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## Project Management and Engineering Department

*Anchorage: Performance. Value. Results.*

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### Mission

Provide project management services aimed at delivering public capital road and drainage improvement projects in a timely, cost-effective manner for residents, businesses and visitors within the Municipality who rely on public facilities for safe transportation and recreation.

### Core Services

- Manage the capital improvement program that assesses project needs and prioritizes projects (roadways, drainage systems, and non-motorized facilities) and presents funding needed for design, right-of-way, utilities, and construction phases within a 6-year capital improvement program.
- Manage the design and construction of capital projects, to provide the greatest public benefit for the least private detriment.
- Follow a context-sensitive process that informs and collects input from the public and stakeholders on design alternatives and other project related activities; and refers to adopted plans to inform the design development process.
- Manage the construction of those capital projects, to ensure the greatest cost-effectiveness with the least disruption to residents, businesses, and the traveling public.

### Accomplishment Goals

- Design capital improvement projects that are cost-effective, maintenance-friendly, and clearly communicate design intent to construction contractor within the contract documents.

### Performance Measures

Progress in achieving goals shall be measured by:

<b>Measure #1: Percentage of cumulative change order amount compared to the total original contract price, including elective change orders.</b>
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<b>Goal: Average of 10% or less</b>
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### Type

Effectiveness

### Accomplishment Goal Supported

Minimize construction costs by managing the design and construction of capital projects using a context-sensitive approach, facilitating a thorough review process, and administering the construction contract in accordance with the Municipality of Anchorage Standard Specifications (MASS).

### Definition

Percentage of the cumulative amount of construction contract change orders divided by the total amount of construction contracts, including elective change orders. This measures performance across all active projects recognizing that change order percentages vary with the value of contracts, notably smaller contracts typically have the potential of higher change order amount percentages.

### Data Collection Method

Data is maintained in an Excel spreadsheet that tracks the cumulative amounts of the original contract and contract change orders.

### Frequency

Quarterly

### Measured By

Project Management Section staff in collaboration with Public Works Administration staff

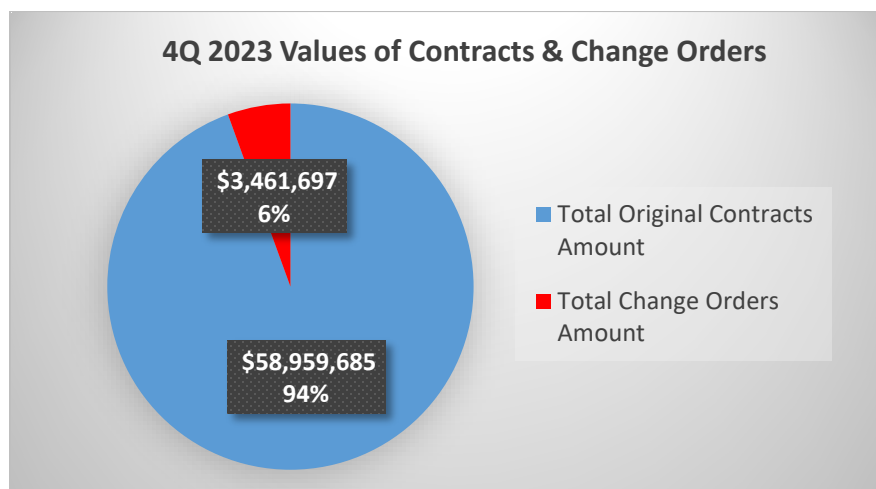
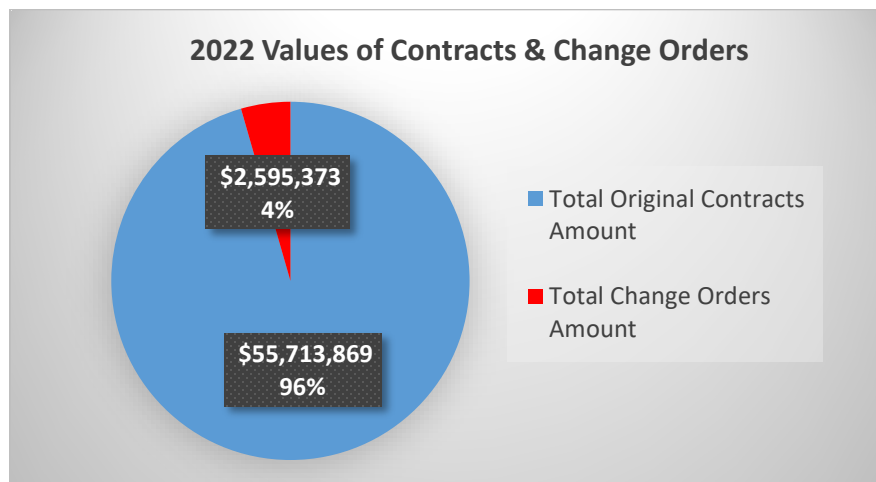
### Reporting

The data will be displayed numerically and graphically in quarterly reports.

### Used By

The Project Management & Engineering Director will use this data to assess the adequacy of the designs meeting the standard level of care; the thoroughness of the review process; the implementation of quality control measures; administration of the construction contract in accordance with plans, specifications, and standards; and staffing levels.

### Results



**Measure #2: Number of construction contracts with cumulative change order amounts less than 15% of the original contract amount, including elective change orders.**  
**Goal: At least 75% of contracts**

**Type**

Effectiveness

**Accomplishment Goal Supported**

Minimize construction costs by managing the design and construction of capital projects using a context-sensitive approach, facilitating a thorough review process, and administering the construction contract in accordance with the Municipality of Anchorage Standard Specifications (MASS).

**Definition**

Percentage of construction contracts with cumulative change orders below 15% of the original construction contract amount, including elective change orders. This measures performance on an individual project basis across all active projects recognizing that change order percentages vary with the value of contracts, notably smaller contracts typically have the potential of higher change order amount percentages.

**Data Collection Method**

Data is maintained in an Excel spreadsheet that tracks the cumulative amounts of the original contract and contract change orders.

**Frequency**

Quarterly

**Measured By**

Project Management Section staff in collaboration with Public Works Administration staff

**Reporting**

The data will be displayed numerically and graphically in quarterly reports.

**Used By**

The Project Management & Engineering Director will use this data to assess the adequacy of the designs meeting the standard level of care; the thoroughness of the review process; the implementation of quality control measures; administration of the construction contract in accordance with plans, specifications, and standards; and staffing levels.

**Results**

	2022	1Q 2023	2Q 2023	3Q 2023	4Q 2023
Total Number of Contracts	34	27	27	29	37
Number of Contracts With Change Orders Exceeding 15% of Original Contract Amount	6	2	2	3	3
Percent of Contracts With Change Orders Less Than 15% of Original Contract Amount	82.4%	92.6%	92.6%	89.7%	91.9%

Percent of Contracts With Change Orders Less Than  
15% of Original Contract Amount

