping and treed buffering between housing and roads.

One Community Council noted that unkempt properties cause other owners/occupants to become lackadaisical.

One council noted that tot lots or shared common outdoor areas, public plazas, etc. should be kept within reason.

Development Projects

1. **"E-Alerts" are e-mails notices about new zoning and platting cases that have been applied for within the Municipality and organized by community councils. Is your Council signed up to receive the "E-Alerts"?**

yes	no
7	4

2. **If no**, you can sign up by going to:
http://webapps1.muni.org/pdpw/Planning/myCommunity/emailAlerts.cfm

3. **If yes, what is your opinion on the following components of case information?**

E -alerts	Appropriate	More information needed	No opinion
Applicant information	6	2	1
Project information	2	7	
Zoning information	5	4	
Location description	6	3	
Staff contact information	8	1	

Comments indicated that more information needs to be provided to make E-alerts useful.

Comments are below:

- Need more specific information on cover notice.
- Post staff comments 14 days minimum prior to hearing.
- Deliver hard copies of case information if want comments from community councils.
- Provide more detailed maps like Google maps.
- Provide definitions or the links to definitions or standard terms (e.g., rural versus urban).
- Alerts are nearly useless in the present form.
- Alerts come with zero information; when information is added, updated, or comments provided, a new alert should be sent out.
- Need links on what is proposed, existing codes/zoning, what new request is about.
- Send alerts when there is actually something to be viewed and commented on.
- Lots of information provided but not always easy to find or understand.

4. **In the past year, new developments (homes, multifamily, commercial businesses, etc.) may have been built within your community council area. What do you think of the following site improvements that were provided by these developments?**

Commercial Projects	Appropriate	Inappropriate	More work needed	No opinion
Scale of building	3	1	1	
Design of building	3		1	1
Parking	4	1		
Sidewalks	2	1	1	1
Landscaping	1	2	`	
Lighting	3		1	1
Common public spaces	1	1	1	1
Access & driveways	4		2	

Please provide name or address of development if known.

Comments:

- B -3 Crossing at Birchwood Church:; original is grossly over scaled and didn't do required landscaping; update will compound problems in access and visibility; out of scale with area.
- Eklutna's Tract 40A is approved but not developed; very dense small lots.
- Eagle Crossing is a travesty.
- Each new development should have small park for children.
- Developers must shoulder responsibility of adequate roads, utilities, sidewalks, parks, drainage, safety.
- Need more of a buffer area between commercial projects and residential areas.
- Cloth-covered Quonset-type structures need to be regulated.
- Cook Inlet Housing has done a generally good job with their building sites. Credit Union 1 did an excellent job!
- Only new land available in Government Hill is being developed by the ACDA (Northpointe Bluff), and there was some controversy and a lawsuit over the scale, design, etc. of one part of the property. Site improvements are not yet finished.

Residential Projects	Appropriate	Inappropriate	More work needed	No opinion
Scale of building	5		2	
Design of building	5		2	
Parking	3		3	
Sidewalks	3	1	3	
Landscaping	3	1	3	
Lighting	3		3	1
Common public spaces	2		2	2
Access & driveways	4		3	1

Please provide name or address of development if known.

Comments:

- Driftwood Bay LLC needs to complete Eagle River Lane to rural collector standards from Ptarmigan to Hiland Ridge
- Must include park for small children (ervcc)
- New construction should pay attention to drainage (mhcc)
- Not consistent with neighborhoods. Cannot use "cookie cutter" requirements for every project.
- Community enhancements have been torn down for hanging one foot over setback—common sense is out the window.
- Despite TCC input doing public process, end result was massive amount of natural vegetation was removed and landscaping along Coastal Trail provides practically no visual buffering (AWWU Pump Station 10)
- Cook Inlet Housing has consulted the MVCC and generally complied with wishes of the council.
- Habitat for Humanity did not consult the MVCC. No landscaping was done and there is no continuing involvement with their clients or the homes.

Transportation

The efficient and safe movement of people from their residence to places of employment, education, services and recreation through a variety of transportation modes is important to area residents. How do you rate the roads, travel options and transportation features in your community council area? **(Not all road types and features will be applicable.)**

	Poor	Adequate	Too Much	Not Applicable
AnchorRides	3	8		
Bicycle lanes	8	3		
Collector roads (i.e., Baxter)	2	8	1	
Equestrian trails	1	3		7
Highways	1	5	2	3
Intersection signalization	3	8		
Major arterial roads (i.e., Lake Otis)	2	4	1	4
Minor arterial roads (i.e., Bragaw)	2	5	1	3
Neighborhood roads	1	9	1	
Non signalized crosswalks	4	5		
People Mover transit	8	1		1
Road signage	5	6		
Sidewalks	5	5		1
Signalized crosswalks	4	6		1
Snow storage	5	4		1
Street lighting	1	9		1
Taxi cabs	1	7		3
Walking/running trails	3	7		

Comments:

- Collector roads need repair (bcc)
- New Glenn needs more lanes to Mat-Su
- Major grooves in roads very dangerous (ervcc)
- Old half of Government Hill neighborhood has no sidewalks
- Major arterial roads do not have much room except for cars (mhcc)
- Independent road service areas equal good LRSAs (mhcc)
- Street lighting is important because of dark nights. (mhcc)

Premier Winter City

Winter in Anchorage affords its residents and visitors with opportunities to enjoy the unique and beautiful scenery and activities of a winter city. What are your thoughts on the following citywide activities, events and amenities?

Citywide Activities, Events & Amenities	Very Important	Important	Not needed	No Opinion
Alaska Native Heritage Center	4	6	1	
Alaska Ski for Women	6	4	1	
Christmas tree lighting ceremony	3	8		
Cross-country skiing	9	2		
Downhill skiing	8	3		
Fur Rondy	7	4		
Heated sidewalks downtown	1	2	6	1
Historic sites	7	4		
Humanitarian fund raising events	3	5	2	1
Ice fishing	1	5	4	1
Ice skating at Westchester Lagoon	6	4	1	
Iditarod	7	4		
Museums	9	2		
Music in the Park	4	5	1	1
New Year's Eve Town Square	5	6		
Outdoor ice arenas	7	4		
Outdoor public art	4	7		
Performing Art Center	6	5		
Public libraries	8	3		
Views of the winter night sky	6	5		
Walkability in winter	10	1		

Citywide Activities, Events & Amenities	Very Important	Important	Not needed	No Opinion
Winter arts & craft shows	3	8		
Winter trail access	10	1		

Please list other activities that should be included.

- Historic site tours
- Winter cities conferences
- Recreational Bicycle events
- Sled dog racing
- Effective bus system
- Notification of Northern Lights visibility
- Keep trails and sidewalks clear
- School libraries
- July 4th parades and fireworks

Other comments made:

- Drop 1% For Art program
- Music in the Park is not needed in winter.

Recreational Opportunities

What do you think of the recreational opportunities in your community council area? **(Not all types are applicable for every community council area.)**

	Not Enough	Balanced	Too Much	Not Applicable
Community center with multipurpose room	3	3	1	3
Cross-country skiing	3	6		1
Ice skating/ hockey	3	6		1
Indoor swimming pool	3	5		1
Local parks	1	8		1
Multi-use trails	3	5		1
Outdoor basketball courts	3	5		2
Public access to parks & trails	4	6		
Regional parks (i.e., Far North Bicentennial Park)	3	4		3
Soccer fields	2	7		1
Softball fields	1	8		1
Tennis courts	1	7		1

General comments from Turnagain Community Council

TCC felt their area has enough parks and trails but maintenance (especially Coastal Trail) is inadequate. TCC suggest combining roads and drainage project bond with the parks bond to ensure funds are approved by voters to provide adequate funding for park and trail projects.

Since public meeting/hearing notices have stopped being posted in newspaper publications, easy access to this information is not available to community councils and the general public. TCC recommends something similar to E-alerts. The ability to sign up to receive e-mail notices that are similar to what used to be posted weekly in print should be provided.

2011 STATUS OF IMPLEMENTATION ACTIONS FOR CHUGIAK-EAGLE RIVER COMPREHENSIVE PLAN UPDATE, Adopted 12/12/2006

	Action	Time Frame	Responsibility	2011 Status	Comment
1.	Revise Title 21 to include a separate chapter for Chugiak-Eagle River	Near Term	MOA (Planning)	In Process	C-ER Consortium has submitted Chapter 10, for review and approval. Scheduled for PZC work session May 2011.
2.	Select and acquire a new elementary school site in the Chugiak-Eagle River area which should include an evaluation of a site in the Powder Reserve.	Near Term	ASD, MOA (Planning)	Completed	Level 1 & 2 Analysis concluded the top site was Powder Ridge, #2 Old Glenn 770, #3 Birchwood Loop/Dotie's Drive, 7/2010 . ASD has recently completed purchase of a 15.37 acre site in the Powder Ridge Subdivision for future Elementary School site.
3.	Update the Design Criteria Manual (DCM) for streets	Near Term	MOA (PM&E)	Completed	The Design Criteria Manual was last updated and adopted in January 2007
4.	Update the Water Master Plan	Near Term	MOA (AWWU)	In Progress	A RFP for consultant services will be release shortly by AWWU. Goal is to have Draft update Water Master Plan by 1Q 2012 and a Final by Mid July 2012.
5.	Update the Wastewater Master Plan	Near Term	MOA (AWWU)	Not Started	AWWU will begin the update of this plan once the Water Master Plan update is completed.
6.	Update the Chugiak-Eagle River Long Range Transportation Plan (LRTP)	Near Term	MOA (Traffic)	In Progress	The LRTP is being updated and will be released in August of 2011 for public review. The LRTP is proposed to be renamed Metropolitan Transportation Plan (MTP).
7.	Update the Official Streets and Highways Plan (OS&HP)	Near Term	MOA (Traffic)	In Process	OHSP is being updated at this time and will incorporate the recommendations of the Chugiak-Eagle River Comprehensive Plan
8.	Develop a Transit Development Plan through the LRTP process	Near Term	MOA (Traffic)	Completed	2009 Route Restructure Study

	Action	Time Frame	Responsibility	2011 Status	Comment
9.	Develop a Pedestrian/ Bicycle Plan	Near Term	MOA (Traffic)	Completed	Anchorage Pedestrian Plan adopted 10/2007. Anchorage Bicycle Plan adopted 3/2010
10.	Update the Areawide Trails Plan	Near Term	MOA (Traffic, Parks and Recreation)	Update started	The Areawide Trails Plan was adopted in 1997. 2011 update effort is underway at this time.
11.	Update the Park, Greenbelt and Recreation Facility Plan	Near Term	MOA (C-ER Parks and Recreation)	Not Started	No plans to update this Plan at this time.
12.	Update the Anchorage Coastal Management Plan	Near Term	MOA (Planning)	Completed	Anchorage Coastal Management Plan adopted August 2007.
13.	Develop an areawide drainage plan	Near Term	MOA (PM&E)	State has been funding requested	Funding from the State has been requested for the Eagle River/Birchwood/Chugiak Area Drainage Plan. Planning effort contingent upon funding.
14.	Update the Air Quality Impact Study through the LRTP process	Near Term	MOA (Traffic)	Completed	Chugiak-Eagle River Long-Range Transportation Plan 2006 : PM-10 Air Quality Conformity Determination
15.	Update Anchorage Wetlands Management Plan maps	Near Term	MOA (Planning)	Completed	Last major update of wetlands maps was in 2008.
16.	Implement the Air Quality Education program	Near Term	MOA (DHHS)	Ongoing	DHHS continues to implement program goals through public education announcements and advisories such as "Plug it 20", "Bike to Work" etc.
17.	Implement the Point Source Emissions Management Plan	Near Term	MOA (DHHS)	Not Started	3/2011 DHHS is not familiar with this Plan. Need to identify Department(s) to work on this Plan.
18.	Determine regulatory authority for on-site systems	Near Term	MOA (Development Services), State (DEC)	Completed	Single Family permits issued by MOA All Other development types, permits are issued by State – DEC.
19.	Develop a coordinated municipal/state wildfire mitigation plan	Near Term	MOA (AFD), State (DNR/ Forestry	Multiple Plans approved	2007 Community Wildfire Protection Plan 2008 Anchorage Wildfire Mitigation Plan Update (AWMP). AWMP on file with the

	Action	Time Frame	Responsibility	2011 Status	Comment
			Division)		State's Coordinated Wildfire Plan Program.
20.	Prepare Heritage Land Bank land use studies	Near Term	MOA (HLB)	Ongoing	(1) HLB Parcel 1-085 Land Use Study adopted 6/25/1996. (2) HLB Section 25 Study – public review draft and PZ&C review.
21.	Develop Neighborhood and District Plans	Near-mid Term	MOA (Planning), Community Groups	Ongoing	ER Central Business District Revitalization Plan – adopted 10/2003.
22.	Update/implement municipal park master plans	Near-mid Term	MOA (C-ER Parks and Recreation)	Ongoing	• Eagle River-Chugiak-Eklutna Park Greenbelt and Recreation Facility Plan, adopted 12/17/1985 • Beach Lake Master Plan Update – has been reviewed by PZC and is waiting for Assembly review/approval.
23.	Develop a waste reduction and recycling plan	Near Term	MOA (OECD, Solid Waste), Community Groups	Ongoing	2000 Waste Reduction Plan adopted by Assembly. 2008 Options and Recommendations for Recycling, Diversion and Solid Waste Management Report. The 2008 Report provided direction on the following Assembly adopted ordinances and resolution: • AO 2009-52(S) Pay-As-You-Throw and Curbside Recycling (SWS Collection's customers) • AO 2008-062(S) Surcharge on landfill tipping fees for recycling program • AO 2008-083 Removing exemption for commercially hauled residential waste for the recycling program surcharge and rate increases (basically the rate increase for commercially hauled residential waste was implemented later than for other wastes). • "Zero Waste" resolution, AR 2008-37
24.	Evaluate the feasibility of acquiring, developing and	Near Term	C-ER Chamber of Commerce,	Not started	Chamber is not able to do this alone, ready to work with interested partners to pursue this

	Action	Time Frame	Responsibility	2011 Status	Comment
	operating a local cemetery.		Community Groups		community interest.
25.	Pursue funding and development of a local Emergency Operations Center	Near Term	MOA (OECD)	Completed as of 1997	MOA has a centralized EOC that covers the entire Municipality. EOC provides neighborhood emergency preparedness training to CC.
26.	Evaluate feasibility of funding and conducting a subsurface aquifer study	Mid Term	MOA (PM&E), State (DEC)	Not started	Due to the size of the study area, will require State lead and funding for an aquifer study.
27.	Develop a Street and Highway Landscape Plan	Mid Term	MOA (Planning, PM&E)	Completed	The 2007 update of Chapter 3 of Design Criteria addressed these issues.
28.	Conduct a snow management and snow disposal site study	Mid Term	MOA (CBERRRSA)	Completed, updated in 2008	Eagle River Snow Disposal Site Selection Report. Waiting for State funding to purchase site. In the meantime, using a joint site with the State.
29.	Inventory scenic viewsheds	Mid Term	MOA (Planning)	Not Started	No staff resources or funding identified at this time to start this work.
30.	Implement the Eagle River CBD Plan	Mid Term	MOA (Planning), C-ER Chamber of Commerce	Ongoing	Official Town Center is now open as part of the long-term downtown revitalization effort. The Center co-locates all Municipal offices and an expanded Gold Level Alaska Club in the newly refurbished Valley River Center Bldg A.
31.	Implement the CBD Pedestrian Circulation Plan	Mid Term	MOA (Traffic, PM&E, ADOTPF), C-ER Chamber of Commerce	In Progress	Eagle River Central Business District and Residential Core Circulation Study Public Review Draft approved by AMATS. The findings of this technical study will be considered for inclusion in the MTP.
32.	Prepare an Economic Development Plan	Mid Term	C-ER Chamber of Commerce	Not started	Chamber does not have the resources to undertake this effort, would need major partners.
33.	Conduct a housing study	Mid Term	MOA (Planning), Community Groups	In Progress	2011: Housing Demand Analysis is being conducted to assess the current land supply and to gage the public interest for compact

	Action	Time Frame	Responsibility	2011 Status	Comment
					housing and the amenities needed to make this housing type amenable.
34.	Prepare a long-range school facilities plan	Mid Term	ASD, MOA (Planning)	Ongoing	CER is covered by the greater Anchorage School District 10 Year CIP, which is annually reviewed and approved. The last completed school in the area was Eagle River HS in 2005.
35.	Prepare master plans or studies for police, fire, emergency response, and health and social services	Mid Term	MOA (APD, AFD, DHHS, OEM), Community Groups	Ongoing – see responses from each Department	APD – APD Staffing and Deployment Study; Produced 8/2010. The recommendations of this study will be implemented as staff and resources become available. AFD – left message for PIO. DHHS – Department of Health and Human Services 2006-2010 Strategic Plan OEM – See Action #25 for response
36.	Update/identify natural hazard area information	Mid Term	MOA (Planning, OEM)	In Progress	Muni wide Hazard Mitigation Plan was recently released for public review/comment. Next steps include introduction at Assembly, review and approval by State and FEMA, with final adoption by Assembly in June 2011.
37.	Inventory historic sites and buildings	Far Term	C-ER Historical Society	Not Started	C-ER Historical Society has collected information on historic site, buildings, events, etc. Need staff help and resources to organize and determine what can be forwarded to State for historic register.
38.	Establish a museum in Chugiak-Eagle River	Far Term	C-ER Historical Society	Not started	Society would like to pursue this but they do not have the resources. Would need financial assistance to take this project on. They have collected a lot of artifacts, pictures, newspapers that they are preserving. Society is currently housed in the Elsie Oberg Center.

Chugiak-Eagle River Comprehensive Plan Note: Actions listed in the Implementation Schedule are not prioritized except by time frame. Time frames are approximate and will have to be determined by available resources. Most of the Near-Term Actions are either already underway or programmed during the recommended 1- 5 year period.

Definition: Near-Term = 1-5 years, Intermediate -Term = 6 - 15 years, Far – Term = > 15 years

Updated as of March 30, 2011

2011 STATUS OF IMPLEMENTATION ACTIONS FOR GIRDWOOD AREA PLAN, Adopted 2/28/1995

	Action	Time Frame	Responsibility	2011 Status	Comment
1.	Revise District Regulations	Immediate	MOA (Planning)	Completed	AO-2005-#81(s)
2.	Revise Zoning District Boundaries	Near Term	MOA (Planning)	Completed	AO-2005-#81(s)
3.	Revise Street Improvement Standards	Immediate	MOA (Planning & PM&E)	Follow up	Check Design Criteria Manual
4.	Establish policies/procedures and phasing strategies	Immediate	MOA HLB	Ongoing	Completed policy, procedure and strategies Plan. Implementing the Plan as funding allows.
5.	Select and survey selected lands from State	Immediate	MOA HLB	Ongoing	Survey of State lands occurs as funding allows.
6.	Prepare RFPs for Alpine Resort and Golf Course Development	Near Term	MOA HLB	Completed	1999 RFP prepared.
7.	New Girdwood Townsite: Parking areas	Immediate	MOA Public Works	Completed	
8.	New Girdwood Townsite: Removal of Wellsite Reserve	Near Term	MOA HLB	Follow up	
9.	Girdwood Townsite: flood control	Near – Intermediate Term	State DOT, MOA PM&E	Ongoing	Survey, drainage & flood controls studies completed. Implementation in phases and as funding becomes available.
10.	Sewer: Treatment plant expansion	Immediate	AWWU	In process	AWWU has focused on the Infill and Infilltration (I&I) by making improvements to the over all sewer transmission system. The treatment plant expansion is the scheduled to begin this year, with project completion sometime in 2016.
11.	Sewer: Old Girdwood Townsite trunk and laterals	Immediate	AWWU	Completed	Girdwood Townsite LID was constructed in the mid 1990's. This project provided the old Girdwood townsite with sewer service via the construction of trunks/laterals and a pumping facility.

	Action	Time Frame	Responsibility	2011 Status	Comment
12.	Sewer: Crow Creek Road and Hightower Road trunk extension	Intermediate	AWWU	Completed	Sewer has been extended up Crow Creek road to California creek way (the Double Musky Inn). Sewer has also been extended up Hightower road to the school.
13.	Water: New lower valley water source	Near Term	AWWU	Partially completed	In 1999, AWWU completed a study that projected the future water demand for Girdwood Valley. The study confirmed the need for additional water source and storage on the west side of Glacier Creek. Construction of Phase 1 of the Transmission Main Extension project from Alyeska Avenue west to Glacier Creek and the Well house Improvements were completed in 2003.
14.	Water: Alyeska basin water reservoir	Near Term	AWWU	See #16 below	Water provided through loop transmission line extension.
15.	Water: Alyeska Highway transmission line extension	Near – Intermediate Term	AWWU	Completed	Phase 2A extended the transmission main from Phase 1 to Girdwood Elementary School was completed in 2004.
16.	Water: Loop transmission line extension	Intermediate – Far Term	AWWU	In progress	Phase 2B complete the loop east across Glacier Creek, estimated completion in 2011.
17.	Schools: Girdwood school addition	Near – Intermediate Term	ASD	On-going	Current CIP include a Bond proposal. If bond passes, will fund design of building. Building is serving K-8 grades.
18.	Schools: High school	Undetermined	ASD	On- going	ASD is monitoring the need for a HS in the area.
19.	Public Facilities: Fire station expansion	Immediate	MOA AFD	Completed	2000
20.	Public Facilities: Library relocation	Immediate		Completed	2000 – Co located in Multi-use complex.
21.	Public Facilities: Community Center	Immediate		Completed	2000 – Co located in Multi-use complex.
22.	Public Facilities: Public Safety building	Near – Intermediate Term	MOA APD	Follow up	
23.	Roads: New Girdwood	Near Term	DOT, MOA (Traffic,	Completed	Girdwood Community Area Transportation

	Action	Time Frame	Responsibility	2011 Status	Comment
	access road and Crow Creek-Arlberg connector corridor studies		Transportation Planning)		Master Plan (CAT) completed in 2001. Implementation of projects as funding becomes available.
24.	Roads: Crow creek-Hightower connector	Near – Intermediate Term	DOT, Girdwood Board of Supervisor	On-going	Project identified in CAT. Project will be designed and built when funding becomes available.
25.	Roads: Ruane-Glacier Creek Drive connector	Near Term	DOT, Girdwood Board of Supervisor	On- going	Project identified in CAT. Project will be designed and built when funding becomes available.
26.	Roads: New airport access road	Intermediate Term	MOA (Traffic, Transportation Planning)	Follow up	
27.	Roads: Arlberg-Winner Creek extension	Near – Intermediate Term	Alyeska, MOA (HLB, Traffic)	Not started	
28.	Roads: Upgrade Crow Creek road	Near – Intermediate Term	DOT	Completed	
29.	Revise Anchorage Trails Plan	Immediate	MOA (PM&E)	In Process	Initial work has started on updating the Anchorage Trails Plan.
30.	Revise Anchorage Wetlands Management Plan	Immediate	MOA (Planning)	Completed	Last major update of Plan was the 2008 effort, which updated the wetlands maps.
31.	Revise Official Streets & Highways Plan	Near Term	MOA (Traffic)	Completed	The 2005 OHSP update incorporated the recommendations of this plan.
32.	Revise Parks, Greenbelt & Recreation Facilities Plan	Near Term	MOA (Parks & Rec)	Not started	No plans to update this Plan at this time
33.	Institute building codes	Near Term		Not started	Girdwood is not located within the Building Safety Area (BSA). To be included in the BSA would require voter approval.

Definition: Immediate = First year following adoption of Girdwood Area Plan, Near Term = 2 - 5 years, Intermediate Term = 8- 15 years, Far Term = Beyond 15 years

2011 STATUS OF IMPLEMENTATION ACTIONS FOR GIRDWOOD COMMERCIAL AREAS AND TRANSPORTATION MASTER PLAN ADOPTED 2/20/2001

	Action	Time Frame	Responsibility	2011 Status	Comment
1.	Adopt the Master Plans	Immediately	MOA	Completed	Adopted by Assembly 2/20/2001
2.	Review and adopt Title 22 Land Use Regulations for Girdwood with modifications in the draft as recommended in the Master Plans.	Immediately	MOA (Planning)	Completed	Girdwood Land Use Regulations have been adopted and included in Title 21, as Chapter 9. AO-2005 #81(s).
3.	Solicit municipal-wide support for an affirmative vote on funding the community center.	Immediately		Completed	Community Center complex is built and in operation.
4.	Vote to establish a special improvement district for the New Townsite (northside only).	Immediately		Completed	
5.	Initiate a flood management study to identify comprehensive flood control measures for the New Townsite (north and south).	Immediately	MOA PM&E	Completed	The Girdwood/Furrow Creek Flood Plain Study has been completed. Flood plain maps are currently being updated to reflect this study and will be ready for public review July 2011.
6.	Develop a composite order of magnitude cost estimate and long-range financial plan for recommended public sector improvements.	Immediately	Board of Supervisor	Follow up	
7.	Multimodal Centers	Immediately	DOT, Board of Supervisor	Completed	
8.	Rail Spur	Immediately	MOA, Alaska RR	Not Started	

9.	Internal Transit, Phase 1 (Core Area Shuttle)	Immediately	MOA (Transit)	Completed	Glacier Valley Transit is the contracted operator in providing transit service in the Girdwood area between Alyeska and Tesoro station at Seward Hwy.
10.	Trails – planning & alignment of primary trails & facilities, including the Iditarod trail corridor	Immediately	Board of Supervisor, Forest Service	On going	Survey work is completed, GPS locations in progress, Iditarod trail is under review by Federal agencies.
11.	New Townsite Streets and Parking – develop conceptual plan	Immediately	Board of Supervisor, MOA	Completed	
12.	Local Streets – modify Title 22 regulations to include provisions mandating standards	Immediately		Completed	Local street standards have been adopted and included in Title 21, as Chapter 9. AO-2005 #81(s).
13.	Collector Streets- amend OHSP to reflect Transportation Master Plan (TMP), Map 9.	Immediately	MOA (Traffic)	In process	OHSP is being updated at this time and will incorporate the recommendations of the TMP.
14.	Alyeska Highway Traffic Calming	Immediately	MOA (Traffic), DOT-PF	On-going	Studies completed; construction will occur as funding becomes available.
15.	Boardwalks, arcades, and sidewalks in the New Townsite	Immediately	MOA (Planning)	Completed	Local off site improvement standards have been adopted and included in Title 21, as Chapter 9. AO-2005 #81(s).
16.	Water – connect to Municipal water service	Immediately	AWWU	In process	Currently Phase IIB of the Girdwood Water Improvement Plan is being constructed and will complete the loop system. Expected to be completed in 2011.
17.	Parks and Recreation Plan	To do soon	MOA Parks & Rec.	Not started	
18.	Park Boundaries	To do soon	MOA Parks & Rec.	Not started	
19.	Flood Control – secure funding for public improvements recommended in flood	To do soon	MOA PM&E	Completed	DOT replaced the culvert at California Creek & Alyeska Highway. The updated FEMA maps will reflect this completed project.

	management plan				
20.	Multi Modal Centers: grant application and secure funding	To do soon	Board of Supervisor	Follow up	
21.	Internal Transit Phase 1 (Core Area Shuttle): grant application and secure funding	To do soon	Board of Supervisor	Completed	Glacier Valley Transit (GVT) operates a year-round transportation busing system with fixed route service. GVT is owned and operated by Girdwood Transportation, LLC and leases employees from Alyeska Resort. GVT is made possible by a grant from the Federal Transit Authority and The Alaska Department of Transportation.
22.	Internal Transit Phase 2 (Intercept Connector): Initiate system planning and identify capital needs	To do soon	Board of Supervisor	Completed	See #21 above.
23.	Trails – complete construction of primary trails & facilities	To do soon	Girdwood Park & Rec., Board of Supervisor	Follow up	
24.	New Townsite Streets & Parking: pave townsite streets, parking, etc.	To do soon	Board of Supervisor	Ongoing	This project has been an on-going and is nearing completion.
25.	South Hightower extension: initiate schematic design and engineering, establish the right of way	To do soon	Board of Supervisor, MOA Traffic	Partially completed	Extension did not go past recreation/community center area. May complete the full design when development occurs in the South Townsite area.
26.	Alyeska Highway modifications: conceptual design for traffic calming and intersection improvements.	To do soon	DOT	On going	
27.	Gold Avenue: conceptual design and engineering	To do soon	Board of Supervisor	Not started	
28.	The Old base area: complete	To do soon	Alyeska Resort Corp.	Completed	Master Plan has been completed; ongoing

	master planning to upgrade old resort base				efforts to develop elements identified in the Master Plan.
29.	The New base area: Master plan to integrate new retail space, resort activities into the plan for the Resort Base multimodal center.	To do soon	Alyeska Resort Corp.	In progress	Master Plan has been completed; ongoing efforts to develop elements identified in the Master Plan.
30.	Golf lease area – modify boundary of commercial development area in the golf lease.	To do soon	Board of Supervisor	Partially completed	RFP was issued and a commercial development concept was developed. Project was terminated by Board.
31.	North Townsite: discuss relocating post office to better facility nearby.	To do soon	Board of Supervisor, USPS	Completed	Relocated to multi-use complex.
32.	Town Square Park: design plan for improvements to the interior park	To do soon	Board of Supervisor	Completed	
33.	South Townsite Commercial Development: parcelization plan for commercial and mixed use development south of Alyeska Highway	To do soon	MOA (HLB) to partner with Glacier Valley Development Corp.	Completed	
34.	Little Bears: volunteer group to develop a building program and funding strategy	To do later (Important but not urgent)	Girdwood Daycare	Completed	
35.	Community Center – design and construct community center, library and parking area	To do later (Important but not urgent)		Completed	Community Center is part of the multi-use complex that houses the post office and library as well.
36.	Alyeska Highway Park Strip – plan and design this entry to the New Townsite	To do later (Important but not urgent)	DOT, Board of Supervisor	Not started	
37.	Transit, later phases – Phase II intercept connector	To do later (Important but	Board of Supervisor	Completed	Glacier Valley Transit is the contracted operator in providing transit service in the

	service	not urgent)			Girdwood area between Alyeska and Tesoro station at Seward Hwy.
38.	Trails – complete the full network of trails shown on Map 9 of TMP	To do later (Important but not urgent)	Board of Supervisor	Ongoing	Trails system is being completed in phases. Dependent on when funding is available.
39.	Alyeska Highway – rebuild section of Hwy from Crow Ck to Glacier Ck bridge & rename.	To do later (Important but not urgent)	DOT	Completed	
40.	Alyeska Highway Pedestrian underpass – construct in conjunction with #39 above.	To do later (Important but not urgent)	DOT	Not started	
41.	Local streets and collectors – review master plans and development applications to ensure standards for connectivity are met.	To do later (Important but not urgent)	MOA (PM&E)	On-going	CAT is reviewed as development projects are proposed in the area for applicable street improvements.
42.	Private Commercial Development	To do later (Important but not urgent)	Board of Supervisor, MOA (Planning	On-going	Land Use Committee

Definition: "Immediate, Soon, Important but not Urgent", reflect several considerations: (1) the relative priority of recommended improvements, (2) relationships between recommended improvements (ie some actions cannot be taken until previous steps have been accomplished, and (3) likelihood of funding in the near term.

2011 STATUS OF IMPLEMENTATION ACTIONS FOR TURNAGAIN ARM COMPREHENSIVE PLAN, Adopted 12/1/2009

	Action	Time Frame	Responsibility	2011 Status	Comment
1.	Revise Title 21 to include development standards for TA District	Near Term	MOA (Planning)	In process	Place holders for TA development standards were provisionally adopted by Assembly as part of Title 21. Will include specifics in amendment package as part of Final adoption of the provisionally approve Title 21 by Assembly.
2.	Revise Title 21 to include Master Plan requirements for Portage parcels 50 acres or greater	Near Term	MOA (Planning)	In process	Place holders for TA development standards were provisionally adopted by Assembly as part of Title 21. Will include specifics in amendment package as part of Final adoption of the provisionally approve Title 21 by Assembly.
3.	Process the rezoning of 10 private parcels in Portage to conform to new land use designations	Near Term	MOA (Planning)	Completed	Portage Creek rezone: 12 parcels (568 acres total) rezoned to R-11 on 2/14/2011, AO-2011-5.
4.	Update Municipal Stream, Watercourse and Watershed mapping	Near Term	MOA (PM&E)	Not started	
5.	Update the Parks, Greenbelt and Recreation Facilities Plan	Near Term	MOA (Parks & Rec)	Not started	No plans to update this Plan at this time.
6.	Update Wetlands Mapping for Turnagain Arm	Near Term	MOA (Planning)	In process	Included as part of Muni-wide update of wetlands maps. Should be completed by mid Summer 2011.
7.	Update Floodplain Studies and Mapping for Portage	Near Term	MOA (PM&E)	Not started	No funding in 2011 to do this work. Will seek FEMA $, if successful, will start next year.
8.	Develop MOUs for Local, State and Federal Agencies	Near Term	MOA (Planning)	Not started	

	Action	Time Frame	Responsibility	2011 Status	Comment
9.	Resolve Old Portage Townsite Issues	Near Term	MOA Property Appraisal and State	Not started	
10.	Formalize and Implement the 2002 Chugach State Park Access Inventory	Near Term	MOA (Parks & Rec)	In process	State lead: Chugach State Park access study in process.
11.	Survey 155 acre Bird Creek parcel selection and complete conveyance	Near Term	MOA (HLB)	In process	Parcel survey work completed. Conveyance work is going on now.
12.	Conduct Heritage Land Bank studies for Indian and Bird Creek parcels	Near Term	MOA (HLB, Planning)	In process	Indian parcel: survey work is suspended due to the two trespasses found on the western side of the property. Working with adjacent property owner to resolve. Study won't start until survey is completed and approved by DNR. Bird parcel: survey to be completed soon; after which, survey goes to DNR for review/approval. Study to start post approval. Will contact Planning on preparing study.
13.	Conduct a noise impact study for the Seward Highway	Undetermined	MOA (PM&E) ADOT&PF	Not started	
14.	Inventory scenic view sheds	Intermediate	MOA (PM&E, Planning, State)	Partially completed	DOT has completed the road scoping portion process.
15.	Conduct a feasibility study for establishing LRSA or other entity for local roads	Near Term	MOA (Street Maintenance), Community Council (CC)	Partially completed	Street Maintenance has studied the Portage area, concluded that area does not have the numbers to support establishing a LRSA at this time.
16.	Develop a public education program with ADF&G	Near Term	MOA, ADF&G, CC	Not started	
17.	Conduct a feasibility study for including TA in the BSSA	Near Term	MOA (Planning, Bldg Safety), CC	Not started	
18.	Establish a working group to coordinate projects with agencies	Near Term	MOA (Planning), CC	Not started	

Turnagain Arm Comprehensive Plan Note: The time frames suggested in the Implementation Schedule are approximate and will be determined by available resources.
Definition: Near-Term = 1-5 years, Intermediate -Term = 6 - 15 years, Far – Term = > 15 years, Undetermined = Pending further study