

PRIORITIES

- **Housing Action** – communicate the Assembly’s housing vision, streamline codes and processes, and spur innovative attainable housing
- **Energy, Infrastructure and Transportation** – support infrastructure upgrades and affordable energy; improve road safety and ADA compliance; support Port of Alaska Modernization Project
- **Public Health, Safety and Quality of Life** – fund public safety, mental health & Crisis Now model; invest in outdoor and public spaces; prioritize neighborhood safety
- **Good Government** – monitor service delivery to ensure high quality municipal operations, support for MOA workforce & secure MOA’s fiscal future

2025 WORKPLAN PROGRESS REPORT – Nov 21, 2025

Housing Action Projects

Assembly Committees: CEDC & Housing & Homelessness

MOA Departments: ACDA, Community Development, Development Services, Planning, Real Estate, Treasury, Health

#	Project	Lead	Actions	Status	Admin Priority?
HA-1	Update the B-3 mixed use zone to make it more conducive to housing	DV, AB, MZ	Passed AO 2024-102 on 1/21/25	Complete	
HA-2	Pause multifamily residential design standards for a two-year period to make it easier to build multi-family housing	AB, MZ	Passed AO 2024-104(S) pausing some residential design standards for three years	Complete	Yes.
HA-3	Update code for housing tax incentives	GM, AB, FR	Passed AO 2025-35(S-1), As Amended to rewrite tax incentives for 8+ unit housing; approved AO 2025-	Complete	Yes. Klouda & Downey

2025 ASSEMBLY ANNUAL WORKPLAN

Nov 21, 2025

			84(S) , As Amended for tax incentives for renovations of vacant and abandoned properties		
HA-4	Support Building Services through the Title 23/IBC updates with a focus on ADUs, alternative building materials, laminated timber and modular housing	AB	Staff continue meeting regularly to complete full review of current code and work through amendments. At Building Services -draft expected fall 2025.	In progress	Yes. Development Services
HA-5	Continue to make it easier to re-use buildings and update buildings by simplifying non-conformity issues	AB, FR	AO 2025-94, As Amended to allow more flexibility on rehab of non-conforming exemptions approved on 10/21	In progress	Yes. Planning Department, Downey
HA-6	Work with Real Estate and other partners to research ways MOA can fund housing development, demolition of abandoned buildings, etc.	GM, EBD, DV		In progress	Yes. Downey, Windt Pearson, Klouda, Briggs
HA-7	Work with ASD, MOA Real Estate and HLB to develop more housing options on MOA lands, such as land by Totem Theater, Clitheroe Center land, Girdwood HLB land	EBD, FR, ZJ, GM, YS	ASD is working on transfer of Totem Theater land back to MOA; Johnson working on a Girdwood project	In progress	Yes. Klouda, Downey, Briggs
HA-8	Encourage an RFP for housing development at Federal Archives site	FR, EBD	RFP 2025P033- Provide Tract B Development Subdivision, closed 9/30 – unsuccessful, needs a new plan	In Progress	Yes. Klouda, Downey
HA-9	Develop pre-approved design program for ADUs	DV, EBD	In process of reviewing plans – hope to launch website with plans by spring 2026 (Clare Ross)	In progress	Yes. Development Services
HA-10	Activate zoning in Transit-Supportive Development Corridors for mixed-use infill development	GM, EBD	Transit Supportive Development Overlay (TSDO) creation and implementation proposal at 10/6 PZC hearing	In progress	Yes. Downey, Klouda
HA-11	Pass improvements/fixes to Site Access code section in Title 21 after working group process	AB, DV	Site Access AO 2025-64 passed on 6/10. Also, see Title 21 update page .	Complete	Yes. Downey

2025 ASSEMBLY ANNUAL WORKPLAN

Nov 21, 2025

HA-12	Monitor the Targeted Plan Review for the Anchorage Comprehensive Plan	AB, DV,	Starting April 2025, completing by fall 2025. See project site ; Also, see AR 2025-67 rqs. Planning Dept. to decide by 9/23/25 if Neighborhood Plans should be advisory to Comp Plan – if so, Code changes are needed – Planning is currently working on this	In progress	Yes. Planning Department
HA-13	Update requirements for Manufactured/Mobile Dwelling Units	YS, EBD, FR	AO 2025-112 on “relocatable dwelling units” passed on 10/21	Complete	Planning, Downey
HA-14	Dangerous residential building code enforcement	ZJ, EBD	AO 2025-93(S) passed on 10/21	Complete	

Good Government Projects

Assembly Committees: Budget & Finance, Quality MOA Services

MOA Departments: OMB, Finance, Elections, Ethics, HR, Purchasing, IT, Risk Management, Safety Dept, GIS.

#	Project	Lead	Actions	Status	Admin Priority?
GG-1	Investigate the municipality's Intergovernmental Charges (IGCs) to create a more efficient budgeting process	AB, JG			
GG-2	Launch a community-wide conversation on the fiscal future of Anchorage and an education campaign on how MOA finances work (AB)	AB, FR, EBD	Legislative Services and Office of Equity increased budget education this fall; held Fiscal Future workshop, more planned for 2026	In Progress	Klouda, Brause
GG-3	Explore Ranked Choice Voting system	FR	Item introduced; on July Quality MOA services committee – no solution discovered.	Complete	
GG-4	Support the “Munification” celebration – the 50th Anniversary of MOA unification	AB, CC	AR 2025-172 passed on 5/20. See www.muni.org/50	Complete	Admin – Jones, Husa

2025 ASSEMBLY ANNUAL WORKPLAN

Nov 21, 2025

GG-5	Expand the Youth Employment in Parks program across multiple departments as part of the workforce development pipeline	GM, FR, JG			
GG-6	Using a public process, implement actions from the findings of the Animal Control strategic plan when it is released	CC	Report has been provided – waiting on next steps		Fleek-Green, Rash
GG-7	Update the public records production process across MOA to align with updates to technology and municipal transparency priorities	CC, YS, KM	AO 2025-59 introduced for 8/12 PH – working on review with Admin –expected for Assembly vote in December	In Progress	
GG-8	Support the Administration in attaining the recommendations from the 2024 MOA Workforce Study	GM	Admin reported that many of the recommendations have been implemented; participation in 2025 survey increased (results to be shared in Nov); many directors report nearly full staffing levels	In Progress	HR, Falsey, Waller, Jones
GG-9	Civic Engagement program	DV, EBD, AB, YS + staff	Launch a new civic engagement program with MOA partners to expand participation in local government – working with i-team on a fall survey of MOA staff, will work with Office of Equity and Inclusion on community outreach, civic square to launch at Loussac Library this winter	In Progress	

Economic Development Projects

Assembly Committees: CEDC, IEUOC

MOA Departments: ACDA, Community Development, Development Services, Planning, Real Estate, Treasury, Port, AWWU, Airports, SWS

#	Project	Lead	Actions	Status	Admin Priority?
ED-1	Update the comprehensive plan and transportation plan for Eagle River and Chugiak	SM, JG	Planning Dept. has identified funding strings – working to put together a project		

2025 ASSEMBLY ANNUAL WORKPLAN

Nov 21, 2025

ED-2	Finalize and approve Girdwood Comprehensive Plan	ZJ	AO 2024-114(S) approved on 3/18	Complete	Yes. Klouda, Downey
ED-3	Finalize and approve Midtown Comprehensive Plan	FR, EBD	Final draft on 5/5 PZC agenda, but postponed.	In Progress	Planning, ACDA
ED-4	Bring Project Anchorage sales tax proposal to the ballot	FR, EBD, AB, ZJ	AO 2024-105(S-A)* was postponed indefinitely; see Fiscal Future on pg. 3; AO 2025-96 1% sales tax "Penny for Progress" introduced;	Complete – new steps in progress	Fleek-Green, Falsey, Klouda
ED-5	Update the Marijuana licensing code	CC, AB	Draft omnibus AO under counsel review – coming soon		
ED-6	Reduce burden of inventory tax on small businesses	DV, YS, KM	AO 2025-56(S) to raise exemption from \$20K to \$100K passed on 5/20	Complete	
ED-7	Support strategies and potential code changes to support small business: cottage food, child care providers, and others	AB, YS, EBD, JG (Child Care), KM	AO 2025-114 to bring Anchorage Food Code in line with new state statutes approved on 11/4; ACCEE Fund made investments in child care and early education		Klouda, Health Dept.
ED-8	Recognize and expand support for Anchorage's Creative and Nightlife Economies	GM, YS			Downey
ED-9	Improving the tourism economy by reimagining the "bed tax" to enhance Destination Anchorage	GM, EBD, YS, CC, AB	AO 2025-270, As Amended to give policy direction on room tax passed on 10/7	In progress	Falsey
ED-10	Explore a short-term rental fee to fund the Housing Fund	DV, CC, YS, EBD, ZJ	AO 2025-97 Short-term rental tax in December		Falsey

2025 ASSEMBLY ANNUAL WORKPLAN

Nov 21, 2025

ED-11	Expand support for Food Security Initiatives, including exploring tax incentives for urban farming and food growing	GM	AO 2025-62(S) to establish tax incentives for farmlands and more approved 7/15	Complete	
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Homelessness Projects

Committees: Housing & Homelessness

MOA Departments: AHD, Development Services, Planning, Real Estate

#	Project	Lead	Actions	Status	Admin Priority?
H-1	Host a community summit on homelessness	RS, KPV	Held on 3/20-21: view materials	Complete	Yes. Bemben
H-2	Support community members working to develop a pilot for a work/living skills program for people experiencing homelessness	YS, JG, KM			
H-3	Rethink the idea of warming centers as a homelessness response to a community-wide response	FR			
H-4	Improve MOA response to illegal camping in parks and vehicles	GM, YS, JG, KM	AO 2025-74(S-2), As Amended prohibiting camping on protected public lands passed 7/15	In progress	Yes. Bemben
H-5	Continue to track municipal appropriations for housing and ensure a balance of funding between prevention, housing and shelter	AB, staff will track, KM	Tracking is kept up to date after each Assembly meeting on the Assembly's Focus on Homelessness page	In Progress	

2025 ASSEMBLY ANNUAL WORKPLAN

Nov 21, 2025

H-6	Secure another hotel conversion to continue progress towards reducing unsheltered population numbers	FR, KPV, YS			Yes. Bemben
H-7	Host a conversation on sanctioned camping	EBD, KM	Waiting for data from microunit project before moving forward	Waiting	

Assembly Business Projects

Assembly Committees: Rules, Ethics & Elections

MOA Departments: Assembly Branch – Clerk’s Office, Ombudsman, Legislative Services, Council; Admin – Boards & Commissions

#	Project	Lead	Actions	Status	Admin Priority?
AB-1	Ensure a smooth transition with a large class of new members coming on board after April election	All	New Member Orientation 4/23-4/24. Need after action process before doing 2026 process	Complete	
AB-2	Continue leadership training and succession planning	CC, AB		Ongoing	
AB-3	Continue to develop the Youth Representative program and mentor the Youth Reps	CC, staff	Added monthly mentorship meetings, 2024-2025 Youth Reps developed a resolution to formalize practices, orientation and training ideas; Legislative Services took over program – brought on 3 new reps for 2025-26, provided orientation, and will continue monthly meetups	Ongoing	
AB-4	Develop a more manageable workload for Assembly Members by resetting relationship with the administration and being mindful of time spent in meetings and other Assembly commitments	All	Discussed at retreat for 2026 approach	Ongoing	
AB-5	Continue to strengthen and protect the Anchorage election system	CC	See Ranked Choice item in Good Government focus area; monitor election bills in the legislature	In Progress	

2025 ASSEMBLY ANNUAL WORKPLAN

Nov 21, 2025

AB-6	Grow and improve the Assembly Aide program	CC, staff	Creating a pilot program for summer 2025 to contract a Constituent Services Assembly Aide to support member individual communications and resources for all Aides (Leg. Svc. Office)	In Progress	
AB-7	Onboard a third Assembly attorney	CC, AB		In Progress	
AB-8	Continue to tie the workplan into the committee structure to create a seamless flow for work and review	All		In progress	
AB-9	Secure at least 2 MOA requests to state legislature in 2025; state and federal program, track lobbying efforts	AB, ZJ, staff	1) \$ in FY25 supplemental budget for wildfires 2) SB 47 for Chugach Park 3) BSA increase, 4) \$10M for behavioral health at State	Complete	Fleek-Green, Klouda

Public Health, Safety and Quality of Life Projects

Assembly Committees: Public Health & Safety

MOA Departments: AHD, APD, AFD, Legal, Emergency Management, Animal Care, Cemetery; Quality of Life: Parks & Rec + C-ER Parks, Library, Education, Equal Rights Commission, Office of Equity and Justice and Office of Equal Opportunity

#	Project	Lead	Actions	Status	Admin Priority?
PH-1	Develop a more comprehensive approach to community involvement in public safety	AB, FR, KPV	AR 2025-111, As Amended passed 4/8; Task Force releasing recommendations in Nov/Dec	In Progress	
PH-2	Reinvigorate the TED plan for a grocery store and other services at Tudor/Elmore	FR, EBD	Members hired a small contract to pursue next steps, including how to incorporate housing	In Progress	
PH-3	Wildfire safety – continue grant requests for fuel removal, collaborate with new AFD position	ZJ, YS, KPV, KM			Yes. AFD, Bemben, Brown
PH-4	Develop funding streams for Girdwood and Chugiak-Eagle River cemeteries	ZJ, JG			

2025 ASSEMBLY ANNUAL WORKPLAN

Nov 21, 2025

PH-5	Develop program for licensing and inspections of massage establishments	ZJ, JG, staff			
PH-6	Monitor and encourage an RFP from Health Department for the Alaska Center for Treatment	KPV, EBD,FR	AHD provided update at September Public Health and Safety meeting; RFP has been published	In Progress	Yes. AHD
PH-7	Identify steps needed to complete Crisis Now continuum with AFD and APD, by helping develop a work plan	KPV			Yes. Bemben
PH-8	Work with Real Estate to upgrade the Chugiak Senior Center	CC, SM, JG			Kohlhase

Infrastructure and Transportation Projects

Assembly Committees: IEUOC, Transportation

MOA Departments: ACDA, AWWU, Public Works, Maintenance and Operations, Port of Alaska, Project Management and Engineering, Merrill Field, Solid Waste Services; Transportation: Public Transportation, Planning, Traffic Engineering, Transportation Planning/AMATS, Public Works, ER Street Maintenance, Project Management and Engineering, Transportation Inspection

#	Project	Lead	Actions	Status	Admin Priority?
IT-1	Continue to pursue full restoration of Eklutna River and explore options for Pumped Storage Hydro	CC, KPV, EBD	AO 2024-123 referred to Dept. of Law on 4/22	In Progress	Yes. Spafford
IT-2	Support the Administration in securing a contractor and monitoring progress for Terminal 1 construction at the Port	ZJ, CC, EBD	Awarded T1 construction contract on 4/8; authorized bonds for T1 and T2 construction on 4/8	In Progress	Yes. Falsey, Windt Pearson
IT-3	Approve a six-year Capital Improvement Program for the Chugach State Park Access (CASA) bond	ZJ,	Approved AR 2025-85 on 3/18 – Admin has CASA projects in CIP/CIB; discussions happening w/ working group	Complete – check back for FY26	Yes. Falsey, Ward-Waller
IT-4	Integrate LRSAs and RRSAs into the annual community council capital project survey	ZJ,			OMB

2025 ASSEMBLY ANNUAL WORKPLAN

Nov 21, 2025

IT-5	Reinvigorate discussions on the Stormwater Utility	DV, AB, YS, EBD, ZJ			Yes. Spafford
IT-6	Continue to promote safe streets as part of the Vision Zero Plan and Assembly resolution calling for short-term and long-term interventions to improve street safety	DV, EBD, CC			Yes. Downey, Traffic Engineering
IT-7	Continue to track energy issues and support the Administration, utilities and community partners on solutions and education	FR, EBD, ZJ	Waste to energy, solar on MOA roofs & MOA vehicles, advocacy to legislature to address gas shortage		Yes. Klouda, Spafford, Johnson (MOA Energy Coord)
IT-8	Create and adopt a Long-Range Transportation Strategy	DV, MZ	AO 2025-44 adopted on 4/16	Complete	
IT-9	Anchor Rides Fare and Technology overhaul	EBD	AO 2025-69 to establish permanent free fares for youth under 18 on People Mover adopted on 6/10		

Potential: Hold an Assembly Retreat after elections with the new body to narrow down priorities and develop a strategic plan for the next two years

2026 Budget Goals – AR 2025-265, As Amended approved on 9/9/25

Assembly Committees: Budget & Finance

MOA Departments: OMB

#	Goal	Lead	Actions	Status	Admin Priority?
B-1	Maintain adequate levels for core municipal services.				

2025 ASSEMBLY ANNUAL WORKPLAN

Nov 21, 2025

B-2	Ensure a fiscally responsible approach which balances the needs and expectations of Anchorage residents with the tax impacts to property owners				
B-3	Grow a strong municipal workforce by continuing efforts to recruit and retain municipal employees. Continue to fill vacant positions.				
B-4	Focus on building and maintaining affordable housing in the community. The Administration is encouraged to consider potential funding opportunities, particularly one-time capital investments, in support of housing				
B-5	Continue to build up an integrated model for key public safety programs to respond to behavioral health crises, such as the AFD Mobile Crisis Team and APD Mobile Intervention Team, with a goal of 24/7 operations. Explore ways to fully operationalize these programs to free up resources within the Alcohol Tax, such as utilizing SEMT funds and billable Medicaid services				
B-6	Support mental health care resources locally.				
B-7	Explore opportunities that would enhance public transportation, including funding to support operations during Municipal Holidays				
B-8	Explore diversification of revenue and ensure that revenues collected have a maximum benefit for Anchorage residents. Consider past Assembly policy guidance, such as the Economic Development Framework outlined by AR No. 2025-159 and the addition of population density as a high priority consideration for capital improvements, as provided in AR No. 2024-323(S), As Amended				

2025 ASSEMBLY ANNUAL WORKPLAN

Nov 21, 2025

B-9	Carefully contemplate when to use existing or acquire new municipal facilities versus entering into various leases, balancing responsible utilization of assets already owned by the MOA with future maintenance costs. Likewise, consider which services might be most efficiently provided by an existing or expanded municipal workforce versus contractors				
B-10	Refer to the Assembly adopted Alcohol Tax Strategic Plan as a decision making guide for appropriations via the Alcohol Tax. Seek opportunities to support and catalyze community partner projects which can readily demonstrate securing funding already secured from other sources besides Municipal funds				
B-11	Take the long view. Plan for the future and anticipate future maintenance needs or other ongoing costs when considering which projects to support				