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# Maintenance and Operations Department

*Anchorage: Performance. Value. Results.*

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## **Mission**

Preserve, maintain, and improve Municipal infrastructure and operations.

## **Core Services**

- Street Maintenance performs snow and ice removal, and pothole repairs on 1,400 lane miles of streets, to include alleys.
- Communications & Electronics provides expertise to ensure that public safety communications and electronic systems are fully functional for all Municipal agencies; to include, maintenance of 19 microwave radio sites, mobile computer systems used by Police, Fire, and Transit, 100 automatic defibrillators, and nearly 4,000 mobile and portable two-way radios.
- Fleet Maintenance provides essential maintenance and repairs for over 416 Municipal vehicles and 130 pieces of heavy equipment and 571 Anchorage Police Department vehicles.
- Facility Maintenance of over 164 municipal buildings, facilities and 211 parks. Maintenance includes all facets, HVAC, carpentry, electrical, plumbing, mechanical, welding, painting, graffiti removal, and roof repairs.
- Capital Projects provides project management services on major general government building renovations and new construction capital projects. Maintenance projects include; roof replacements, lighting, fire control systems, painting, heating, and any other miscellaneous projects related to facilities.

## **Accomplishment Goals**

- Complete declared plow-outs within 84 hours of snow fall four inches or more within Anchorage Roads and Drainage Service Area (ARDSA)
- Repair reported potholes within 24 hours within ARDSA
- Minimize downtime of Fire, Police, and General Government personnel
- 100% of Fire & Medic apparatus have working, certified electronic defibrillators
- Support the efficient, safe operations of emergency services by providing expeditious maintenance of public safety radio equipment
- 98% of police-assigned automatic electronic defibrillators are certified and operable on any given day
- Improve overall vehicle in-commission rate for all customers
- Improve response times to prioritized work order requests
- Reduce capital projects construction contracts with change orders

## **Performance Measures**

Progress in achieving goal shall be measured by:

- Complete declared plow-outs within 84 hours within ARDSA
- Repair reported potholes within 24 hours within ARDSA
- Percent of unscheduled repairs to Public Safety core service equipment/systems completed and returned to service within two hours, seven days a week, 24 hours a day
- Percent of police cruisers, general government, and heavy equipment vehicles in commission

- Percent of Priority 1 (emergency) work orders completed within 24 hours
- Percent of Priority 2 (urgent) work orders completed within seven days
- Percent of Priority 3 (priority) work orders completed within one month
- Dollar values of construction contracts with change orders and Dollar values of change order costs compared to original contract cost

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## **Street Maintenance Division Maintenance and Operations Department**

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### **Mission**

Protect, maintain, and improve Municipal roads and drainage systems through organized efforts and effective use of resources.

### **Core Services**

- Snow and ice removal
- Pothole repair
- Storm drain structure maintenance

### **Accomplishment Goals**

- Complete declared plow-outs within 84 hours of a snowfall four inches or more within Anchorage Roads and Drainage Service Area (ARDSA)
- Repair reported potholes within 24 hours within ARDSA

### **Performance Measures**

Progress in achieving goals shall be measured by:

- Complete declared plow-outs within 84 hours within ARDSA
- Repair reported potholes within 24 hours within ARDSA

### **Explanatory Information**

- Tracking information for these measures began January 1, 2010.

<b>Measure 1: Complete declared plow-outs within 84 hours within Anchorage Roads and Drainage Service Area (ARDSA).</b>
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**Type**

Effectiveness

**Accomplishment Goal Supported**

Complete declared plow-outs within 84 hours of a snowfall four inches or more within ARDSA. Goal is 100% of the time.

**Definition**

This measure reports the amount of time taken to complete each declared plow-out.

**Data Collection Method**

The data will be collected by recording start and completion times for each declared plow-out.

**Frequency**

Monthly

**Measured By**

The data will be collected and maintained by the Street Maintenance Control Center in an Excel spreadsheet table. The table will show actual hours to complete each plow-out in relation to the 84-hour completion goal.

**Reporting**

The data will be collected and maintained by the Street Maintenance Control Center in an Excel spreadsheet and will display the information both numerically and graphically. A status report will be generated monthly during the winter season.

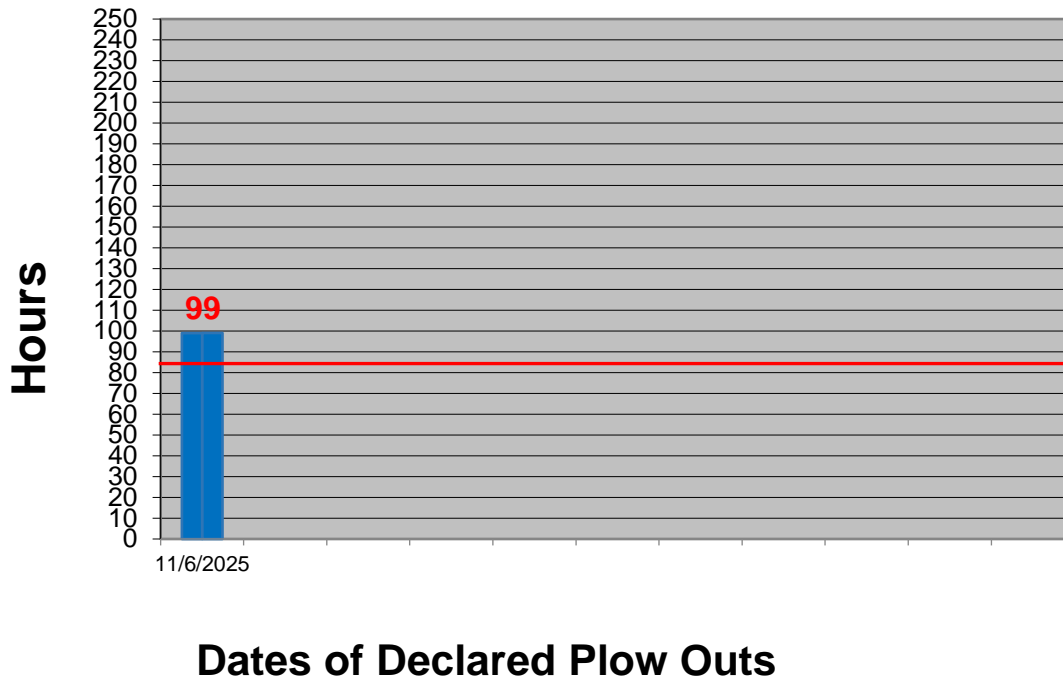
**Used By**

Management will use this data to evaluate the effectiveness of snow removal practices in relation to the stated 84-hour plow-out goal. Additionally, the impact of various staffing, equipment, material, and funding changes will be monitored and measured to determine impact on achievement of the stated goal.

**Measure #1: Complete declared plow-outs within 84 hours within ARDSA**

**Street Maintenance Division  
2025-2026 Plow Out Information  
October, 2025 - May, 2026**

**Performance Measure:** *Complete Declared Plow-Outs in 84 hours or less*



<b>Measure #2: Repair reported potholes within 24 hours within Anchorage Roads and Drainage Service Area (ARDSA)</b>
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**Type**

Effectiveness

**Accomplishment Goal Supported**

Repair 80% of reported potholes within 24 hours within ARDSA

**Definition**

This measure reports the percentage of reported potholes repaired within 24 hours.

**Data Collection Method**

The data will be collected by recording the time of reported potholes and when each reported pothole repair was completed.

**Frequency**

Monthly

**Measured By**

The data will be collected and maintained by the Street Maintenance Control Center in an Excel spreadsheet table. The table will show the percentage of reported potholes repaired within 24 hours in relation to the stated goal of completing 80% within 24 hours.

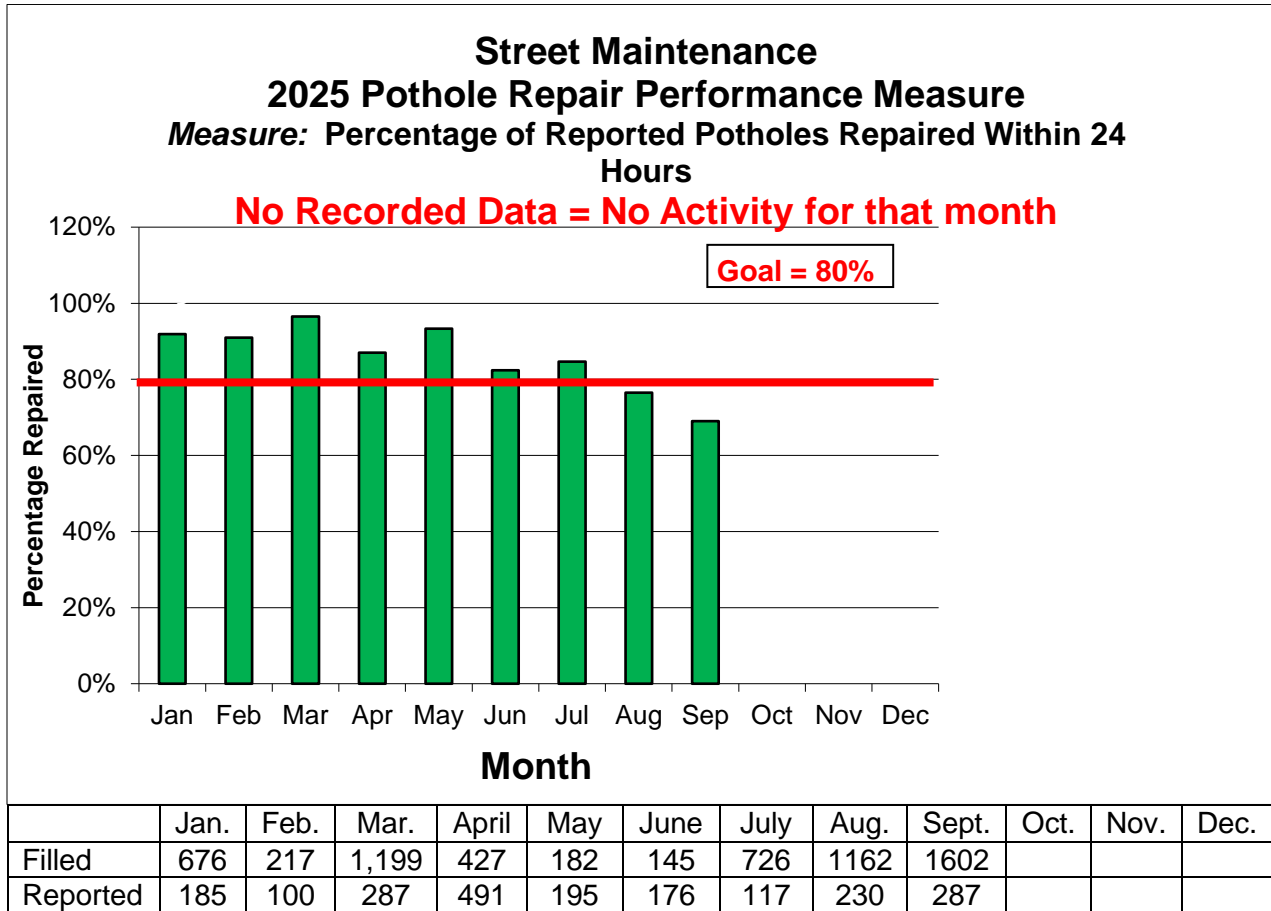
**Reporting**

The data will be collected and maintained by the Street Maintenance Control Center in an Excel spreadsheet and will display the information both numerically and graphically. A status report will be generated monthly.

**Used By**

Management will use this data to evaluate the effectiveness of reported pothole repairs in relation to the stated goal of completing 80% within 24 hours. Additionally, the impact of various staffing, equipment, material, and funding changes will be monitored and measured to determine impact on achievement of the stated goal.

**Measure #2: Repair reported potholes within 24 hours within ARDSA**



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## **Communications Division**

### **Maintenance and Operations Department**

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#### **Mission**

Operate and maintain emergency and general voice and data wireless systems for all Municipal general government agencies with a priority on first responders and 911 Dispatch Centers.

#### **Direct Services**

- Install, maintain, and repair wireless communication systems to maximize responder safety and efficient use of personnel and resources
- Provide technical expertise in the procurement and inventory management of electronic equipment to ensure compatibility and asset accountability
- Provide design and project management for communications system upgrades and acquisitions
- Maintain oversight of Federal Communications Commission (FCC)-related licensing to ensure compliance of federal rules and regulations
- Install, maintain, and repair biomedical equipment as used by Police and Fire responders to ensure functionality and reliability of life saving devices
- Install & maintain WiFi hot spot equipment within most municipal buildings

#### **Accomplishment Goals**

- Minimize downtime of Fire, Police and General Government personnel
- 100% of Fire & Medic apparatus have working, certified electronic defibrillators
- Support the efficient, safe operations of emergency services by providing expeditious maintenance of public safety radio equipment
- 98% of police-assigned automatic electronic defibrillators are certified and operable on any given day

#### **Performance Measures**

Progress in achieving goals shall be measured by:

- Percent of unscheduled repairs to Public Safety core service equipment/systems completed and returned to service within two hours, seven days a week, 24 hours a day

#### **Explanatory Information**

- Tracking information for these measures began January 1, 2011.



<b>Measure #3: Percent of unscheduled repairs to Public Safety core service equipment/systems completed and returned to service within two hours, seven days a week, 24 hours a day</b>
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**Type**

Efficiency

**Accomplishment Goal Supported**

Support the efficient, safe operations of emergency services by providing expeditious maintenance of public safety radio equipment. Goal is 99%.

**Definition**

This measure reports the percentage of core service equipment/systems such as Police/Fire/911 Dispatch centers, and voice and wireless data for all MOA agencies repaired by an on-call technician after hours or on the weekends, or during the normal work day, and returned to service with two hours of receipt, seven days a week, 24 hours a day.

**Data Collection Method**

The data will be collected through work orders (shop tickets, requests) generated by electronic technicians and customers.

**Frequency**

Monthly

**Measured By**

The data will be collected and maintained by the Communications Superintendent in an Excel spreadsheet table. The table will calculate the percentage of equipment repaired and returned to service within two hours.

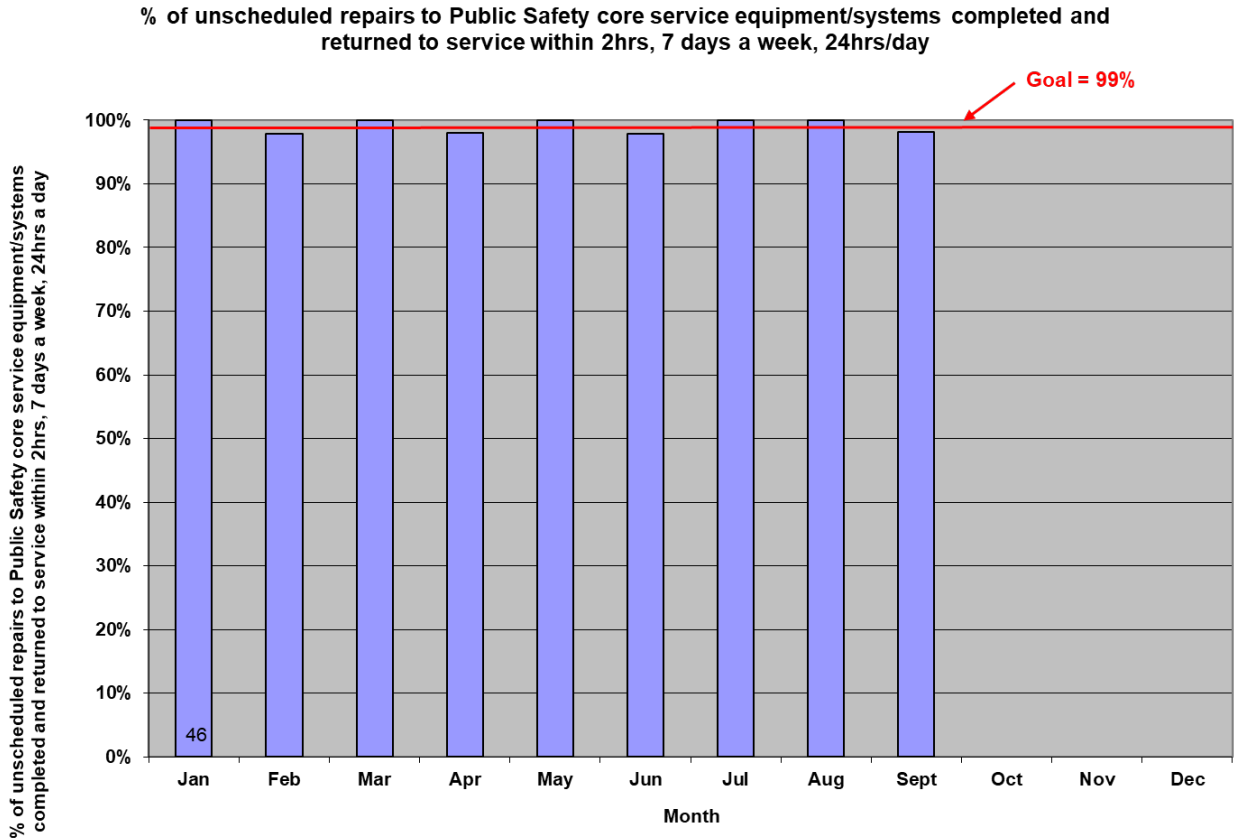
**Reporting**

The data collected in the Excel spreadsheet table by the Communications Superintendent will display the information both numerically and graphically. A status report will be generated monthly

**Used By**

This information will be used by OMB as related to the annual department/division budget and all involved personnel for tracking purposes, resource management, and decision making at all levels. The information will help the Superintendent assess the adequacy of staffing levels during the normal work week and on-call staffing during the weekends that service essential public safety equipment needed for continued public safety operations.

**Measure #3: Percent of unscheduled repairs to Public Safety core service equipment/systems completed and returned to service within two hours, seven days a week, 24 hours a day**



	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Completed	58	47	50	49	55	45	65	71	58			
Requested	58	48	50	50	55	46	65	71	58			

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## **Fleet Maintenance Division Maintenance and Operations Department**

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### **Mission**

Preserve, maintain, and manage Municipal general government vehicles and equipment.

### **Core Services**

- Year-round maintenance of Municipal general government vehicles and equipment

### **Accomplishment Goals**

- Improve overall vehicle in-commission rate for all customers

### **Performance Measures**

Progress in achieving goals shall be measured by:

- Percent of police cruisers, general government, and heavy equipment vehicles in commission

### **Explanatory Information**

- Tracking information for these measures began January 1, 2010.
- Industry Standards for expected useful life of vehicles:
  - General Government Vehicles – 100,000 miles or 7 years
  - Police Vehicles – 100,000 miles or 7 years
  - Heavy Equipment – 10,000 hours or 7 years

<b>Measure #4: Maintain a minimum vehicle in-commission rate of 90% for police patrol vehicles, general government vehicles, and heavy equipment vehicles</b>
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**Type**

Effectiveness

**Accomplishment Goal Supported**

Improve overall vehicle in-commission rate for all customers serviced. Goal is 90%.

**Definition**

This measure reports the monthly vehicle in-commission percentage for police patrol vehicles and general government vehicles in relation to the stated goal for each category.

**Data Collection Method**

Pertinent data will be downloaded from the Fleet Maintenance asset management system into an Excel spreadsheet table once a month. The information will include the current number of vehicles out of commission for repairs and/or service in relation to the total number of assigned vehicles.

**Frequency**

Monthly

**Measured By**

The data will be collected and maintained by Fleet Maintenance in an Excel spreadsheet table. The table will show the monthly vehicle in-commission percentage for police patrol vehicles and general government vehicles in relation to the stated goal. We will compare this to national averages and industry standards.

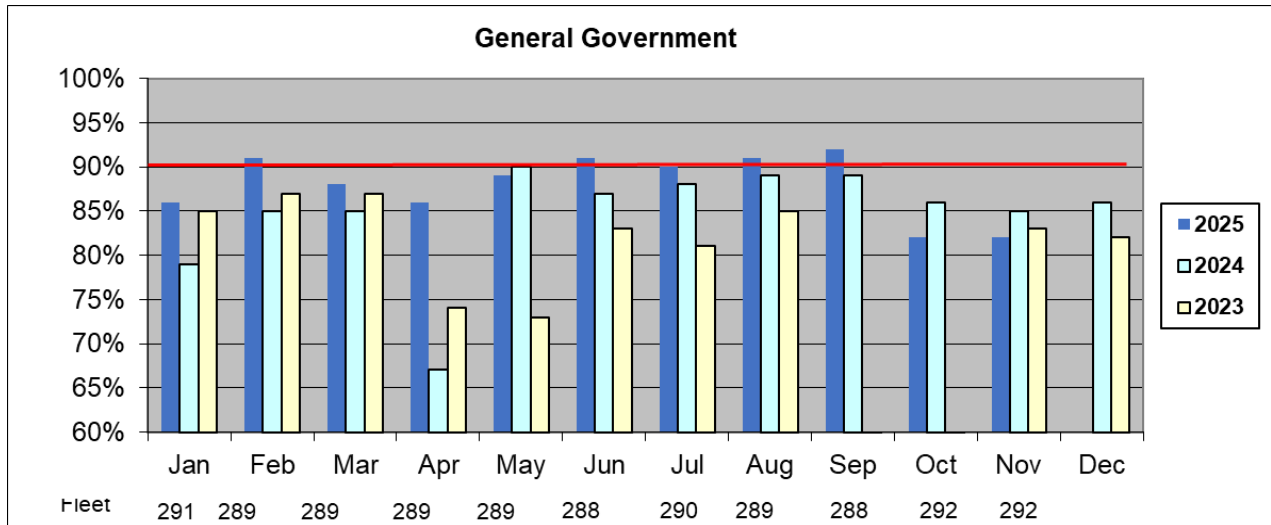
**Reporting**

The data will be collected and maintained by Fleet Maintenance in an Excel spreadsheet and will display the information both numerically and graphically. A status report will be generated monthly.

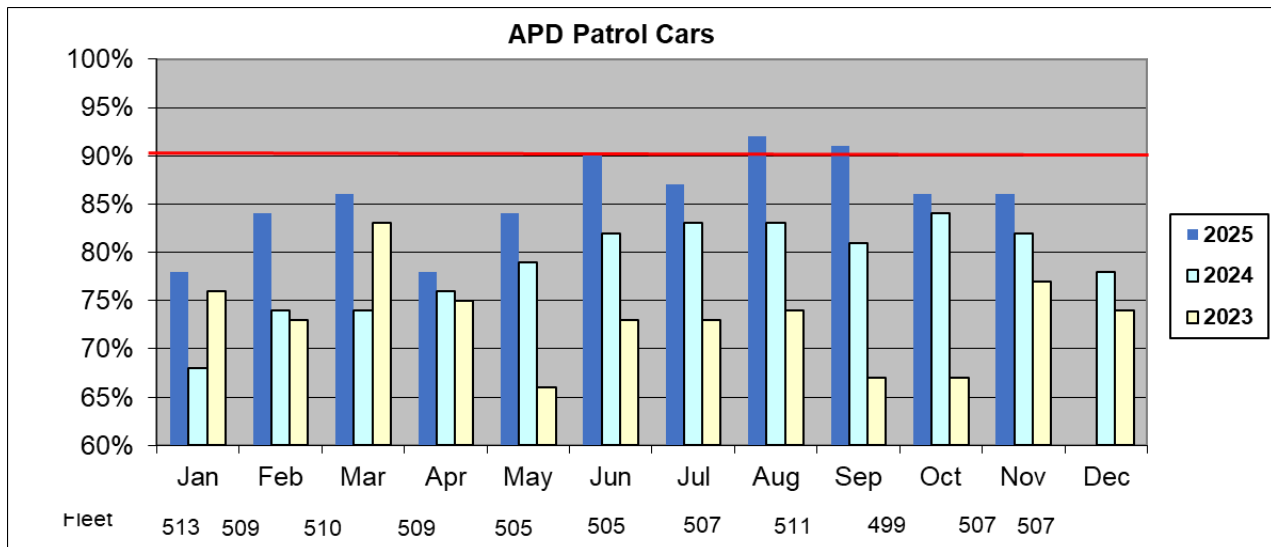
**Used By**

Management will use this data to evaluate the overall effectiveness of current Fleet Maintenance practices for providing safe operational vehicles to its customers. Additionally, the impact of various staffing, equipment, material, and funding changes will be monitored and measured to determine impact on achievement of the stated goal. It will be compared to National averages and industry standards once we collect enough data.

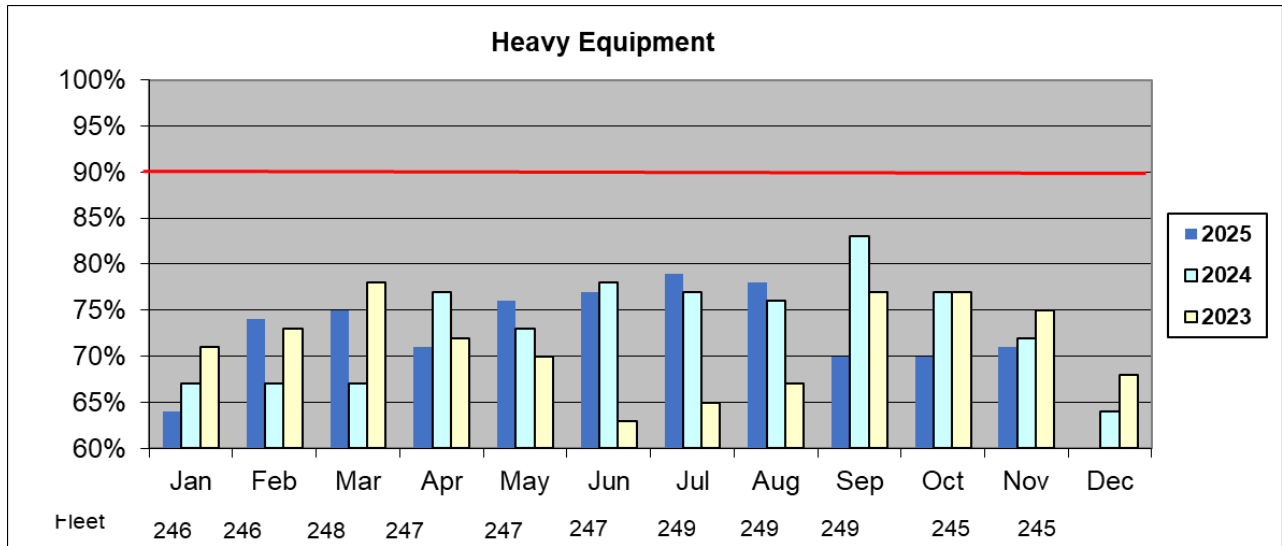
**Measure #4: Percent of police cruisers, general government, and heavy equipment vehicles in commission**



\*General Government percent of vehicles past their useful life; 36% or 91 units are over 100,000 miles, 90% or 226 are over 7 years old.



\*APD Patrol Cars percent of vehicles past their useful life; 33% or 169 units over 100,000 miles, 60% or 306 units are over 7 years old.



\*Heavy Equipment percent of vehicles past their useful life; 26% of equipment is over 10,000 hours, 38% of heavy trucks is over 100,000 miles and 86% of all of all equipment is over 7 years old.

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## **Facility Maintenance Division Maintenance and Operations Department**

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### **Mission**

Preserve, maintain, and improve Municipal facilities

### **Core Services**

- Maintenance of Municipal general government facilities

### **Accomplishment Goals**

- Improve response times to prioritized work order requests

### **Performance Measures**

Progress in achieving goals shall be measured by:

- Percent of Priority 1 (emergency) work orders completed within 24 hours
- Percent of Priority 2 (urgent) work orders completed within seven days
- Percent of Priority 3 (priority) work orders completed within one month

### **Explanatory Information**

- Tracking information for these measures began June 1, 2010.

<b>Measure #5, #6, &amp; #7: Complete 95% of Priority 1 (emergency) work orders within 24 hours; complete 90% of Priority 2 (urgent) work orders within 7 days; and complete 90% of Priority 3 (priority) work orders within 1 month</b>
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**Type**

Effectiveness

**Accomplishment Goal Supported**

Improve response times to prioritized work order requests

**Definition**

This measure reports the percentage of Priority 1, 2, and 3 work orders completed on time. The goal for Priority 1 work orders is 95% completed within 24 hours; the goal for Priority 2 work orders is 90% completed within 7 days and the goal for Priority 3 work orders is 90% completed within 1 month.

**Data Collection Method**

On a monthly basis, pertinent data will be downloaded from the Facility Maintenance asset management system into an Excel spreadsheet table. The information will include the number and time and date of reported Priority 1, 2, and 3 work orders and time and date they were completed.

**Frequency**

Monthly

**Measured By**

The data will be collected and maintained by Facility Maintenance in an Excel spreadsheet table. The table will provide the monthly percentage of Priority 1, 2, and 3 work orders completed within the stated timeframe for each category.

**Reporting**

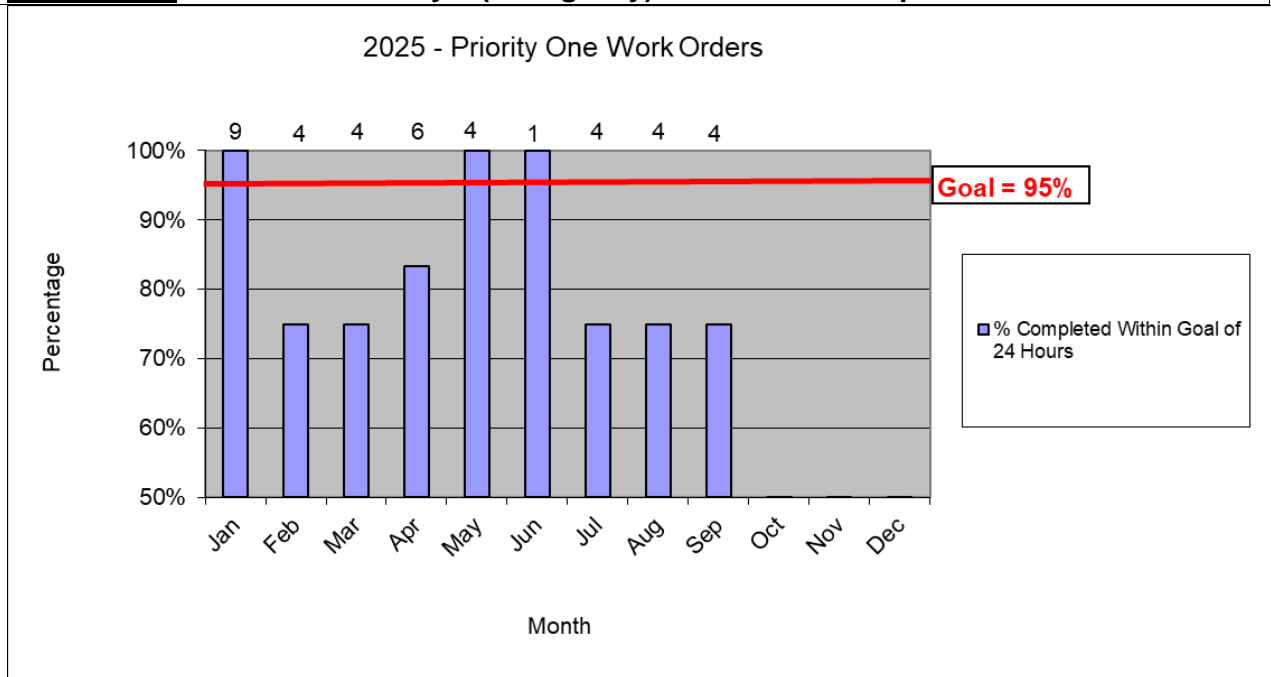
The data will be collected and maintained by Facility Maintenance in an Excel spreadsheet and will display the information both numerically and graphically. A status report will be generated monthly.

**Used By**

Management will use this data to evaluate the overall effectiveness of current Facility Maintenance practices for assigning and completing priority work order requests. Additionally, the impact of various staffing, equipment, material, and funding changes will be monitored and measured to determine impact on achievement of the stated goal.

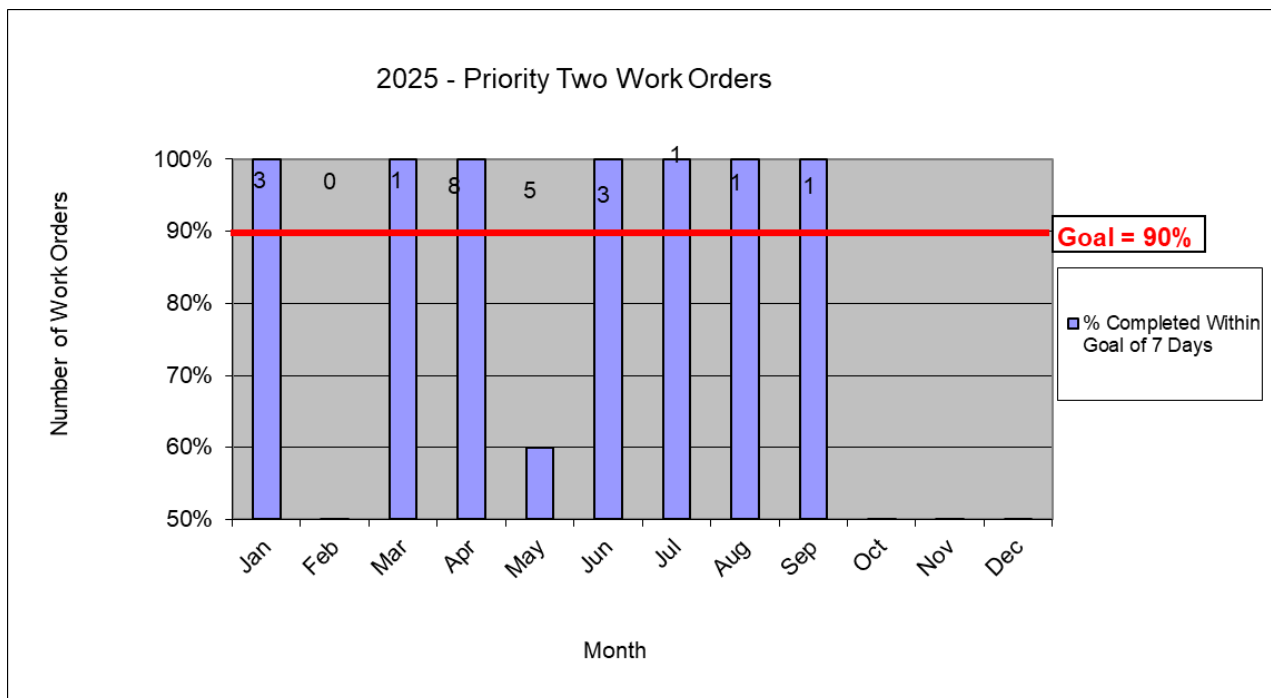


**Measure #5: Percent of Priority 1 (emergency) work orders completed within 24 hours**



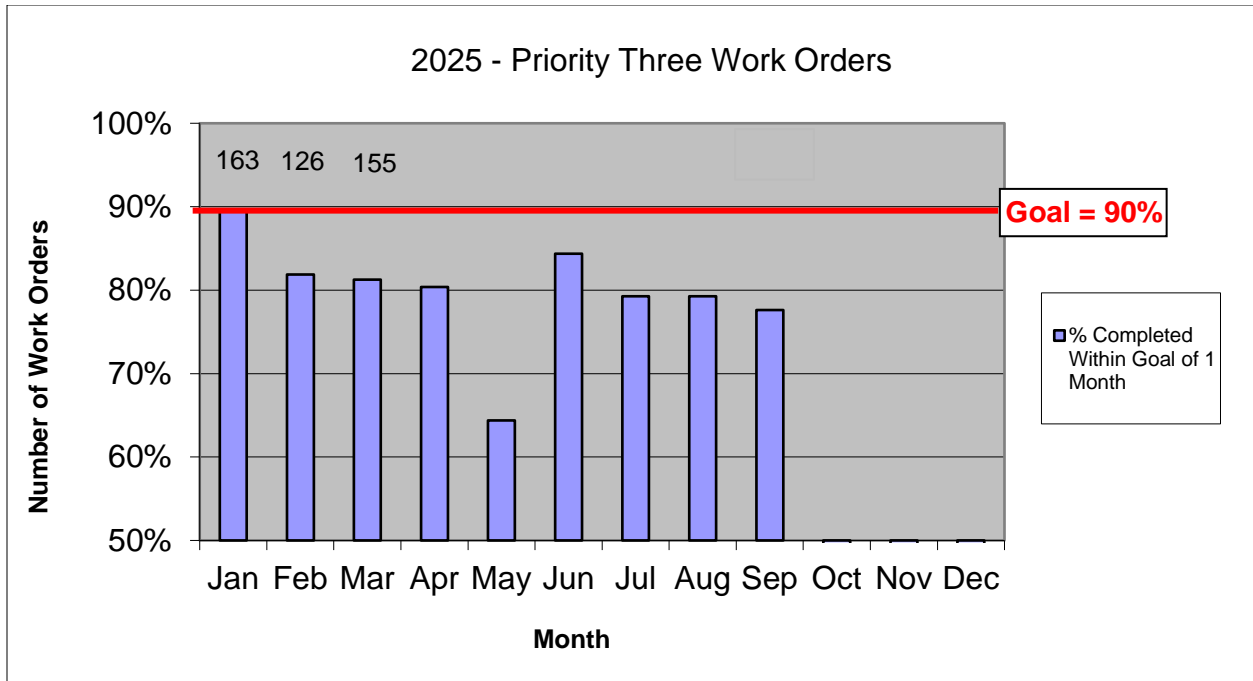
	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Completed	9	3	3	5	4	1	3	3	3			
Requested	9	4	4	6	4	1	4	4	4			

**Measure #6: Percent of Priority 2 (urgent) work orders completed within seven days**



	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Completed	3	0	1	8	3	3	1	1	1			
Requested	3	0	1	8	5	3	1	1	1			

**Measure #7: Percent of Priority 3 (priority) work orders completed within one month**



	Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Completed	112	104	156	131	253	189	149	149	149			
Requested	125	127	192	163	393	224	188	188	192			

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## **Capital Projects Division**

### **Maintenance and Operations Department**

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#### **Mission**

Manage, design, and construct Municipal facility renovations and new construction projects that meet the needs of requesting departments within the available funding.

#### **Core Services**

- Project management of Municipal facility renovation and upgrade projects
- Project management of new construction of Municipal facilities

#### **Accomplishment Goals**

- Reduce capital projects construction contracts with change orders

#### **Performance Measures**

Progress in achieving goals shall be measured by:

- Dollar values of construction contracts with change orders and Dollar values of change order costs compared to original contract cost

#### **Explanatory Information**

- Tracking information for these measures began January 1, 2010.

<b>Measure #8: Dollar values of construction contracts with change orders, and Dollar values of change order costs compared to original contract cost</b>
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**Type**

Effectiveness

**Accomplishment Goal Supported**

Reduce capital project construction projects with change orders. At least 75% of contract change orders for construction projects shall be less than 15% of the total original contract amount

**Definition**

This measure reports the monthly percentage of contract change orders that are less than 15% of the original contract amount.

**Data Collection Method**

On a monthly basis, information relating to capital construction contract change orders will be recorded by Facility Capital Projects into an Excel spreadsheet table. The information will include the original contract and change order amount to calculate a percentage for each change order.

**Frequency**

Monthly

**Measured By**

The data will be collected and maintained by Facility Capital Projects in an Excel spreadsheet table. The table will provide the monthly percentage of change orders less than 10% of the original contract amount.

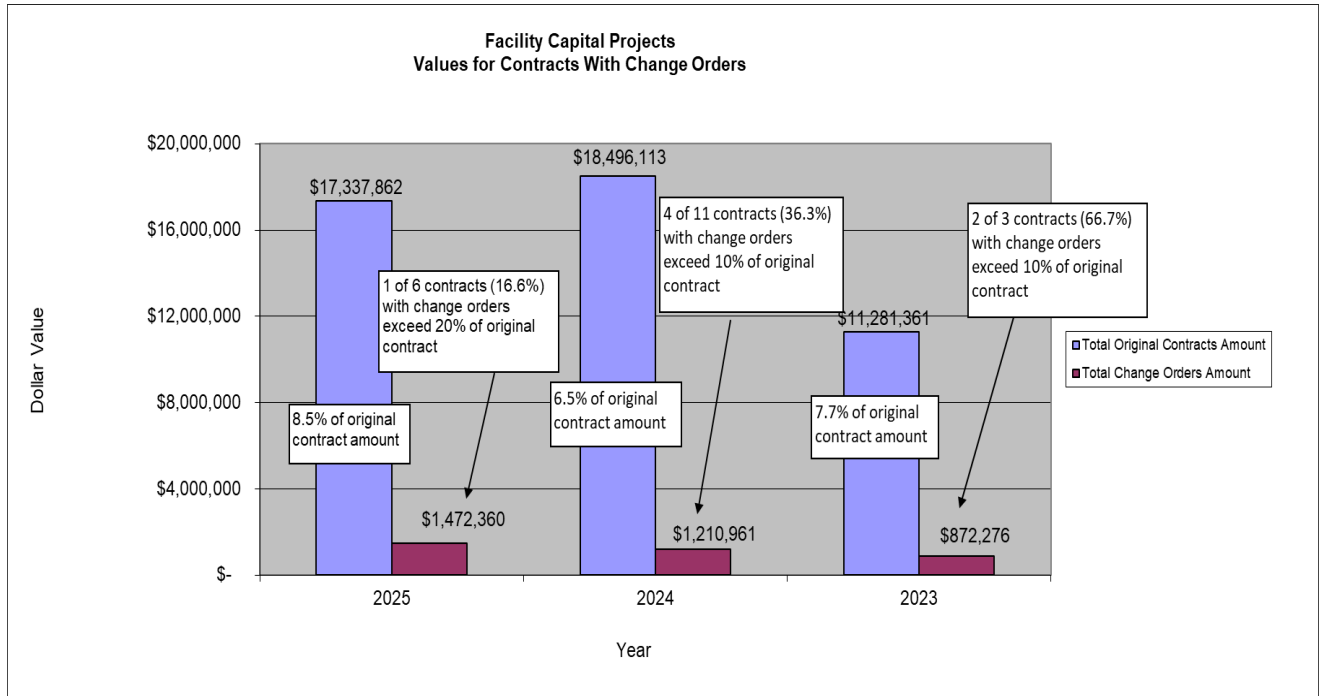
**Reporting**

The data will be collected and maintained by Facility Capital Projects in an Excel spreadsheet and will display the information both numerically and graphically. A status report will be generated monthly.

**Used By**

Management will use this data to evaluate the overall effectiveness of development and management of facility capital construction contracts. Current project management practices will be monitored and measured to determine impact on achievement of the stated goal. New PVRs will be developed based upon the evaluation of this data.

**Measure #8: Dollar values of construction contracts with change orders, and Dollar values of change order costs compared to original contract cost**



	2025	2024	2023
Total Original Contracts Amount	\$17,337,862	\$18,496,113	\$11,281,361
Total Change Orders Amount	\$1,472,360	\$1,210,961	\$872,276
% of Original Amount	8.5%	6.5%	7.7%

**Measure WC: Managing Workers' Compensation Claims**

Reducing job-related injuries is a priority for the Administration by ensuring safe work conditions and safe practices. By instilling safe work practices, we ensure not only the safety of our employees but reduce the potential for injuries and property damage to the public. The Municipality is self-insured and every injury poses a financial burden on the public and the injured worker's family. It just makes good sense to WORK SAFE.

Results are tracked by monitoring monthly reports issued by the Risk Management Division.

