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## Community Development Department

*Anchorage: Performance. Value. Results.*

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### 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, weatherization or community development assistance 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
- Assist low and moderate income households and neighborhoods through weatherization and community development block grant programs.

### 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:

<b>Measure #1: Community sentiment about land use planning progress.</b>
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This survey is still under development and will be sent out to the 38 Community Councils at the end of February 2011. Because of the various dates in which the Community Councils hold their respective meetings each month, the Community Councils will have two months to respond to the survey. Results of the survey will be reported in May 2011 instead of April as previously identified.

The surveys will be used to assess community sentiment 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;
- August Anchorage's standing as a premier winter city; and
- Improve recreational opportunities.

<b>Measure #2: Percent complete – Users' Guide for new Title 21 Land Use Code</b>
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When the Anchorage Assembly adopts the new Title 21 Land Use Code, Community Development will report monthly on staff's progress drafting chapters and illustrations for the new guidebook to facilitate implementation of the new code. The new Land Use Code is still under review and development at this time, however, so the data cannot be collected and reported until the new Title 21 Code has been adopted by the Anchorage Assembly.

<b>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.</b>
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Survey has been developed but staffing shortages have delayed implementation. The survey will be distributed to every tenth customer starting February 1, 2011.

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**Building Safety Section  
Development Services Division  
Community Development Department**

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**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 certificate of on-site acceptance for water and wastewater systems; and
- Enforce Anchorage Municipal Code 15.55 (Water) and 15.65 (Wastewater)

**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:

<b>Measure #4: Average number of minutes for first customer contact (<i>Permitting Management Unit</i>)</b>
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Development Services will begin tracking average number of minutes for the fourth quarter of 2010 with the first quarterly report being ready by January 15, 2011.

Average Number of Minutes for 1 <sup>st</sup> Customer Contact			
			Q4 2010
			3.81 minutes
Q1 2011	Q2 2011	Q3 2011	Q4 2011

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

Percent of 1 <sup>st</sup> -Time Residential Reviews Completed within 4 Business Days			
During 2009, 77% of the reviews were completed within 4 business days.			
For 2010 the quarterly percentages are as follows:			
Q1 2010	Q2 2010	Q3 2010	Q4 2010
93%	69%	70%	68%

**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%

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

Private Development Unit has determined through practice that Measures 7 – 9 are not achievable as written. This is because Private Development must coordinate with several other municipal and outside agencies to produce final agreements, reviews and inspection reports, and other agencies cannot necessarily adhere to the timelines. Private Development is formulating more realistic measures and will provide them to OMB for approval before the next reporting period.

**Measure #8: Percent of inspection results (pre-final, final, and warranty inspections) provided to a developer within 5 business days of an inspection (*Private Development Unit*)**

Private Development – see comments above under measure 7.

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

Private Development – see comments above under measure 7.

**Measure #10:** Percent of Certificate of On-Site Acceptance 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 inspections were completed the same day as requested.			
For 2010 the quarterly percentages are as follows:			
Q1 2010	Q2 2010	Q3 2010	Q4 2010
97%	See comments		

On-Site Water and Wastewater is waiting for programming work to be completed in the new Hansen database so that data for their performance measures may be extracted and used to quickly calculate the performance measures. They anticipate having performance measures updated on-time for Q1 of 2011 reporting in April.

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

Percent of Bottom-of-Hole Inspections Performed Prior to System Installation			
During 2009, __% of bottom-of-hole inspections was performed prior to system installation.			
For 2010 the quarterly percentages are as follows:			
Q1 2010	Q2 2010	Q3 2010	Q4 2010
See comments			

See comments under measure #10. Reporting will begin with Q1 of 2011.

**Measure #12: 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			
During 2009, 54% of inspection report reviews were completed within 3 business days.			
For 2010 the quarterly percentages are as follows:			
Q1 2010	Q2 2010	Q3 2010	Q4 2010
49%	See comments		

See comments under measure #10. Reporting will resume in Q1 of 2011.

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

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**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 within two working days (AMC 24.30.150) after receipt of “Request to Ensure Installation Compliance with MOA Standards and Specifications” (*Right-of-Way Unit*)

Reporting on this measure will begin in March of 2011, when we are able to extract data from the new Hansen permitting system database.

**Measure #14:** Percent of all complaints of illegal uses within the right-of-ways inspected and appropriate actions initiated within 48 hours of receipt (*Right-of-Way Unit*)

Percent of Illegal ROW Usage Complaints  
Investigated within 48 Hours

	2007	2008	2009	2010
Jan	100%	100%	100%	100%
Feb	100%	100%	100%	100%
Mar	100%	100%	100%	100%
Apr	100%	100%	100%	100%
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%

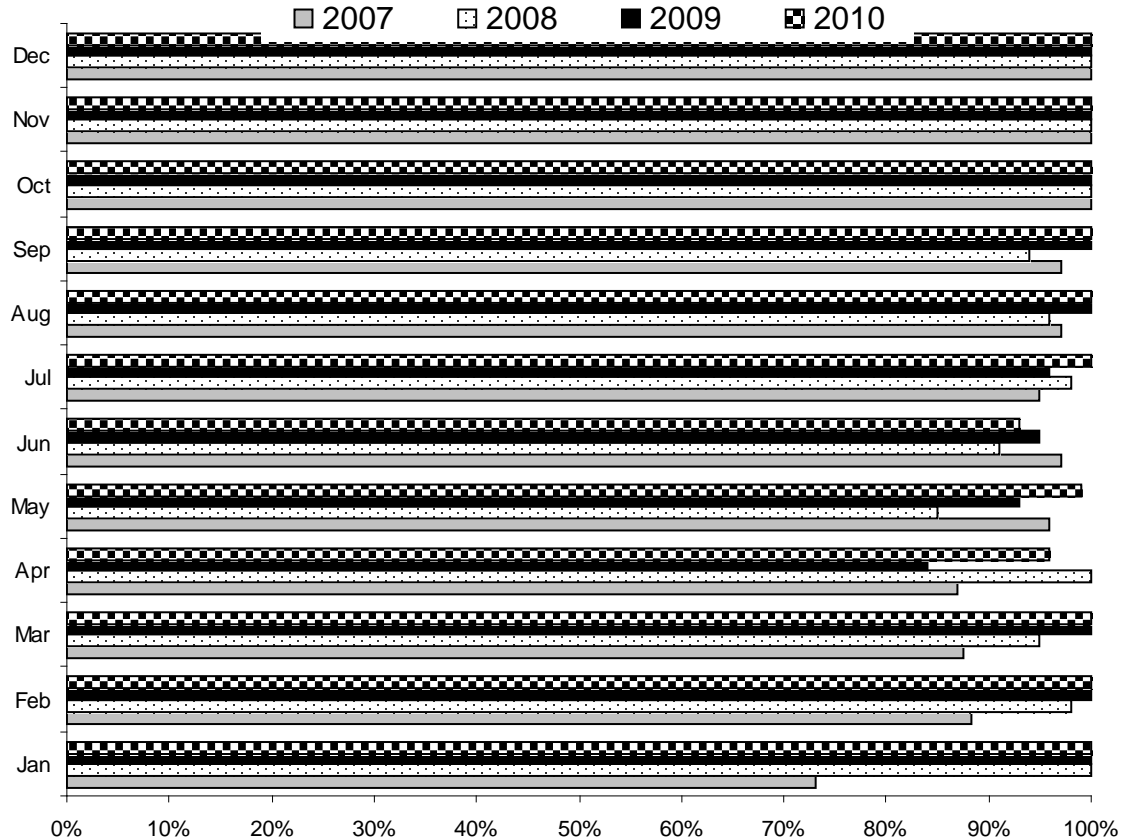
**Measure #15:** Percent of code enforcement complaints that are responded to within established timeframes and approved workflow (*Land Use Enforcement Unit*)

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%



Displayed Graphically

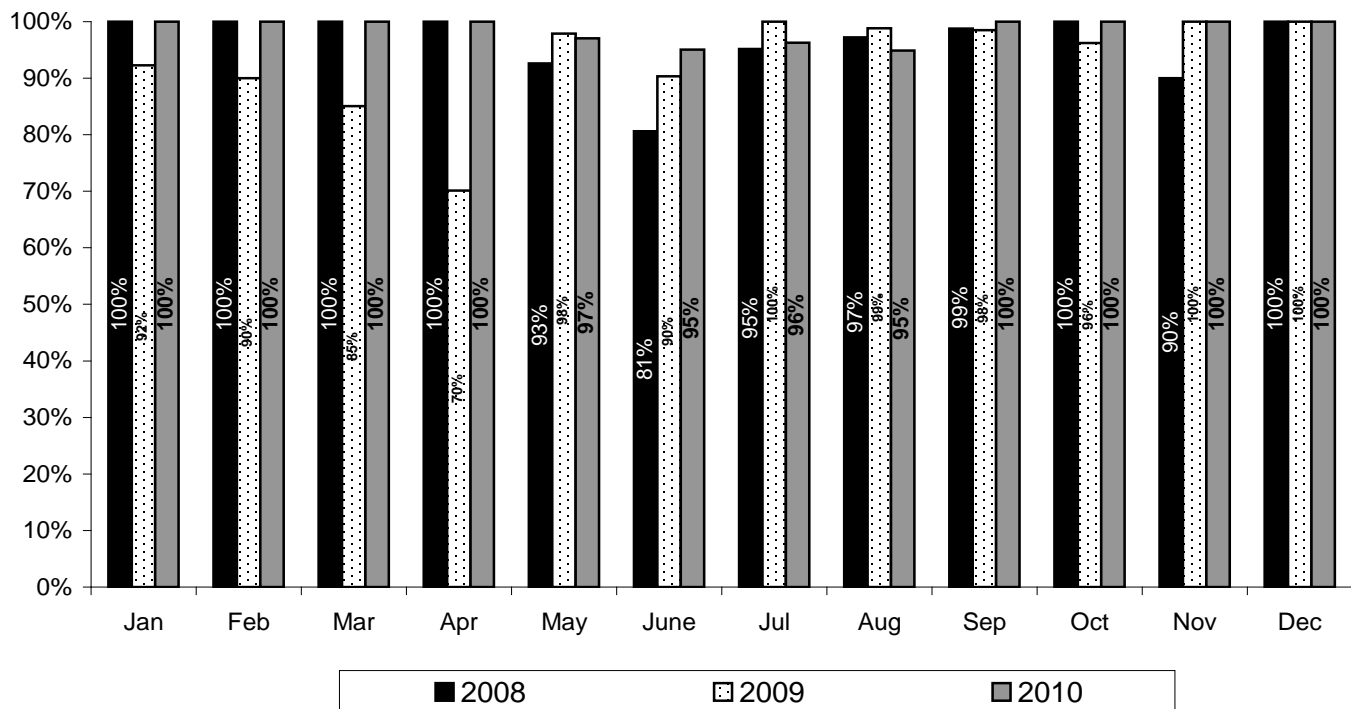


**Measure #16:** Percent of final zoning inspections completed same day as requested  
(Land Use Enforcement Unit)

Percentage of Final Zoning Inspections  
Completed Same Day as Requested

	2008	2009	2010
Jan	100.0%	92.3%	100.0%
Feb	100.0%	90.0%	100.0%
Mar	100.0%	85.1%	100.0%
Apr	100.0%	70.1%	100.0%
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%

Displayed Graphically



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

Average Number of Days to Complete  
a Land Use Determination

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2010	24	11	18	14	17	21	26	23	16	14	26	8

**Measure #18: Average number of days between receipt of an Administrative Land Use Permit application and issuance or denial of the permit. (Land Use Review & Addressing Unit)**

Average Number of Days to Review & Issue or Deny  
Administrative Land Use Permit Application

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2010	9	15	15	18	92	13	53	0	19	10	9	3

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

Average Number of Days to Complete Inspections  
for Facility License Reviews

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2010</b>	24	15	21	19	33	25	40	6	5	15	12	14

**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

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2010</b>						70%	70%	70%	88%	89%	100%	100%

**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

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2010</b>						100%	100%	77%	100%	100%	100%	100%

**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)*

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2010</b>	1	0	1	2	2	0	0	0	1	0	0	1

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**Long-Range Planning Section**  
**Planning Division**  
**Community Development Department**  
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**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.

**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**

Staff is in the process of inventorying implementation actions for recently adopted major plans. Staff will begin to track what is being done for each “implementation action” during 2011 and will report quarterly progress. Recent major plans to be tracked are the following:

- Anchorage 2020: Anchorage Bowl Comprehensive Plan
- Anchorage Downtown Comprehensive Plan
- Chugiak-Eagle River Comprehensive Plan Update
- Girdwood Area Plan
- Hillside District Plan
- Turnagain Arm Comprehensive Plan

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**Current Planning Section  
Planning Division  
Community Development Department**

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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.

**Performance Measures**

Progress in achieving goals will be measured by:

<p><b>Measure #24:</b> Percentage 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.</p>
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Staff is working on a draft survey. Planning will distribute the first annual survey to board and commission members in March of 2011. Survey results should become available in April of 2011.

<p><b>Measure #25:</b> Percent of zoning and platting cases this quarter processed free of staff errors (all case types—public hearing, non-public hearing, administrative, etc.)</p>
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The section will start tracking this measure January 2011 with results reported in April for Q1 2011.

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

Average Number of Days to Process a Case in 2010*			
1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
77	61	69	61

\*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 in 2010, but direct costs and revenues are cumulative (2<sup>nd</sup> quarter includes figures for 1<sup>st</sup> 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

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**Transportation Planning Section**  
**Planning Division**  
**Community Development Department**  
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**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 platting cases commented on by Transportation Planning within ten days of receipt.**

Measure	Q4 2010
# of Cases Received	29
# Commented on within 10 days	9
<b>% Commented on within 10 days</b>	<b>31.0%</b>

Note: 65% of the platting cases were commented on by the deadline listed on the case, but not within 10 days of receipt.

**Measure #29: Percent of Unified Planning Work Program (UPWP) Task 131, Anchorage Long-Range Transportation Plan (LRTP) completed.**

Measure	Q4 2010
<b>Percent Completed on Task 131</b>	<b>8%</b>

The Anchorage LRTP and the Eagle River LRTP are being combined into a new Task 130 beginning 2011 called the Combined LRTP. The 2010 budget for Task 131 was therefore just for start up costs to begin work on the Anchorage LRTP allowing for only a minor amount of work to be completed on the whole project. Although 78.9% of the Task 131 was expended thru Q4 2010, only 8% of the project was completed. The majority of the Anchorage LRTP will be developed under the new Task 130 in 2011.

**Measure #30: Cumulative percent spent of AMATS Federal grant budget for UPWP Task 131, Anchorage Long-Range Transportation Plan (LRTP).**

Beginning Q1 2011, data for Task 131 will no longer be reported and will be replaced with data pertaining to Task 130 Combined LRTP.

Measure	Q1 2008	Q2 2008	Q3 2008	Q4 2008
Task 131 Budget	\$10,000	\$10,000	\$10,000	\$10,000
<b>Cumulative Percent Spent</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.6%</b>	<b>119.3%</b>
\$ Amt Spent per Quarter	\$0.00	\$0.00	\$459.13	\$11,468.31

Measure	Q1 2009	Q2 2009	Q3 2009	Q4 2009
Task 131 Budget	\$40,000	\$40,000	\$40,000	\$90,000
<b>Cumulative Percent Spent</b>	<b>13.7%</b>	<b>129.4%</b>	<b>203.1%</b>	<b>97.9%</b>
\$ Amt Spent per Quarter	\$5,462.04	\$46,317.39	\$29,476.00	\$6,878.53

Measure	Q1 2010	Q2 2010	Q3 2010	Q4 2010
Task 131 Budget	\$9,000	\$9,000	\$9,000	\$9,000
<b>Cumulative Percent Spent</b>	<b>57.0%</b>	<b>65.8%</b>	<b>65.8%</b>	<b>78.9%</b>
\$ Amt Spent per Quarter	\$5,131.05	\$794.34	\$0.00	\$1,178.01



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## **Administration Division Community Development Department**

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### **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**

- Implement project management tracking system to improve the completion of plans and studies within expected timeframes.
- Provide more training for the department's managers about municipal policies and procedures.

### **Performance Measures**

Progress in achieving goals will be measured by:

#### **Measure #31: Implement Project Management System to Improve Completion of Plans & Studies On-Schedule**

Starting in January of 2011, 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
- Heritage Land Bank Wetlands Inventory Plan
- Anchorage Comprehensive Economic Development Strategy 2011 Update

<b>Measure #32: Conduct training sessions for department's managers about municipal policies and procedures.</b>
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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.)

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**Neighborhoods Division**  
**Community Development Department**

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Anchorage has given notice to the Alaska Housing Finance Corporation (AHFC) that the Municipality of Anchorage will cease to conduct home weatherization programs when current grants expire in March of 2011. The AHFC has announced that RuralCap will be the organization that will be conducting home weatherization programs in Anchorage once the Municipality of Anchorage ceases. We are working with RuralCap to facilitate the transition.

Remaining programs in the Neighborhoods Division (federal HOME and Community Development Block Grants) are being transferred to the Department of Health and Human Services within the Municipality of Anchorage.

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**Performance Measure Methodology Sheet**  
**Planning Division**  
**Community Development Department**

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<b>Measure #1: Community sentiment about land use planning progress</b>
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**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 1<sup>st</sup> 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.

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**Performance Measure Methodology Sheet**  
**Planning Division**  
**Community Development Department**

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<b>Measure #2: Percent complete – Users’ Guide for New Title 21 Land Use Code</b>
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**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 departments 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.

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

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**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.**

**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**

Administration staff will collect the completed surveys, analyze, and tabulate the results.

**Reporting**

Community Development Department will present and release survey results by May 1<sup>st</sup> 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.

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

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<b>Measure #4: Average number of minutes for first customer contact. (<i>Permitting Management Unit</i>)</b>
--

**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.

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

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

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.



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

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<b>Measure #6: Percent of construction inspections completed same day as requested. (<i>Building Inspection Unit</i>)</b>
---

**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.

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

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

**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 of distributing (routing) plan submittals.

**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 each is routed for review.

**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 the plans and deposits were routed and reviewed 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.

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

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**Measure #8: Percent of inspection results (pre-final, final, and warranty) provided to a developer within 5 business days of an inspection. (*Private Development Unit*)**

**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 inspection results to developers under private development agreements

**Data Collection Method**

Data is collected manually and entered into an Excel spreadsheet by logging in the date of each inspection and the date that inspection results are forwarded 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 inspections are conducted and inspection 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.

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

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<b>Measure #9: Percent of review responses provided to a development team within 15 business days of a developer's submittal. (<i>Private Development Unit</i>)</b>
---

**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.

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

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<b>Measure #10: Percent of Certificate of On-Site Acceptance applications reviewed within 3 business days. (<i>On-Site Water and Wastewater Unit</i>)</b>
---

**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 acceptance (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.

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

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

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.

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

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<b>Measure #12: Percent of inspection report reviews completed within three business days. (<i>On-Site Water and Wastewater Unit</i>)</b>
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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**

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.

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**Performance Measure Methodology Sheet**  
**Land Use Permitting & Enforcement Section**  
**Development Services Division**  
**Community Development Department**

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**Measure #13: Percent of inspections of permitted construction completed within two days (AMC 24.30.150) after receipt of Request 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 and graphically.

**Used By**

The lead right-of-way enforcement officer 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.



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**Performance Measure Methodology Sheet**  
**Land Use Permitting & Enforcement Section**  
**Development Services Division**  
**Community Development Department**

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**Measure #14: Percent of all complaints of illegal uses within the rights-of-ways inspected and appropriate action initiated within 48 hours 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 and graphically.

**Used By**

The lead right-of-way enforcement officer 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.

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**Performance Measure Methodology Sheet**  
**Land Use Permitting & Enforcement Section**  
**Development Services Division**  
**Community Development Department**

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**Measure #15: Percent of code enforcement complaints that are responded to within established timeframes and approved workflow. (*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 and graphically.

**Used By**

The lead land use enforcement officer 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.

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**Performance Measure Methodology Sheet**  
**Land Use Permitting & Enforcement Section**  
**Development Services Division**  
**Community Development Department**

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**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. \*Note: implementation of Hansen software in fall 2010 will automate this process, saving money by allowing employees to spend more time in the field.

**Reporting**

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

**Used By**

The lead land use enforcement officer 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.

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**Performance Measure Methodology Sheet**  
**Land Use Permitting & Enforcement Section**  
**Development Services Division**  
**Community Development Department**

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<b>Measure #17: Average number of business days to complete a land use determination. (<i>Land Use Review and Addressing Unit</i>)</b>
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**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 business 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, graph, and display results quarterly.

**Reporting**

Planning 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.

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**Performance Measure Methodology Sheet**  
**Land Use Permitting & Enforcement Section**  
**Development Services Division**  
**Community Development Department**

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**Measure #18: Average number of days between the receipt of an administrative land use permit application and issuance or denial of the permit. (*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 issuance or denial 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 issuance or denial 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, graph, and display results quarterly.

**Reporting**

Planning 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.

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**Performance Measure Methodology Sheet**  
**Land Use Enforcement & Permitting Section**  
**Development Services Division**  
**Community Development Department**

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**Measure #19: Average number of days between request and completion of field inspections for kennel, child care, and liquor/wine/beer 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 and completion of inspection requests. 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, graph, and display results quarterly.

**Reporting**

Planning 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.

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**Performance Measure Methodology Sheet**  
**Land Use Enforcement & Permitting Section**  
**Development Services Division**  
**Community Development Department**

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<b>Measure #20: Percent of new construction addresses assigned within three business days of application. (<i>Land Use Review &amp; Addressing Unit</i>)</b>
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**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 address 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, graph, and display results quarterly.

**Reporting**

Planning 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.

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**Performance Measure Methodology Sheet**  
**Land Use Permitting & Enforcement Section**  
**Development Services Division**  
**Community Development Department**

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**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, graph, and display results quarterly.

**Reporting**

Planning 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.



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**Performance Measure Methodology Sheet**  
**Land Use Permitting & Enforcement Section**  
**Development Services Division**  
**Community Development Department**

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**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**

Planning 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.

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**Performance Measure Methodology Sheet**  
**Long-Range Planning Section / Planning Division**  
**Community Development Department**

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**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 measure tracks progress in creating a better tracking system for essential implementation actions that are identified in adopted community plans for the Municipality of Anchorage. 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 on a quarterly basis. In addition to providing a statistical summary, manager will also provide an updated narrative commenting on changes in the last calendar quarter.

**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 the reported information to gauge how well the Municipality is implementing 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 the annual work programs of multiple departments to achieve the adopted plans' land use goals and to tailor goals/implementation schedules for future plans to more realistically match available resources.

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

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**Measure #24: Percentage of Board and Commission members ranking quality/timeliness of zoning and platting case information provided by 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.

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

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<b>Measure #25: Percent of zoning and platting cases processed free of staff errors (all case types: public hearing; non-public hearing; administrative; etc.)</b>
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**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 (City View) 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 (City View), 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.

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

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<b>Measure #26: Average number of days to process zoning and platting public hearing cases</b>
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**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 (City View) 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.

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

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<b>Measure #27: Average cost, fee revenue, and tax subsidy per case processed.</b>
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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.

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**Performance Measure Methodology Sheet**  
**Transportation Planning Section**  
**Planning Division**  
**Community Development Department**

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<b>Measure #28: Percent of platting cases commented on by Transportation Planning within ten days of receipt.</b>
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**Type**

Effectiveness

**Accomplishment Goal Supported**

Comment on 80 percent of platting cases within 10 days of receipt.

**Definition**

This measure reports the percentage of platting cases reviewed and commented on within 10 days of receipt. The purpose of this measure is to provide efficient and expeditious review and comment on platting cases in order to assist the Current Planning Section and the Anchorage Platting Board in their timely review of cases.

**Data Collection Method**

A data log in Excel is currently being used to track all short platting cases which are received. The log contains columns for Data Received, Date Due and Date Completed.

**Frequency**

The measurement will be cumulative with data tracked continuously as cases are received. The calculation to determine the percent of platting cases reviewed within the 10 day timeframe will be made at the end of each quarter.

**Measured By**

Planning Division's executive assistant fills out the log upon receipt of any platting case. The assistant will then fill in the date due with the 10 day goal. The transportation planners will then provide the executive assistant with the actual date completed for the log.

**Reporting**

Department's administrative staff will create and maintain a quarterly report in Excel that will display the information both numerically and graphically.

**Used By**

The department director and transportation planning manager will use the report to prioritize work tasks. Other uses are to be determined due to the pending reorganization of departments.

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**Performance Measure Methodology Sheet**  
**Transportation Planning Section**  
**Planning Division**  
**Community Development Department**

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<b>Measure #29: Percent of Unified Planning Work Program (UPWP) Task 131, Anchorage Long-Range Transportation Plan (LRTP) completed.</b>
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**Type**

Effectiveness

**Accomplishment Goal Supported**

Maximize the full amount of federal grant funding available in the Unified Planning Work Program (UPWP) for task completion.

**Definition**

This measure reports the amount and progress of transportation planning work performed on the UPWP Task 131, Consolidated Anchorage Long-Range Transportation Plan and what percentage of the UPWP Task has been completed. This information is a reporting requirement to the State of Alaska, administrators of the annual federal Anchorage Metropolitan Area Transportation Solutions grant to the MOA. All UPWP Tasks are comprised of specific planning efforts for funding resources related to the federal aid highways program for transportation infrastructure. Examples of projects in the Task 131 are all road related improvements including the Knik Arm Crossing and Highway-to-Highway project planning.

**Data Collection Method**

Transportation planners provide the manager with their quarterly reports showing the progress of their work efforts on Task 131 and the percentage completed.

**Frequency**

The measurement will be performed at the end of each quarter.

**Measured By**

The data will be compiled from quarterly reports and emailed to administration staff by the division manager where it will be tracked in an Excel spreadsheet.

**Reporting**

Department's administrative staff will create and maintain a quarterly report in Excel that will display the information both numerically and graphically.

**Used By**

The department director and transportation planning manager will use the report to prioritize work tasks and to measure work program progress, and by the State of Alaska for federal grant reporting purposes.



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**Performance Measure Methodology Sheet**  
**Transportation Planning Section / Planning Division**  
**Community Development Department**

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**Measure #30: Cumulative percent spent of AMATS Federal grant budget for UPWP Task 131, Anchorage Long-Range Transportation Plan (LRTP).**

**Type**

Effectiveness

**Accomplishment Goal Supported**

Maximize the full amount of federal grant funding available in the Unified Planning Work Program (UPWP) for task completion

**Definition**

This measure reports the cumulative percentage of grant funding spent which is allocated in the UPWP for the work efforts under Task 131, Anchorage Long-Range Transportation Plan. This measure tells us how much the municipality is saving in tax dollars by utilizing federal grants available for this work effort to their fullest extent. This information is a reporting requirement to the State of Alaska, the administrators of the annual federal Anchorage Metropolitan Area Transportation Solutions grant to the MOA. All UPWP Tasks are comprised of specific planning efforts for funding resources related to the federal aid highways program for transportation infrastructure. Examples of projects in Task 131 are all road related improvements including the Knik Arm Crossing and Highway to Highway project planning.

**Data Collection Method**

The data will be collected by the Planning Division's Administrative Officer from PeopleSoft queries of total expenditures to date on the applicable project number, and quarterly reports coordinated with Finance/Grant Accounting and provided to the SOA Department of Transportation. The cumulative total dollars spent for each quarter will be divided by the Task budget in effect at the time. Task budgets may change during the course of the year through minor or major amendments to the UPWP. If a budget is amended, the revised budget amount will be utilized to calculate the percent spent to date.

**Frequency**

The measurement will be performed at the end of each quarter.

**Measured By**

The data will be compiled from the quarterly reports and emailed to the Planning Division's Administrative Officer by the division manager where it will be tracked in an Excel spreadsheet.

**Reporting**

The Planning Admin Officer will create and maintain a quarterly report in Excel that will display the information both numerically and graphically.

**Used By**

The department director and transportation planning manager will use the report to prioritize work tasks, to determine the effectiveness of current funding, to calculate budgeted amounts needed for future work efforts in that particular area, and by the State of Alaska for federal grant reporting purposes.

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**Performance Measure Methodology Sheet**  
**Administration Division**  
**Community Development Department**

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<b>Measure #31: Implement Project Management System to Improve Completion of Plans and Studies On-Schedule</b>
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**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 to work on several land use plans and special studies. The Administration Division will develop a project management tracking system for the Planning Deputy Director to use in monitoring progress in completing plans and studies underway. The project management system will chart tasks for each project, expected completion dates, and actual completion dates with annotations about why expected and actual dates may differ. Data from the system will be used to calculate the percentage of current plans and studies underway for the year that are finished on time without additional time extensions.

**Data Collection Method**

Administration staff will meet regularly with Planning Deputy Director and Long Range Planning Section Manager to obtain status updates for current projects and will update information in an Excel workbook that has been set-up as a project management tracking system.

**Frequency**

Administration staff will meet with managers for project updates and will update project management system on a monthly basis. Administration staff will use updated information to calculate a year-to-date (YTD) completion percentage for each project and will contrast the actual YTD percentage to the scheduled percentage to highlight whether a project is ahead of schedule, on schedule, or behind schedule.

**Measured By**

Administration staff will work with Planning Deputy Director and Long Range Planning Section Manager.

**Reporting**

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

**Used By**

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