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Department Goals Aligned with Mayor's Strategic Framework

Mayor's Overarching Framework

Core Values

- Safety – providing for the safety and well-being of our community
- Excellence – passion to do our best every day
- Stewardship – using our time and resources wisely
- Integrity – doing the right thing, not the easy thing
- Accountability – accountable to the community for our actions

Mission

Provide and maintain effective and fiscally responsible municipal services that foster a high quality of life.

Vision



Exemplary municipal operations



A safe place to call home



A flourishing, broad-based and sustainable economy



An inviting place to live, work and plan



A premier destination

Goals

- Improve the efficiency and effectiveness of Municipal operations
- Strengthen public safety
- Achieve fiscal sustainability
- Improve the transportation system
- Achieve a stable and reliable source of energy
- Promote economic development
- Improve community relations and earn a positive public opinion as to the Administration's overall performance and the delivery of core services
- Enhance academic excellence while maintaining cost effectiveness
- Maximize Federal and State support for priority programs and projects
- Work effectively with Municipal Assembly

Department Goals that Contribute to Achieving the Mayor's Vision:

Vision:  A Safe Place to Call Home

Anchorage Fire Department

- Improve outcome for sick, injured, trapped and endangered victims
- Reduce fire damage, eliminate fire deaths and injuries
- Prevent unintended fires

Anchorage Police Department

- Maintain the rate of Uniform Crime Report (UCR) Part I crimes in Anchorage at or below the national average for comparable size communities
- Reduce the rate of adult sexual assault in Anchorage
- Decrease the number of drivers Operating Under the Influence (OUI)
- Maintain a rating on the UAA Community Indicators Project wherein the majority of respondents state they are “Satisfied” or “Very satisfied” with police services in Anchorage

Health and Human Services Department

- Maintain and improve the health and well-being of all Anchorage citizens, including its most vulnerable.
- Protect public health by reducing communicable disease and ensuring safe food handling and preparation practices in restaurants and other food facilities.

Emergency Management Division

- Improve MOA’s emergency preparedness by completing revisions to the Emergency Operations Plan

Transportation Inspection Division

- Protect the safety and welfare of the regulated vehicle customers

Public Transportation Department

- Provide public transportation services which are safe, convenient, accessible and reliable
- Increase ridership

Public Works Department - Maintenance and Operations Division

- Complete declared plow-outs within 72 hours of a snowfall four inches or more within Anchorage Roads and Drainage Service Area (ARDSA)
- Repair reported potholes within 24 hours within ARDSA

Community Development Department

- Ensure development-related infrastructure is designed and constructed according to municipal design criteria, standards, codes, and practices, while staying mindful that the economic health of the community depends on maintaining a way to employ the most cost-effective design and construction practices
- Eliminate duplicate street names to ensure the uniqueness of each address, thereby improving E911 response times

Vision:  **A Flourishing, Broad-Based and Sustainable Economy**

Finance Department - Property Appraisal Division

- Timely annual assessment of all taxable property
- Ensure accurate data collection for property records

Finance Department - Public Finance and Investments Division

- Maintain at least the current AAA rating by Standard & Poor's and AA+ rating by Fitch for the MOA's general obligation
- Provide an aggregate investment return, net of fees, that outperforms the benchmark for the MOA's aggregate portfolio

Public Transportation Department

- Provide public transportation services which are safe, convenient, accessible and reliable
- Increase ridership

Public Works Department - Traffic Division

- Continuous improvement in the safe and efficient movement of people and goods
- Traffic operation improvements that maximize transportation safety and system efficiency

Public Works Department – Maintenance & Operations Division

- Annually inspect and clean “as required” all storm drain structures per Alaska Pollution Discharge Elimination System (APDES) Phase II permit within ARDSA

Vision:  **An inviting Place to Live, Work and Play**

Library Department

- Increase opportunities for our children's success when they enter school by teaching the foundations of reading, social skills and, creative skills through early learning educational activities
- Improve civic engagement, cultural enrichment, and enhance the quality of life for all Anchorage residents through provision of life-long educational services including library materials, online resources and programs/events
- Improve economic advancement by providing equitable access to computing equipment and resources and improve public safety by providing safe and stimulating places for teens and clean, well-maintained buildings for all

Community Development Department

- Provide community planning services
- Provide on-site water and wastewater permitting, certification, training and enforcement consistent with goals of protecting public health and environmental quality
- 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
 - Maintenance of GIS map data layers for roads and addresses

Equal Rights Commission

- Eliminate discriminatory practices by providing outreach and education in our community to improve compliance with the law

Vision:  **A Premier Destination**

Parks and Recreation Department

- Provide opportunities for residents and visitors to enjoy Anchorage's parks and facilities
- Provide recreation opportunities that are safe, secure and enjoyable
- Provide a high standard of care and maintenance for all parks, trails, and facilities. The 2014 bond funded projects are scheduled to be completed at the end of 2015. PRD will request the approved O&M funds in 2016.

Vision:  **Exemplary Municipal Operations**

Employee Relations Department

- Attract and retain a productive, qualified workforce while adhering to all federal, state and local laws, regulations and agreements
- Centralize administrative functions to improve performance and conserve resources

Finance Department - Controller Division

- Report fairly, without material misstatement, the financial results of the Municipality of Anchorage on an annual basis
- Maintain a system of internal controls such that transactions are accurately recorded on a timely basis to reduce the risk of fraud and error

Information Technology Department

- Define and enforce enterprise wide technology standards and practices
- Total IT operations cost as an appropriate percentage of overall MOA operations costs
- Deliver new municipal services to MOA departments and citizens via technology
- Improve IT service delivery, processes, standards and policies by applying best practices

Management and Budget Department

- Implement the Mayor's "Performance. Value. Results" performance-based management initiative

Municipal Attorney

- Maintain high quality, efficient production of legal services through low turnover rate of professional staff, and successful completion by attorneys of subject matter training/continuing legal education

Public Works Department - Engineering Division

- Design capital improvement projects that are cost-effective, maintenance-friendly

Municipal Manager Department - Risk Management Division

- Lower the cost of Municipal operations by reducing both the number of accidents and the severity of accidents in workers' compensation, auto liability and general liability exposures