
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; and
- Work to achieve land use goals established through Assembly-adopted comprehensive plans for Eklutna/Eagle River/Chugiak, Anchorage Bowl, Girdwood and Turnagain Arm areas.

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 #1: Average number of minutes for first customer contact (*Permitting Mgt. Unit*)

Average Number of Minutes for 1 st Customer Contact			
Q1 2015	Q2 2015	Q3 2015	Q4 2015
12.36 minutes			
3,363 customers			
5 employees			
Q1 2014	Q2 2014	Q3 2014	Q4 2014
16.53 minutes	19.11 minutes	26.15 minutes*	15.00 minutes
3,765 customers	5,037 customers	5,330 customers	3,818 customers
4 employees	3 employees	5 employees*	5 employees
2013 annual avg.	2012 annual avg.	2011 annual avg.	
22.34 minutes	19.15 minutes	17.23 minutes	
4,049 customers	3,536 customers	3,722 customers	
4 employees	3 employees	4 employees*	

*Q3 2014 had 5 employees working the counter but 2 of the 5 were new hires and required substantial training, accounting for the slow wait times that quarter.

Measure #2: Percent of first-time residential plan reviews completed within 4 business days (*Plan Review Unit*)

Percent of 1 st -Time Residential Reviews Completed within 4 Business Days			
Q1 2015	Q2 2015	Q3 2015	Q4 2015
87% in 4 days			
98% in 10 days			
211 reviews			
Q1 2014	Q2 2014	Q3 2014	Q4 2014
88% in 4 days	85% in 4 days	85% in 4 days	Waiting for IT staff to split 2014/2015 data so that this may be computed
100% in 10 days	96% in 10 days	99% in 10 days	Not available
207 reviews	591 reviews	571 reviews	Not available
2013 qtr avg	2012 qtr avg	2011 qtr avg	2010 (1 qtr)
77% in 4 days	73% in 4 days	69% in 4 days	75% in 4 days
92% in 10 days	94% in 10 days	92% in 10 days	98.5% in 10 days
460 reviews	390 reviews	348 reviews	254 reviews

**Measure #3: Percent of construction inspections completed same day as requested
(Building Inspection Unit)**

Percent of Construction Inspections Completed Same Day as Requested			
Q1 2015	Q2 2015	Q3 2015	Q4 2015
96.1%			
5,032			
15 + 2 shared use inspectors			
Q1 2014	Q2 2014	Q3 2014	Q4 2014
97.2%	92.3%	87.5%	94.0%
4,718	6,172	7,841	6,877
14 + 2 shared use inspectors	13 + 2 shared use inspectors	14 + 2 shared use inspectors	15 + 2 shared inspectors
2013 annual	2012 annual	2011 annual	2010 annual
96.4 %	96.5%	97.3%	99.4%
6,091 inspections	6,215 inspections	5,691 inspections	Not available
14 + 3 shared use inspectors	15 + 3 shared use inspectors	15 full +3 shared use inspectors	Not available

Measure #4: 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)

Life Safety Service Requests			
Q1 2015	Q2 2015	Q3 2015	Q4 2015
2 Received 1 Responded Same Day/50%			
Q1 2014	Q2 2014	Q3 2014	Q4 2014
4 Received 1 Responded Same Day/25%	10 Received 2 responded same day/20%	7 Received 2 responded same Day/29%	10 Received 4 responded same Day/40%
Life Safety Service Requests – Continued			
2013 annual	2012 annual	Note that some of the requests that Code Abatement used to handle are now inspected by Land Use Enforcement in 2014/2015, so numbers from current years are not directly comparable to numbers from 2013/2012	
17 Received 9 Responded Same Day/ 48.7%	41 Received 21 Responded Same Day/ 57.5%		

Other (Non-Life Safety) Service Requests			
Q1 2015	Q2 2015	Q3 2015	Q4 2015
64 Received 62 responded within 7 days/97% Performed 3 building const. inspections			
Q1 2014	Q2 2014	Q3 2014	Q4 2014
42 Received 35 responded within 7 days/83% Performed 1 building const. inspection	120 Received 86 responded within 7 days/71% Performed 35 building const. inspections	131 Received 97 responded within 7 days/74% Performed 126 building const. inspections	82 Received 70 responded within 7 days/ 85% Performed 44 building const. inspections
2013 Annual	2012 Annual	Note that some of the requests that Code Abatement used to handle are now inspected by Land Use Enforcement in 2014/2015, so numbers from current years are not directly comparable to numbers from 2013/2012	
108 Received 78 Responded within 7 days/72.7% Performed 54 building const. inspections	123 Received 91 Responded within 7 days/ 75.7% Performed 156 building const. inspections		

Earlier Years (breakdown between life safety/non-life safety unavailable)

2011	500 investigated <i>(also performed 939 building inspections*)</i>
2010	455 investigated <i>(also performed 330 building inspections*)</i>

Measure #5: 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 2015	Q2 2015	Q3 2015	Q4 2015
100%			
Q1 2014	Q2 2014	Q3 2014	Q4 2014
100%	100%	93% see note*	25% see note**
2013 avg	2012 avg	2011 avg	
100%	95%	77%	

*Note: Private Development had 14 plan reviews in 3rd quarter of 2014 and completed 12 of those within 15 business days: an 86% rate. However, rate is reported as 93% due to advance agreement with the developer (Alyeska Development) that a longer review period would be needed for the Arlberg Avenue project.

**Note: Private Development received 4 submittals in the 4th quarter of 2014 and completed only one within 15 business days. Two reviews were late because Street Maintenance in Public Works failed to meet the due date for comments, with a reviewer in Street Maintenance out on extended sick leave. The fourth one was late as it had a number of issues and Building Official wanted to wait to provide review comments until a meeting was arranged between MOA and the developer.

Measure #6: 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			
Q1 2015	Q2 2015	Q3 2015	Q4 2015
63%			
3 staff			
114 applications			
Q1 2014	Q2 2014	Q3 2014	Q4 2014
92%	64%	57%	72%
3 staff	3 staff	3 staff	3 staff
111 applications	182 applications	222 applications	150 applications
2013 annual	2012 annual	2011 annual	2010 annual
70%	68%	81%	80%
3 staff	3 staff	3 staff	Not available
165 applications	145 applications	123 applications	Not available

Measure #7: Percent of inspection report reviews completed within 3 business days (*On-Site Water and Wastewater Unit*)

Percent of Inspection Report Reviews Completed within 3 Business Days			
Q1 2015	Q2 2015	Q3 2015	Q4 2015
18 reviews			
38% in 3 days			
3 staff			
26 reviews			
Q1 2014	Q2 2014	Q3 2014	Q4 2014
44% in 3 days	41% in 3 days	8% in 3 days	24% in 3 days
3 staff	3 staff	3 staff	3 staff
18 reviews	22 reviews	40 reviews	50 reviews
2013 annual	2012 annual	2011 annual	2010 annual
34% in 3 days	32% in 3 days	22% in 3 days	49% in 3 days
3 staff	3 staff	3 staff	Not available
32 reviews	27 reviews	24 reviews	Not available

Measure #8: Percent of onsite 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			
Q1 2015	Q2 2015	Q3 2015	Q4 2015
63% in 3 days			
3 staff			
51 permits			
Q1 2014	Q2 2014*	Q3 2014*	Q4 2014*
71% in 3 days	46% in 3 days	32% in 3 days	37% in 3 days
3 staff	3 staff	3 staff	3 staff
42 permits	128 permits	151 permits	73 permits
2013 annual	2012 annual	2011 annual	2010 annual
63% in 3 days	50% in 3 days	74% in 3 days	47% in 3 days
3 staff	3 staff	3 staff	Not available
88 permits	75 permits	67 permits	Not available

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:
 - o Land use reviews/determinations;
 - o Administrative land use permits;
 - o Business facility reviews and inspections;
 - o Assignment of new addresses; and
 - o 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 #9: Percent of inspections of permitted construction completed same day to ensure installation compliance w/ MOA standards & specifications (ROW Enforcement)

Percent of Inspections Completed Same Days as Requested				
Month/Year	# of ROW Officers	Requested	Accomplished	Percent
Jan 15	7	24	24 / 1648	100%
Feb 15	7	19	19 / 430	100%
Mar 15	7	22	22 / 131	100%
Apr 15				
May 15				
Jun 15				
Jul 15				
Aug 15				
Sep 15				
Oct 15				
Nov 15				
Dec 15				
Jan 14	6	297	297 / 1468	100%
Feb 14	7	185	185 / 3420	100%
Mar 14	7	1752	1752 / 3107	100%
Apr 14	7	113	113 / 1703	100%
May 14	7	307	307 / 642	100%
Jun 14	7	342	342 / 766	100%
Jul 14	6	241	241 / 594	100%
Aug 14	6	280	280 / 757	100%
Sep 14	6	235	235 / 584	100%
Oct 14	6	97	97 / 633	100%
Nov 14	7	17	17 / 431	100%
Dec 14	7	20	20 / 646	100%
Annual Totals – Prior Years				
2013	6	1952	1952 / 6720	100%
2012	7	1309	1309 / 6512	100%
2011	7	1035	1035 / 3189	100%

In the "Accomplished" column inspections are reported in two categories, separated by a "/." The first number represents the number of inspections accomplished same day as requested and is used to compute the percent result. The second number is the total number of inspections performed for the month. The larger number for total inspections reflects on how a single job may require numerous inspections. Examples of inspection types are: initial, progress (there could be 4-6 or more progress inspections), final, and warranty.

Measure #10: Percent of all complaints of illegal uses within the rights-of-way inspected within one working day of receipt. (Right-of-Way Enforcement Section)

Month & Year	# 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)
Jan 15	7	114	114	100%	4	90	45
Feb 15	7	43	43	100%	2		
Mar 15	7	54	54	100%	2		
Apr 15							
May 15							
Jun 15							
Jul 15							
Aug 15							
Sep 15							
Oct 15							
Nov 15							
Dec 15							
Jan 14	6	260	260	100%	12	616	58
Feb 14	7	152	152	100%	16		
Mar 14	7	151	151	100%	13		
Apr 14	7	45	45	100%	6	209	21
May 14	7	72	72	100%	6		
Jun 14	7	61	61	100%	11		
Jul 14	6	45	45	100%	24	234	30
Aug 14	6	125	125	100%	5		
Sep 14	6	83	83	100%	6		
Oct 14	6	118	118	100%	6	432	117
Nov 14	7	40	40	100%	3		
Dec 14	7	158	158	100%	11		
Annual Totals – Prior Years							
2013	6	1848	1864	101%*	189	1738	279
2012	7	2478	2457	99.2%	230	2420	125
2011 (3 qtrs)	7	1523	1493	98%	134	1425	161

Percent of Illegal ROW Usage Complaints Investigated within One Working Day

*Greater than 100%, because officers observed and investigated violations in same day in addition to investigating complaints received same day.

Measure #11: Percent of land use enforcement complaints that are inspected within one working day of receipt. (*Land Use Enforcement Section*)

Percent of land use enforcement complaints that are inspected within one working day of receipt. (Land Use Enforcement Section)							
Month/ Year	# of LUE 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)
Jan 15	7	80	80	100%	2	69	41
Feb 15	7	75	75	100%	2		
Mar 15	7	131	131	100%	4		
Apr 15							
May 15							
Jun 15							
Jul 15							
Aug 15							
Sep 15							
Oct 15							
Nov 15							
Dec 15							
Jan 14	6	75	75	100%	4	258	71
Feb 14	6	76	76	100%	3		
Mar 14	6	87	87	100%	1		
Apr 14	6	88	88	100%	1	473	34
May 14	6	97	97	100%	1		
Jun 14	6	98	98	100%	7		
Jul 14	6	130	130	100%	5	274	80
Aug 14	7	114	114	100%	11		
Sep 14	7	97	97	100%	4		
Oct 14	6	90	90	100%	9	391	91
Nov 14	6	69	69	100%	4		
Dec 14	6	61	61	100%	5		
Annual Totals – Prior Years							
2013	5	1538	1529	99%	118	1118	416
2012	6	1826	1749	96%	119	1775	330
2011 (3 qtrs)	6	1194	1031	86%	182	940	512

Measure #12: Percent of final zoning inspections completed same day as requested
(Land Use Enforcement Section)

2015	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Inspections Requested	81	41	73									
Completed Same Day	81	41	73									
% Completed Same Day	100%	100%	100%									
# of Staff	7	7	7									
2014	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Inspections Requested	18	8	6	17	37	76	82	99	58	43	62	25
Completed Same Day	18	8	6	17	34	76	80	99	58	43	62	25
% Completed Same Day	100%	100%	100%	100%	92%	100%	98%	100%	100%	100%	100%	100%
# of Staff	6	6	6	6	6	6	6	7	7	6	6	6
Yearly	2013			2012			2011 (3 qtrs)					
Inspections Requested	773			428			125					
Completed Same Day	772			426			115					
% Completed Same Day	99.9%			99.5%			92%					
# of Staff	5			7			3					

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 #13: Average number of business days to complete initial reviews of land use determinations (*Land Use Review*)

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

2015	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average # of Days to Complete	17	12	19									
Total # Completed	22	9	14									
# of Staff	2	2	2									
2014	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average # of Days to Complete	18	33	23	12	20	20	6	37	38	44	24	26
Total # Completed	11	11	15	15	14	27	8	22	17	42	10	13
# of Staff	2	2	2	2	2	2	2	2	2	2	2	2
Yearly	2013	2012			2011			3 qts				
Average # of Days to Complete	16			9			14					
Total # Completed	225			160			115					
# of Staff	2			2			2					

Measure #14: Average number of days to complete initial reviews of administrative land use permits. (Land Use Review)

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

2015	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average # of Days	9	0	27									
Total # Completed	8	0	1									
# of Staff	1	0	1									
2014	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average # of Days	24	46	13	5	7	12	22	11	96*	16	13	5
Total # Completed	18	34	5	11	4	1	5	2	2	10	3	10
# of Staff	1	1	1	1	1	1	1	1	1	1	1	1
Average by Year	2013			2012			2011			2010		
Average # of Days	4			16			11			21		
Total # Completed	22			91			141			Not available		
# of Staff	1			1			2			Not available		

Measure #15: Number of New Planning Applications Received in the Quarter (Current Planning)

New Applications in 2015 by Quarter

Type of Case	Q1 2015	Q2 2015	Q3 2015	Q4 2015
AMATS Review	1			
Platting Cases	41			
Administrative Cases	5			
Zoning Cases	19			
TOTAL CASES This Quarter	66			

Former Performance Measure for 2010 - 2014

	Average Number of Days to Process a Case*			
	Q1	Q2	Q3	Q4
2014	51.1	Not available	Not available	Not available
2013	50.5	46.8	53.6	49.7
2012	53	50.5	50.4	45.0
2011	55	48	51	54
2010	77	61	69	61

**Measure #16: Average Cost, Fee Revenue, and Tax Subsidy per Case Processed
(Current Planning)**

Year	2013	2012	2011	2010	2009	2008	2007	2006
Average direct cost per case	4,687	5,273	5,358	4,852	5,033	5,011	4,118	3,727
Average revenue per case	3,257	2,684	3,080	2,918	2,243	3,040	2,665	3,043
Tax subsidy	1,430	2,589	2,278	1,934	2,790	1,971	1,453	684

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 2015				
	Q1	Q2	Q3	Q4
Average direct cost per case	6,766			
Average revenue per case	2,623			
Tax subsidy	4,143			
Cumulative Figures by Quarter for 2014				
	Q1	Q2	Q3	Q4
Average direct cost per case	7,026	Due to upgrade of Cityview software from legacy system to new web-based version during this timeframe, reports for this measure were unavailable		
Average revenue per case	2,930			
Tax subsidy	4,096			

Annual Figures – Prior Years				
	2013	2012	2011	2010
Average direct cost per case	4,687	5,273	5,358	4,852
Average revenue per case	3,257	2,684	3,080	2,918
Tax subsidy	1,430	2,589	2,278	1,934

Measure #17: Planning Case Action Statistics by Quarter (Current Planning)

This new performance measure tracks level of planning activity occurring by summarizing the actions taken by the department director on administrative cases, by the Assembly on cases requiring Assembly approval, and by planning board and commissions.

Planning Case Actions by Quarter

Planning Case Actions in 2015	Q1	Q2	Q3	Q4	Total
<u>Planning Case Actions – Anchorage Assembly</u>					
Approved	3				
Postponed (either indefinitely or to date certain)	6				
<u>Planning Administrative Case Actions – Department Director</u>					
Approved	2				
Denied	1				
<u>Planning Case Actions – Planning Boards & Commissions</u>					
Approved	27				
Denied	1				
Postponed (either indefinitely or to date certain)	9				
<u>Resolution Actions – Planning Boards & Commissions</u>					
Approved	23				
Postponed	3				
<u>Planning Case Recommendations Made to Assembly by Planning Boards</u>					
Approval Recommended	9				
Denial Recommended	2				
Recommendation Postponed (either indefinitely or to date certain)	11				
Case Withdrawn by Applicant/No Recommendation Made	1				

Performance Measure Methodology Sheet
Building Safety Section
Development Services Division
Community Development Department

Measure #1: Average number of minutes for first customer contact. (<i>Permitting Management Unit</i>)
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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

Measure 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 #2: Percent of first-time residential plan reviews completed within four business days. (<i>Plan Review Unit</i>)
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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

Measure 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 #3: Percent of construction inspections completed same day as requested. <i>(Building Inspection Unit)</i>

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 #4: 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 #5: Percent of review responses provided to a development team within 15 business days of a developer's submittal. (<i>Private Development Unit</i>)

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 #6: Percent of Certificate of On-Site Approval applications reviewed within three business days. (<i>On-Site Water and Wastewater Unit</i>)
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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

Measure 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 #7: Percent of inspection report reviews completed within three business days. <i>(On-Site Water and Wastewater Unit)</i>
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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

Measure 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 #8: Percent of on-site permit application reviews completed within three business days. (<i>On-Site Water and Wastewater Unit</i>)

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

Measure the 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 #9: Percent of inspections of permitted construction completed the same day to ensure installation compliance with MOA standards and specifications. (*Right-of-Way Enforcement Section*)

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

Measure 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 #10: Percent of all complaints of illegal uses within the rights-of-way inspected within one working day of receipt. (<i>Right-of-Way Enforcement Section</i>)

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

Measure #11: Percent of land use enforcement complaints inspected within one working day of receipt. (<i>Land Use Enforcement Unit</i>)
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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 #12: Percent of final zoning inspections completed same day as requested. <i>(Land Use Enforcement Section)</i>
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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 #13: Average number of business days to complete initial reviews of land use determinations. (<i>Land Use Review & Addressing Section</i>)

Type

Effectiveness

Accomplishment Goal Supported

Provide timely and accurate services for:

- o Land use reviews/determinations;
- o Administrative land use permits;
- o Business facility reviews and inspections;
- o Assignment of new addresses; and
- o 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 financier, 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 #14: Average number of days to complete initial reviews of administrative land use permits. (<i>Land Use Review & Addressing Section</i>)
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Type

Effectiveness

Accomplishment Goal Supported

Provide timely and accurate services for:

- o Land use reviews/determinations;
- o Administrative land use permits;
- o Business facility reviews and inspections;
- o Assignment of new addresses; and
- o 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
Current Planning Section
Planning Division
Community Development Department

Measure #15: Number of New Planning Applications Received in the Quarter

Type

Effectiveness

Accomplishment Goal Supported

Support economic growth and community development by processing planning applications.

Definition

This measure tracks incoming planning applications as a measure of planning activity levels. Land use regulations apply area-wide. Before a new structure may be built, a land use review is a required step of the building permitting process for projects located inside the Building Safety Service Area (BSSA). Projects located in areas such as Eagle River, Chugiak, and Girdwood that are outside the BSSA do not require a building permit but must have a land use permit, verifying that the proposed project confirms with zoning and other land use requirements for the given project location. Planning applications are generally submitted in the earliest stages of preparing for new development. An applicant may wish to divide a land parcel into smaller parcels or may need a “variance” from a land use regulation to be approved or perhaps need a conditional use to be approved in order for a land use permit to be issued.

Data Collection Method

When an applicant submits a zoning, platting, or other planning application and pays the applicable fees, the application records in the Planning Division’s CityView database. Data tracking incoming applications is extracted from CityView.

Frequency

This performance measure will be updated each calendar quarter.

Measured By

Administrative staff will query CityView data to update this performance measure.

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 planning activity in the community. Changes in planning application levels help to reflect on the health of the local economy.

Performance Measure Methodology Sheet
Current Planning Section
Planning Division
Community Development Department

Measure #16: Average cost, fee revenue, and tax subsidy per case processed.
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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 of 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
Current Planning Section
Planning Division
Community Development Department

Measure #17: Planning Case Action Statistics by Quarter
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Type

Effectiveness

Accomplishment Goal Supported

Support economic growth and community development by processing planning applications (same as PVR #15).

Definition

Municipal land use regulations apply area-wide. Although a few land use applications may be processed administratively, the vast majority of land use applications go to the Planning & Zoning Commission, the Platting Board, the Urban Design Commission or the Zoning Board of Examiners and Appeals for hearing and decision. While an applicant will want his or her application for zoning, platting, or other land use action to be approved, other persons may oppose an application for a variety of reasons. Whether a board or commission approves or denies an application cannot be labeled as a “good” or “bad” outcome. Thus, the Current Planning is able to quantify planning activity levels but cannot qualitatively label the results. Quantifying activity levels, however, is helpful given that upticks or downturns in planning activity levels reflect on overall economic activity in the community.

Data Collection Method

All information about planning applications is maintained in the CityView database.

Frequency

Performance measure is updated at the end of each quarter.

Measured By

Department’s administrative staff queries the CityView database to compile planning case action statistics for the quarter.

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 planning activity levels, as reflective of current planning workloads as well as local economic health.