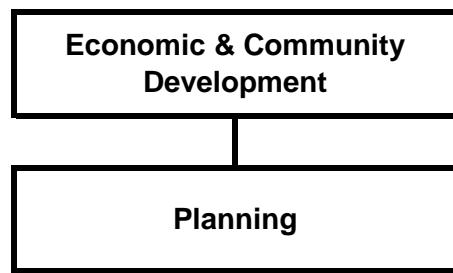


# Planning



## Planning Department

### **Description**

The Planning Department provides professional, technical and analytical expertise that assists the community in identifying goals, policies and objectives governing growth and future development within the Municipality of Anchorage. It guides the development of a livable and resilient northern community, facilitating development in accordance with Anchorage's zoning and subdivision regulations and preparing long range land use plans based on the community's goals and aspirations, economic assets and opportunities, and environmental attributes.

### **Department Services**

- Produces area-wide, regional, and neighborhood plans that meet community expectations for our winter city community. This includes Assembly-adopted comprehensive and sub-area plans for Chugiak-Eagle River, Anchorage Bowl, Girdwood and Turnagain Arm, Mountain View, University Medical Educational District (UMED).
- Provides planning for long-term multi-modal transportation needs.
- Ensures new developments adhere to adopted plans, codes, and regulations.
- Provides a 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.
- Provides assistance to the public seeking to build housing, and commercial and industrial lands in the Municipality.

### **Divisions:**

- Director's Office & Administration
  - Provides leadership, management, and coordination for overall operations of the department; and
  - Provides full array of administrative and financial management services to include but not limited to: budget, accounting, grant administration, purchasing, IT coordination, asset management, human resources coordination, and payroll.
- Current Planning
  - Processes zoning, platting and other development applications requiring land use actions;
  - Provides staff support to four (4) adjudicatory/regulatory boards: Planning & Zoning Commission, Platting Board, Urban Design Commission, and Zoning Board of Examiners and Appeals; and
  - Develops ordinances to amend codes and regulations as needed to respond to market needs and public safety.
- Long Range Planning
  - Creates, updates, coordinates, and implements the Anchorage Comprehensive Plan (Girdwood/Turnagain Arm, Anchorage Bowl and Chugiak/Eagle River/Eklutna);
  - Prepares and implements district and neighborhood plans, and conducts planning studies;
  - General Permit Authority: Administers and maintains the agreement with the Corp of Engineers through regular updates of the Anchorage Wetlands Management Plan and issues wetlands permits per COE guidelines;
  - Prepares and updates the Land Use Plan Map;

- Assists the public in developing and building housing, commercial and industrial projects consistent with the Municipality's Comprehensive, District and Neighborhood plans;
  - Historic Preservation Officer: Administers and maintains National Park Service Certified Local Government Status, which enables the Municipality to qualify for grant funding;
  - Provides staff support and expertise to the Anchorage Historic Preservation Commission, and towards historic preservation planning efforts;
  - Provides staff support to the Geotechnical Advisory Commission, and the Watershed and Natural Resource Advisory Commission; and
  - Applies for grants to further the vision and goals of the Municipality's land use and functional plans.
- Transportation Planning
    - Supervises and coordinates the AMATS (Anchorage Area Transportation Solutions) Program through a cooperative, coordinated, and comprehensive planning process;
    - Develops and implements a multi-modal transportation system for the Municipality of Anchorage;
    - Maintains eligibility for Federal Assistance for road, transit, trail, port, freight, and air quality improvements;
    - Develops and manages the Unified Planning Work Program (UPWP); and
    - Updates the Transportation Improvement Program (TIP);
    - Monitors, amends, and updates the Metropolitan Transportation Plan (MTP); Non-Motorized Transportation Plan, and
    - Prepares and reviews design and land use plans.

**Department Goals that Contribute to Achieving the Mayor's Mission:**



**Administration – Make city government more efficient, accessible, transparent, and responsive**

- Engages the community in land use planning activities to make decisions about land uses and transportation, as well as public facilities, economic development, housing, and other public issues that are vital to a healthy and livable community.
- Reviews and makes necessary changes to codes, regulations, land use approval, building permit and other processes to reduce barriers to housing and non-residential development.
- Incorporates the necessary tools and training for staff in order to serve the public effectively.



**Homelessness – Reduce homelessness and improve community health**

- 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.
- Assists the MOA in developing and implementing a variety of housing tools within the code.



**Economy – Build a city that attracts and retains a talented workforce, is hospitable to entrepreneurs, small business and established companies, and provides a strong environment for economic growth**

- Examine and track the level of tax subsidy for the processing of zoning and platting cases.
- Develop staff resources to serve as projects managers to assist major housing and economic development projects from concept phase to issuance of certificate of occupancy.
- Assist health and higher education partners in implementing their campus master plans to ensure continued quality health care and higher education is provided in-state.
- Provide timely and accurate services for applicants requesting:
  - Land use reviews/determinations;
  - Administrative land use permits; and
  - Zoning and platting services.
- Safety: Provide guidance in the design of public and private development projects that fosters crime prevention, and minimizes the impacts from natural and man-made disasters.
  - Apply Crime Prevention through Environmental Design guidelines in the review of site and building plans;
  - Adopt policies and procedures to minimize the impacts of and response to natural disasters.

## Planning Department Summary

	2017 Actuals	2018 Revised	2019 Proposed	19 v 18 % Chg
<b>Direct Cost by Division</b>				
PL Planning	2,850,765	2,807,428	2,654,518	(5.45%)
PL Planning Administration	371,731	299,852	331,212	10.46%
<b>Direct Cost Total</b>	<b>3,222,496</b>	<b>3,107,280</b>	<b>2,985,730</b>	<b>(3.91%)</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	1,630,403	1,729,898	1,667,425	(3.61%)
<b>Function Cost Total</b>	<b>4,852,899</b>	<b>4,837,178</b>	<b>4,653,155</b>	<b>(3.80%)</b>
Program Generated Revenue	(707,498)	(808,755)	(855,925)	5.83%
<b>Net Cost Total</b>	<b>4,145,401</b>	<b>4,028,423</b>	<b>3,797,230</b>	<b>(5.74%)</b>
<b>Direct Cost by Category</b>				
Salaries and Benefits	3,090,891	2,874,445	2,752,895	(4.23%)
Supplies	10,019	14,944	14,944	-
Travel	2,635	26,837	26,837	-
Contractual/OtherServices	118,456	181,604	181,604	-
Debt Service	-	-	-	-
Equipment, Furnishings	495	9,450	9,450	-
<b>Direct Cost Total</b>	<b>3,222,496</b>	<b>3,107,280</b>	<b>2,985,730</b>	<b>(3.91%)</b>
<b>Position Summary as Budgeted</b>				
Full-Time	24	21	22	4.76%
Part-Time	-	-	-	-
<b>Position Total</b>	<b>24</b>	<b>21</b>	<b>22</b>	<b>4.76%</b>

**Planning**  
**Reconciliation from 2018 Revised Budget to 2019 Proposed Budget**

	Positions			
	Direct Costs	FT	PT	Seas/T
<b>2018 Revised Budget</b>	3,107,280	21	-	-
<b>Changes in Existing Programs/Funding for 2019</b>				
- Salaries and benefits adjustments	(1,368)	-	-	-
		<b>2019 Continuation Level</b>	<b>3,105,912</b>	<b>21</b>
<b>2019 One-Time Requirements</b>				
- Keep Senior Planner position vacant for only 2019; to be fully funded in 2020	(146,868)	-	-	-
<b>2019 Proposed Budget Changes</b>				
- Add Principal Admin Officer and charge 1/2 of position to grant funding	73,882	1	-	-
- Reduce Director by 1/4 for time charged to grant funding	(47,196)	-	-	-
		<b>2019 Proposed Budget</b>	<b>2,985,730</b>	<b>22</b>

**Planning**  
**Division Summary**  
**PL Planning**

(Fund Center # 190300, 190100, 190200)

	2017 Actuals	2018 Revised	2019 Proposed	19 v 18 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	2,760,289	2,605,219	2,452,309	(5.87%)
Supplies	2,840	611	611	-
Travel	2,635	26,837	26,837	-
Contractual/Other Services	84,506	171,261	171,261	-
Equipment, Furnishings	495	3,500	3,500	-
<b>Manageable Direct Cost Total</b>	<b>2,850,765</b>	<b>2,807,428</b>	<b>2,654,518</b>	<b>(5.45%)</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>2,850,765</b>	<b>2,807,428</b>	<b>2,654,518</b>	<b>-</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	2,024,442	2,029,752	1,998,637	(1.53%)
<b>Function Cost Total</b>	<b>4,875,206</b>	<b>4,837,180</b>	<b>4,653,155</b>	<b>(3.80%)</b>
<b>Program Generated Revenue by Fund</b>				
Fund 101000 - Areawide General	707,498	808,755	855,925	5.83%
<b>Program Generated Revenue Total</b>	<b>707,498</b>	<b>808,755</b>	<b>855,925</b>	<b>5.83%</b>
<b>Net Cost Total</b>	<b>4,167,708</b>	<b>4,028,425</b>	<b>3,797,230</b>	<b>(5.74%)</b>

**Position Summary as Budgeted**

Full-Time	21	19	19	-
<b>Position Total</b>	<b>21</b>	<b>19</b>	<b>19</b>	<b>-</b>

**Planning  
Division Detail  
PL Planning**

(Fund Center # 190300, 190100, 190200)

	2017 Actuals	2018 Revised	2019 Proposed	19 v 18 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	2,760,289	2,605,219	2,452,309	(5.87%)
Supplies	2,840	611	611	-
Travel	2,635	26,837	26,837	-
Contractual/Other Services	84,506	171,261	171,261	-
Equipment, Furnishings	495	3,500	3,500	-
<b>Manageable Direct Cost Total</b>	<b>2,850,765</b>	<b>2,807,428</b>	<b>2,654,518</b>	<b>(5.45%)</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>2,850,765</b>	<b>2,807,428</b>	<b>2,654,518</b>	<b>(5.45%)</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	2,024,442	2,029,752	1,998,637	(1.53%)
<b>Program Generated Revenue</b>				
404180 - Park and Access Agreement	20,962	6,750	7,650	13.33%
404220 - Miscellaneous Permits	29,739	42,530	44,250	4.04%
406050 - Platting Fees	276,323	336,375	350,765	4.28%
406060 - Zoning Fees	375,849	420,000	449,970	7.14%
406110 - Sale Of Publications	5,500	2,500	2,690	7.60%
406120 - Rezoning Inspections	(1,170)	-	-	-
406580 - Copier Fees	184	600	600	-
408580 - Miscellaneous Revenues	113	-	-	-
<b>Program Generated Revenue Total</b>	<b>707,498</b>	<b>808,755</b>	<b>855,925</b>	<b>5.83%</b>
<b>Net Cost</b>				
Direct Cost Total	2,850,765	2,807,428	2,654,518	(5.45%)
Charges by/to Other Departments Total	2,024,442	2,029,752	1,998,637	(1.53%)
Program Generated Revenue Total	(707,498)	(808,755)	(855,925)	5.83%
<b>Net Cost Total</b>	<b>4,167,708</b>	<b>4,028,425</b>	<b>3,797,230</b>	<b>(5.74%)</b>

**Position Detail as Budgeted**

	2017 Revised		2018 Revised		2019 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Associate Planner	2	-	1	-	1	-
Engineering Technician IV	1	-	1	-	1	-
Junior Administrative Officer	1	-	1	-	1	-
Manager	2	-	2	-	2	-
Office Associate	1	-	1	-	1	-
Plan Reviewer II	1	-	1	-	1	-
Plan Reviewer III	1	-	1	-	1	-
Planning Technician	1	-	1	-	1	-
Prin Office Associate	1	-	1	-	1	-
Senior Planner	9	-	8	-	8	-

2019 Proposed General Government Operating Budget

**Position Detail as Budgeted**

	2017 Revised		2018 Revised		2019 Proposed	
	<u>Full Time</u>	<u>Part Time</u>	<u>Full Time</u>	<u>Part Time</u>	<u>Full Time</u>	<u>Part Time</u>
Senior Planning Technician	1	-	1	-	1	-
<b>Position Detail as Budgeted Total</b>	<b>21</b>	<b>-</b>	<b>19</b>	<b>-</b>	<b>19</b>	<b>-</b>

**Planning**  
**Division Summary**  
**PL Planning Administration**  
(Fund Center # 190000)

	2017 Actuals	2018 Revised	2019 Proposed	19 v 18 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	330,602	269,226	300,586	11.65%
Supplies	7,179	14,333	14,333	-
Travel	-	-	-	-
Contractual/Other Services	33,950	10,343	10,343	-
Equipment, Furnishings	-	5,950	5,950	-
<b>Manageable Direct Cost Total</b>	<b>371,731</b>	<b>299,852</b>	<b>331,212</b>	<b>10.46%</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>371,731</b>	<b>299,852</b>	<b>331,212</b>	<b>-</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(394,038)	(299,854)	(331,212)	10.46%
<b>Function Cost Total</b>	<b>(22,307)</b>	<b>(2)</b>	<b>-</b>	<b>(100.00%)</b>
<b>Net Cost Total</b>	<b>(22,307)</b>	<b>(2)</b>	<b>-</b>	<b>(100.00%)</b>
<b>Position Summary as Budgeted</b>				
Full-Time	3	2	3	50.00%
<b>Position Total</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>50.00%</b>

**Planning  
Division Detail  
PL Planning Administration**  
(Fund Center # 190000)

	2017 Actuals	2018 Revised	2019 Proposed	19 v 18 % Chg
<b>Direct Cost by Category</b>				
Salaries and Benefits	330,602	269,226	300,586	11.65%
Supplies	7,179	14,333	14,333	-
Travel	-	-	-	-
Contractual/Other Services	33,950	10,343	10,343	-
Equipment, Furnishings	-	5,950	5,950	-
<b>Manageable Direct Cost Total</b>	<b>371,731</b>	<b>299,852</b>	<b>331,212</b>	<b>10.46%</b>
Debt Service	-	-	-	-
<b>Non-Manageable Direct Cost Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Direct Cost Total</b>	<b>371,731</b>	<b>299,852</b>	<b>331,212</b>	<b>10.46%</b>
<b>Intragovernmental Charges</b>				
Charges by/to Other Departments	(394,038)	(299,854)	(331,212)	10.46%
<b>Net Cost</b>				
Direct Cost Total	371,731	299,852	331,212	10.46%
Charges by/to Other Departments Total	(394,038)	(299,854)	(331,212)	10.46%
<b>Net Cost Total</b>	<b>(22,307)</b>	<b>(2)</b>	<b>-</b>	<b>(100.00%)</b>

**Position Detail as Budgeted**

	2017 Revised		2018 Revised		2019 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Director, Planning	1	-	1	-	1	-
Junior Administrative Officer	1	-	1	-	1	-
Principal Admin Officer	1	-	-	-	1	-
<b>Position Detail as Budgeted Total</b>	<b>3</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>3</b>	<b>-</b>

## Planning Operating Grant and Alternative Funded Programs

Program	Fund Center	Award Amount	Amount Expended As of 12/31/2018	Expected Expenditures in 2019	Expected Balance at End of 2019	Personnel			Program Expiration
						FT	PT	T	
<b>Long Range Planning Division</b>									
<b>Army Housing Block 13 Historic District National Register Nomination Grant</b> (State Dir/Fed Pass-Thru Grant) Compile information to nominate Block 13 in Anchorage's Third Addition for historic district status in both the State and National Register.		14,467	14,467	-	-	-	-	-	Sep-16
<b>NAPC Forum 2016 Grant</b> (State Dir/Fed Pass-Thru Grant) Travel/Training to attend the National Alliance of Preservation Commissions Forum 2016 in Mobile, Alabama July 27-31, 2016 for 1 MOA HPC Planning staff and 1 MOA HPC Commissioner.		5,051	5,051	-	-	-	-	-	Sep-16
<b>Historic Preservation Plan Grant</b> (State Dir/Fed Pass-Thru Grant). For professional consultant services to work with the Municipality of Anchorage to complete an Anchorage-area Historic Preservation Plan as identified in Anchorage 2020. A draft historic preservation plan has been submitted to the State Historic Preservation Office (SHPO) in the grant timeframe. All funding has been expended and billed. The SHPO is holding back 10%.		21,736	21,736	-	-	-	-	-	Sep-17
<b>Transportation Planning Division</b> <b>Federal Highway Administration (FHWA)</b>									
<b>2018 AMATS Program - Anchorage Metropolitan Area Transportation Solutions (AMATS) Program 2018</b> (State Dir/Fed Pass-Thru Grant) Annual grant for local and regional studies that are required prior to transit and highway design and construction. * DeptID 772017G - Estimated Amt of Grant Award - Actual Grant Amt TBD- 6 Personnel directly housed in grant annually.	190200	1,340,840	1,340,840	-	-	6	-	-	Dec-18
<b>AMATS Multimodal Trip Planner and Smartphone App</b> (State Dir/Fed Pass-Thru Grant) Funding for professional consultant services to provide carpool, vanpool and bicycle commuter matching, transit and shuttle schedules and multimodal directions.	190200	60,371	60,371	-	-	-	-	-	Dec-19
<b>AMATS: ASD Bike Sharing Education Trailer Program</b> (State Dir/Fed Pass-Thru Grant and Private Donations) Funding will provide bicycle fleets and transportation trailers for a bicycle sharing education program used by the Anchorage School District (ASD) Physical Education Department to instruct students in grades K-8 on bicycle safety and rider skills, and to encourage the use of bicycles as transportation.	190200	128,011	2,815	125,196	-	-	-	-	Dec-19
<b>AMATS Spenard Road Corridor Strategic Plan Grant</b> (State Dir/Fed Pass-Thru Grant) Develop a comprehensive transit oriented development plan to guide transportation and multimodal solutions, capital improvements, and land use in the Spenard Transit-Supportive Corridor.	190200	279,260	279,260	-	-	-	-	-	Dec-18
<b>AMATS Smart Lighting Pilot Program</b> MOA Parks and Recreation Department will purchase replacements for all 275 high pressure sodium lights along the Chester Creek Trail with Smart LED Technology fixtures. The 275 light count includes all fixtures maintained by Facility Maintenance for the trail corridor and the connecting spur trails.	190200	191,498	95,749	95,749	-	-	-	-	Dec-19

**Planning**  
**Operating Grant and Alternative Funded Programs**

Program	Fund Center	Award Amount	Amount Expended As of 12/31/2018	Expected Expenditures in 2019	Expected Balance at End of 2019	Personnel			Program Expiration
						FT	PT	T	
<b>AMATS Safe Routes to School</b> A major component will be to resurrect the District's "Be Safe-Be Seen Program," which focuses on distribution of reflective materials to students and complementary lessons on the use to enhance walking and biking safety. For younger students, the MOA will support the cost of the "Little Yellow School Bus" programming and educational activity that involves the movement of the miniature school bus from the ASD Transportation Center. Program effectiveness will be evaluated with pre- and post-evaluations by students, the number of students reached with the "Little Yellow School Bus" activity, participation in "Bike/Walk to School Day," and the number of reflective materials distributed.	190200	114,648	38,216	38,216	38,216	-	-	-	Dec-20
<b>AMATS Non-Motorized Plans Update</b> (State Dir/Fed Pass-Thru Grant) Develop a comprehensive update to the Anchorage Bicycle Plan, Anchorage Pedestrian plan, and the Anchorage Trails Plan. Identify opportunities to increase and expand multi-modal facilities, for both recreation and transportation throughout the city.	192100	286,043	286,043	-	-	-	-	-	Dec-18
<b>AMATS Consolidated MOA MTP Update</b> (State Dir/Fed Pass-Thru Grant) Funding for contractual services to update the AMATS 2035 Metropolitan Plan for the Anchorage Bowl and Chugiak-Eagle River as required every four years to comply with federal planning requirements.	192100	800,117	750,412	16,568	33,136	-	-	-	Dec-19
<b>AMATS Vision Program</b> (State Dir/Fed Pass-Thru Grant) Funding to identify high-priority safety improvement needs in the Anchorage area by providing a comprehensive analysis of current road conditions, bicycle and pedestrian infrastructure, levels of freight and commuter traffic, and road ownership. Elements of the program include: a public media campaign and ongoing support for BikeLife Anchorage publication; an analysis of current codes and guidelines to identify barriers and the resulting improvements necessary to allow Vision Zero goals to be implemented; in/out of state training and on-going education for MOA staff and outside partnering agencies to implement best practices; and the formation of a Vision Aero Steering Committee and coalition to help support two annual road safety events in 2017 and 2018.	192100	270,988	270,988	-	-	-	-	-	Dec-18
<b>Total Grant and Alternative Operating Funding for Department</b>		3,513,030	3,165,948	275,729	71,352	6	-	-	
<b>Total General Government Operating Direct Cost for Department</b>				2,985,730		22	-	-	
<b>Total Operating Budget for Department</b>				3,261,459		28	-	-	

*Anchorage: Performance. Value. Results*

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## **Planning Department**

*Anchorage: Performance. Value. Results.*

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### **Purpose**

The Planning Department provides professional, technical and analytical expertise that assists the community in identifying goals, policies and objectives governing growth and future development within the Municipality of Anchorage. It guides the development of a livable northern community, facilitating development in accordance with Anchorage's zoning and subdivision regulations and preparing long range land use plans based on the community's goals and aspirations, economic assets and opportunities, and environmental attributes.

### **Core Services**

- Produces area-wide, regional, and neighborhood plans that meet community expectations for our winter city community. This includes Assembly-adopted comprehensive and sub-area plans for Chugiak-Eagle River, Anchorage Bowl, Girdwood and Turnagain Arm.
- Provides planning for long-term multi-modal transportation needs.
- Ensures new developments adhere to adopted plans.
- Provides a 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.

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## **Current Planning Division Planning Department**

*Anchorage: Performance. Value. Results.*

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### **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.

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

2018	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average # of Days to Complete	11.17	12.33	21.53	13.36	12.13	16.17						
Total # Completed	12	12	15	11	8	12						
# of Staff	1.5	2	1.5	1.5	2	1.75						

NOTE: High volume of applications submitted in February and staff shortages contributed to longer review times in March and April.

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

2018	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average # of Days	2	6	5	10	3	5						
Total # Completed	10	8	30	50	10	8						
# of Staff	1	1	1	1	1	1						

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