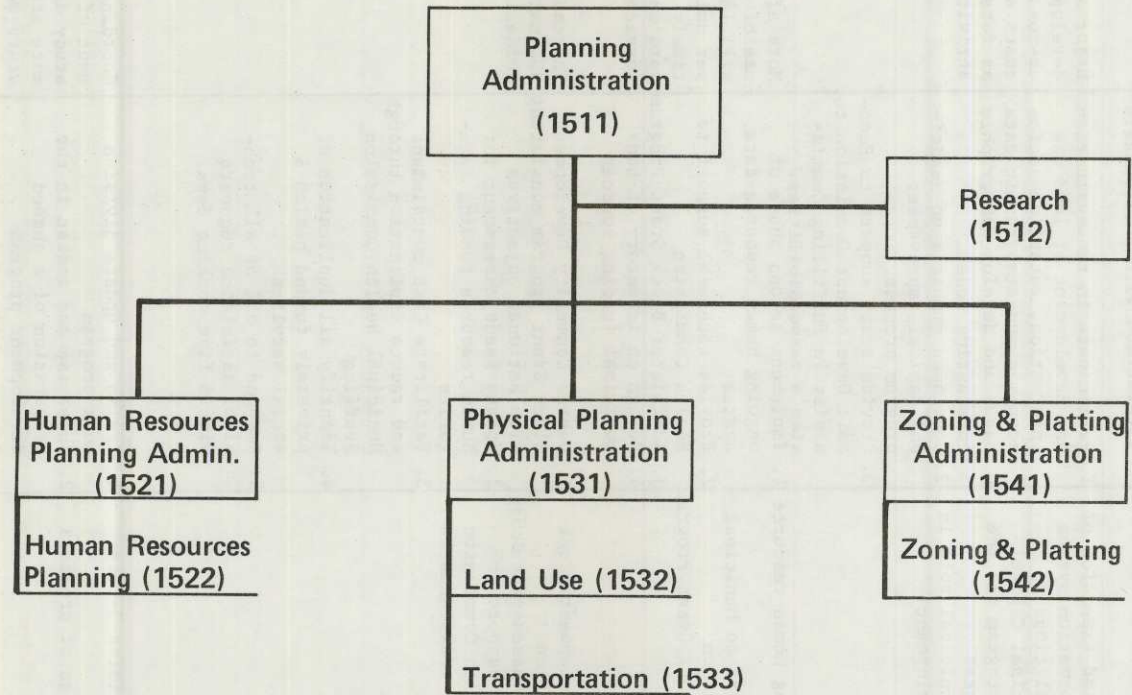


ORGANIZATION CHART

Planning Department



| DEPT. Planning | | MAJOR OBJECTIVES FOR 1978 | MAJOR OBJECTIVES FOR 1979 | MAJOR PROGRAM CHANGES FOR 1979 |
|-------------------|----------------------------------|--|---|--|
| CODE | BUDGET UNIT | | | |
| 1511 | Administration | <ol style="list-style-type: none"> 1. Prepare 3-Year Work Program 2. Develop interdisciplinary team approach 3. Create "planning process" awareness through greater participation in planning matters by the Planning and Zoning Commission | <ol style="list-style-type: none"> 1. Refine and Update Three-Year Work Program and annual element 2. Participate in an interagency policy plans and programs formulation and implementation process 3. Improve planning process awareness through increased interaction with policymakers | <p>Emphasis on management systems approach and emphasize "service to the community" concept</p> <p>Greater emphasis on intra- and inter-departmental "team building" for issue analysis and resolution</p> |
| 1512 | Research | <ol style="list-style-type: none"> 1. Maintenance and expansion of land use information system 2. Strengthen relationship between Municipal Capital Improvement program and the planning process 3. Strengthen Municipal role in economic development | <ol style="list-style-type: none"> 1. Participate in the evaluation and development of land use information, establish socio-economic and demographic data bases and develop demographic forecasting model. 2. Continued emphasis on Municipal Capital improvement program process. 3. Provide staff support to Economic Development Commission to assist in fulfilling Commission's responsibilities. | <p>Major new emphasis on the development of accurate and up-to-date population forecasts and estimates as well as forecasts of economic activity</p> |
| 1521 | Human Resources Administration | <ol style="list-style-type: none"> 1. Design ongoing human resource data system 2. Provide support to Municipal Health Commission 3. Administer Block Grant Program | <ol style="list-style-type: none"> 1. Implement second phase of ongoing human resource data system 2. Provide technical support to Health Commission 3. Administer Block Grant Program 4. Design an inventory of non-municipal funding sources | <p>More efficient and effective use of skills and expertise will lead to 1) reduced cost per unit of service 2) more timely responses and 3) more outside dollars for needed services</p> |
| 1522 | Human Resources | <ol style="list-style-type: none"> 1. Community Development Block Grant Application 2. Conduct needs assessment study 3. Provide staff support to Municipal Health Commission and technical assistance to committees | <ol style="list-style-type: none"> 1. Design Community Development Block Grant program consistent with National objectives 2. Update Needs Assessment for human resource funding categories 3. Facilitate Cost containment and reduce duplication through Municipal Health Commission Staffing 4. Identify all duplication of privately funded health & social services 5. Respond to 95% of all technical assistance requests within five working days. | <p>Increased responsiveness to HUD national priorities and guidelines for CDBG</p> |
| 1531 | Physical Planning Administration | <ol style="list-style-type: none"> 1. Establish division 3-Year Work Plan 2. Initiate design of projects | <ol style="list-style-type: none"> 1. Revise and update division work program 2. Supervise and assist in the preparation of a phased development program 3. Expand staff resources/capability through team approach/technical cross-training 4. Provide technical support to inter-agency programs 5. Provide technical support to Assembly and Commissions 6. Coordinate the partial revision of the Comprehensive Plan. | <p>Coordination of the development of work programs and study designs in order to more effectively allocate staff resources and establish time frames for major projects</p> |

| DEPT. Planning | | MAJOR OBJECTIVES FOR 1978 | MAJOR OBJECTIVES FOR 1979 | MAJOR PROGRAM CHANGES FOR 1979 |
|-------------------|----------------------------------|--|---|---|
| CODE | BUDGET UNIT | | | |
| 1532 | Land Use Planning | <ol style="list-style-type: none"> 1. Develop and evaluate land use alternatives 2. Prepare Coastal Zone Management Plan 3. Prepare areawide Parks & Recreation Plan 4. Prepare Turnagain Arm and Eagle River Comprehensive Plan | <ol style="list-style-type: none"> 1. Assist in the development of a phased development program and updating of the areawide comprehensive plan 2. Complete the CZM Plan and prepare a management implementation program 3. Refine the Areawide Parks & Recreation Plan, and prepare specialized parks/open space recreational studies 4. Prepare neighborhood development plans 5. Prepare implementation measures for the 208 Waste-water Management Program | <p>Increased emphasis on the development of implementation measures to refine adopted plans</p> <p>Development of plans designed to more effectively coordinate urban development and public facilities decisions at a regional level</p> |
| 1533 | Transportation Planning | <ol style="list-style-type: none"> 1. Update principal transportation studies, including the Long Range Element of the Transportation Plan 2. Prepare an areawide Air Quality Plan 3. Prepare transit comprehensive operational analysis | <ol style="list-style-type: none"> 1. Revise principal transportation studies for Federal funding eligibility 2. Prepare implementation measures for the Air Quality Plan 3. Revise the Transit Development Plan 4. Prepare a pedestrian facility study 5. Prepare corridor evaluation studies 6. Assist in preparing a Phased Development Program 7. Provide program administration for AMATS | <p>Development of design and corridor type studies necessary to properly plan and locate major transportation improvements</p> |
| 1541 | Zoning & Platting Administration | <ol style="list-style-type: none"> 1. Establish shared work assignments 2. Establish pre-application Committee 3. Establish uniform landscaping and tree planting requirements | <ol style="list-style-type: none"> 1. Continue/expand shared work assignments for professional planners to maximize efficiency 2. Increase use of pre-application committee to improve procedures for interagency reviews of zoning & platting applications 3. Develop standard operating procedures for implementation of adopted codes | <p>Expansion of interdisciplinary staff team approach to processing and analysis</p> <p>Emphasis on interagency assistance in evaluation of applications</p> |
| 1542 | Zoning & Platting | <ol style="list-style-type: none"> 1. Process 165 zoning action applications 2. Process subdivision applications 3. Evaluate zoning code | <ol style="list-style-type: none"> 1. Process 250 applications for rezonings, code amendments, and conditional uses 2. Process 680 subdivision applications for compliance with Municipal ordinances 3. Propose amendments to Title 21 to bring the Zoning and Subdivision Ordinance in line with the Comprehensive Plan Federal, State, and Municipal standards 4. Develop an index of land use activities relating to individual parcels within the Municipality 5. Process petitions for creating, altering or abolishing Service Areas 6. Provide technical and administrative staff support to Planning and Zoning Commission and Platting Board | |

| DEPT. | Unit No. | DIV. | Unit No. | SEC. | Unit No. |
|---|--|----------------|---------------|----------------|----------|
| Planning | 1500 | Administration | 1510 | Administration | 1511 |
| PERFORMANCE INDICATORS | | | | | |
| OBJECTIVES | DESCRIPTION | | | 1978 | 1979 |
| | Work load | Efficiency | Effectiveness | | |
| 1. Refine and update Three-Year Work Program and annual element | Preparation of Work Program and Staffing assignments | X | | 1 | 1 |
| | % annual program elements completed | X | | 50% | 75% |
| | % of activities following scheduled program | | X | 45% | 75% |
| 2. Increase management efficiency of Planning Department | # of supervisors attending management training | X | | 3 | 8 |
| | # of team building training sessions conducted | X | | 1 | 5 |
| | % of staff trained in team building techniques | X | | 10% | 60% |
| | # of Work Program elements completed using team approach | | X | 5 | 15 |
| | # standard operating procedures developed | X | | 2 | 12 |
| | % of staff utilizing standard procedures | | X | 20% | 80% |
| | % staff using management reporting | | X | 30% | 85% |
| 3. Participate in an interagency policy plans and progress formulation and implementation process | # of interagency meetings | X | | 8 | 20 |
| | # of interagency activities initiated | | X | 10 | 18 |
| 4. Create better "Planning Process" awareness | Preparation of Planning Handbook | X | | 0 | 1 |
| | # planning work sessions | X | | 3 | 8 |
| | # progress reports submitted to Administration, Assembly, and Commission | X | | 4 | 12 |

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

1. Lack of understanding by Administration, Assembly and Commissions of departmental objectives and workload. Increase in number of activities requested requiring a greater need for prioritization and tighter scheduling of work projects.
2. Increased workload with large number of federally required activities necessitating emphasis on improving efficiency of operation to avoid decrease in level of service provided. Lack of standard procedures increasing administrative duties of all employees, detracting from operational efficiency.
3. Lack of recognition of the interdependency of plan implementation action on policy formulation. Need to recognize "planning process" as a tool to assist in management decisions relating to reaching community goals.

CHANGES FROM CURRENT OPERATIONS:

- * Increased emphasis on closely following established Work Program schedule to insure adequate staff time devoted to long range growth management planning.
- * Greater attention to developing/conducting training programs, establishing standard procedures and reporting systems to improve staff efficiency.
- * Expansion of program to create awareness of planning process through development of handbook and distribution of management reports.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

1. Update Work Program
 - Review projects and activities
 - Evaluate and adjust priorities
 - Prepare task/time lines and staff assignments
 - Monitor projects utilizing monthly reports
2. Increase management efficiency
 - Implement program evaluation procedures and information feedback system
 - Conduct management and technical training
 - Inventory and analyze staff skills and capabilities
 - Train staff in team building; apply technique to Work Program
 - Analyze work operation; establish productivity standards
 - Develop standard operating procedures
 - Implement standard management reporting system
3. Interagency planning process participation
 - Establish willingness to participate in team building process
 - Identify specific projects for cooperative commitment
 - Participate in interagency efforts to address issues
4. Create Planning Process awareness
 - Develop, publish Planning Handbook
 - Conduct work sessions on planning
 - Prepare and distribute monthly activity/progress reports

MUNICIPALITY OF ANCHORAGE

Work Program Statement For 1979

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| DEPT. | Unit No. | DIV. | Unit No. | SEC. | Unit No. |
|---|---|----------------|----------|----------|----------|
| Planning | 1500 | Administration | 1510 | Research | 1512 |
| PERFORMANCE INDICATORS | | | | | |
| OBJECTIVES | DESCRIPTION | | | 1978 | 1979 |
| | | | | | |
| 1. Participate in the evaluation and development of land use information. Establish socio-economic and demographic data bases and develop demographic forecasting models. | Percent of departmental information requests met | | | 10% | 45% |
| | Percent of publications less than one year old | | | 30% | 55% |
| 2. Respond to requests for demographic, land use and socio-economic data within three days of request or by deadline given. | Number of requests by the community | | | 245 | 340 |
| | Number of requests by municipality | | | 100 | 140 |
| | Percent of requests for which data is available from the Research Section | | | 60% | 85% |
| | Number of projects reviewed | | | 200 | 250 |
| 3. Provide planning support necessary for Capital Improvement Program acceptance. | Number of meetings staffed | | | 14 | 18 |
| | Number of technical reports completed | | | 1 | 3 |
| | Percent of monies received devoted to projects proposed by the Commission | | | 6% | 50% |
| 4. Provide support to Anchorage Economic Development Commission to assist in meeting its responsibilities. | | | | | |
| | | | | | |

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

1. and 2. Demographic and socio-economic data is required for grant applications, compliance reports, and policy formulation under federal guidelines and local ordinances; i.e., Housing Assistance Plan, Revenue Sharing population estimate, and population forecasts for the Budget. A system of land use information was recommended by the Systems Planning Group Final Report (1973).
3. The Charter requires that a Capital Improvement Program be adopted yearly and that the Planning Commission participate in the process.
4. Municipal ordinance established the Economic Development Commission. The Commission and its yearly report are required for eligibility for Economic Development Administration grants.

CHANGES FROM CURRENT OPERATIONS:

Major new emphasis on the development of accurate and up-to-date population estimates and forecasts as well as employment data. New efforts to distribute information products to other departments and the general public.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

1. Establish and maintain data bases for Planning Department
 - document land use data needs
 - expand coverage of Anchorage bowl in GBF/DIME
 - acquire software for manipulation of census data
 - assess other departmental data needs
 - develop data bases
 - develop forecasting models (population & economic activity)
2. Respond to information requests
 - prepare required reports & special reports
 - provide analysis and information as requested
 - reduce duplication of effort among departments
3. Support development of Capital Improvement Program
 - review information submitted by departments
 - examine projects for consistency
 - suggest priority list for projects
 - prepare preliminary review
 - provide necessary information to Planning Commission
4. Support Economic Development Commission
 - provide staff support for policy recommendations
 - arrange for Commission participation in grant requests
 - provide necessary technical information
 - provide staff support for implementing work program

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Work Program Statement For 1979

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| | | | | | | | | |
|--|------------------|----------------------------------|---|------------------------|------------------|---------------------------------|------------|------------|
| DEPT. Planning | Unit No. 1500 | DIV. Human Resources Planning | Unit No. 1520 | SEC. Administration | Unit No. 1521 | work Program Statement For 1979 | Page 77 | |
| OBJECTIVES | | | PERFORMANCE INDICATORS | | | | | |
| | | | DESCRIPTION | Work-load | Effi- ciency | Effec- tiveness | 1978 | 1979 |
| 1. Implement second phase of ongoing human resource data system. | | | Design Phase II of System | X | | | (Phase I) | 1 |
| | | | # of Data Requests | X | | | 510 | 650 |
| | | | Average Response Time | | X | | 3 days | 2 days |
| | | | # of Data Updates | | | X | 4 | 12 |
| | | | % of Data less than 1 yr. old | | | X | 90% | 100% |
| 2. Provide technical support to Health Commission | | | # of Project Review | X | | | 45 | 72 |
| | | | # of Technical Reports provided | | | X | 95 | 100 |
| 3. Design an inventory of non-municipal funding sources | | | Design of System | X | | | .2 | 1 |
| | | | # of Requests | | | X | 160 | 250 |
| | | | # of health/social service dol- lars from non-municipal funding sources | | | X | 12,900,000 | 15,000,000 |
| | | | | | | | | |
| 4. Administer Block Grant Program | | | # of Project Status Reports | X | | | 2 | 4 |
| | | | % of Projects operating within 2 months of award | | | X | 10% | 60% |
| | | | Administrative Data Retrieval System design | | | | | |
| | | | | X | | | 0 | 1 |
| | | | | | | | | |

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

1. Need for health and social information listed as number one need of providers and consumers in Rowan Study and local needs update. Requests for data have increased by 350% since 1976. Data is necessary to support local requests for non-municipal funds.
2. Mandate PL93641, Health Systems Agency/Municipal Health Commission Working Agreement, and A0255-76. Local emphasis on reducing costs to consumers highest priority in Anchorage. Work Plan designed to maximize cost containment and reduce program duplication.
3. Avoidance of increased milrate leads to increased demand for non-municipal program dollars to support needed services.
4. Block Grant administrative accountability requirements set by new federal guidelines.

CHANGES FROM CURRENT OPERATIONS:

More efficient and effective use of skills and expertise will lead to 1) reduced cost per unit of service, 2) more timely responses and 3) more outside dollars for needed services.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

- Phase II Human Resource Data System
 - Design ambulatory care data collection instrument
 - Continue to update resource inventory
 - Bring online Phase II of system
- Provide Technical Support to Municipal Health Comm.
 - Assist in defining work plan
 - Monitor flexible staff assignments
 - Staff technical reviews on 1/4 of project
- Design Inventory of non-municipal funding sources
 - Formalize system requirements
 - Collect information and set up file
 - Revise and update
 - Inform community of availability of data
 - Design and bring online administrative data retrieval system.
 - Design flow process for meeting requirements for advertising and clearances and bring system online.
 - Design flow system chart for program administration and monitoring.
- Administer Block Grant Program

| DEPT. | Unit No. | DIV. | Unit No. | SEC. | Unit No. | | | |
|--|----------|--------------------------|--|-----------------|------------|---------------|--------|--------|
| Planning | 1500 | Human Resources Planning | 1520 | Human Resources | 1522 | | | |
| OBJECTIVES | | | PERFORMANCE INDICATORS | | | | | |
| | | | DESCRIPTION | Work-load | Efficiency | Effectiveness | 1978 | 1979 |
| 1. Design Community Development Block Grant (CDBG) program consistant with National objectives. | | | Completed Application | X | | | 1 | 1 |
| | | | % of Projects consistant with federal guidelines | | | X | 70% | 100% |
| | | | % of projects serving low/moderate income households | | | X | 100% | 100% |
| 2. Update Needs/Assessment for human resource funding categories | | | Needs/Assessment update completed | X | | | 0 | 1 |
| | | | % of needs data less than one year old | | | X | 20% | 100% |
| 3. Identify all duplication of privately funded health & social services by the public sector | | | # of recommendations for non-funding of duplicate programs | | | X | 3 | 10 |
| | | | # of projects reviewed | X | | | 45 | 72 |
| | | | # of duplicate services funded | | | X | 40 | 20 |
| | | | | | | | | |
| 4. Respond to 95% of all technical assistance (TA) requests within five working days. | | | # of TA requests | X | | | 1400 | 2000 |
| | | | Average response time | | X | | 6 days | 4 days |
| | | | # of completed TA requests | | | X | 1150 | 2000 |
| 5. Facilitate cost/containment and reduce duplication through Municipal Health Commission staffing | | | # of committees staffed | X | | | 10 | 10 |
| | | | # of meetings staffed | X | | | 235 | 180 |
| | | | # of technical reports completed | | | X | 70 | 115 |
| | | | | | | | | |

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

- Existing Block Grant program could better meet federal guidelines; potential for non-funding of projects continues.
- ,3.,4. Survey of Anchorage residents shows cost of services is greatest concern of citizens. National data indicates duplication accounts for significant portion of cost increases. Analysis of existing system shows possible duplication of 50% of the dollar expenditures in health and social services. Funding decisions require knowledge of existing resources and needs and identification of least/cost alternatives. Maintaining efficiency in TA necessary to meet increasing demand from in-house and local providers and consumers.
- Mandate PL 93-641, work agreement with regional Health Systems Agency and AO 255-76 and citizen concern for cost containment identified in local attitude surveys.

CHANGES FROM CURRENT OPERATIONS:

Addition of one professional planning position offsets increased demand for technical assistance and plan development requirements of the Community Development Block Grant Program.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

- Community Development Block Grant Program
 - identify new HUD Block Grant objectives
 - identify target population
 - coordinate with existing plans and programs
 - revise public input format
 - develop neighborhood revitalization plans
- Needs/Assessment update
 - design forms, pretest, collect data, analyze
 - prepare final document and distribute
- Identify program duplication
 - revise and update plans as appropriate
 - identify scarcity and excess capacity areas
 - analyze public and private sector program
 - propose alternatives
- TA Response
 - continue monitoring and analyze time by type of response
- Staff Health Commission
 - define work plan, prepare technical papers and draft plans
 - staff committees

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Work Program Statement For 1979

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| DEPT. | Unit No. | DIV. | Unit No. | SEC. | Unit No. |
|---|--|-------------------|---------------|----------------|----------|
| Planning | 1500 | Physical Planning | 1530 | Administrative | 1531 |
| PERFORMANCE INDICATORS | | | | | |
| OBJECTIVES | DESCRIPTION | | | 1978 | 1979 |
| | Work-load | Efficiency | Effectiveness | | |
| 1. Establish division work program | Complete document | x | x | 1 | 1 |
| | # of progress reports | x | x | 12 | 12 |
| | # of individual study designs prepared | x | x | 2 | 2 |
| 2. Supervise and assist in the preparation of a phased development program. | Complete document | | | | 1 |
| | # of plans consistent with program | | | | 2 |
| 3. Expand staff resources/capability through team approach/technical cross-training | # of team projects | x | | 2 | 3 |
| | # reports produced | x | x | 2 | 4 |
| 4. Provide technical support to inter-agency programs | # of programs | x | | 4 | 3 |
| | # of meetings | x | | 10 | 12 |
| | # of evaluative reports | x | x | 3 | 5 |
| 5. Provide technical support to Assembly and Commissions | # of meetings | x | | 40 | 40 |
| | # of groups | x | | 4 | 4 |
| | # of reports | x | x | 10 | 15 |
| 6. Coordinate the revision of the Comprehensive Plan | # of technical reports | x | x | | 1 |

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

1. To effectively and efficiently direct staff, division work programs must be prioritized, staffing estimated, and methodology identified.
2. The delivery and costs of providing municipal services is improved by coordinating land use development with urban facilities.
3. Increasing and more complex Division work loads require a better utilization of current staff.
4. Programs such as MAUS, 208 Wastewater Planning, and AMATS require continuing technical staff support.
5. Continuing technical assistance is required by the Assembly and Commissions.
6. Municipal ordinance requires the periodic revision of the Comprehensive Plan.

CHANGES FROM CURRENT OPERATIONS:

The preparation of the phased growth program will better coordinate land use and urban facility planning/development.

The revision of the Comprehensive Plan will improve the delivery of urban services and land use decisions generally.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Work Plan Development Outline program needs, prioritize projects Establish timeframes, staffing levels Develop evaluative, monitoring program 2. Phased Development Program. Determine objectives, policies Develop Population-Employment Distributions Analyze facility development strategies Coordinate staging of public facilities with densities Prepare Program 3. Expand Staffing Skills Provide technical orientation Review project performance 4. Inter-agency technical support. Participate in project development Prepare analyses of issues Represent Municipality's administrative/legislative position 5. Assembly-Commission technical support Provide technical staffing for meetings Prepare analyses and reports | <ol style="list-style-type: none"> 6. Comprehensive Plan Revision Reevalue sections of Plan Prepare technical evaluation of deficiencies Prepare analyses of new information Coordinate Plan revision with phased development program. |
|--|---|

| DEPT. | Unit No. | DIV. | Unit No. | SEC. | Unit No. |
|--|---|-------------------|----------|----------|----------|
| Planning | 1500 | Physical Planning | 1530 | Land Use | 1532 |
| PERFORMANCE INDICATORS | | | | | |
| OBJECTIVES | DESCRIPTION | | | 1978 | 1979 |
| | | | | | |
| 1. Assist in the preparation of a phased development plan. | Complete development of program. | | | X | 1 |
| 2. Complete the Coastal Zone Management Plan and prepare an implementation management program. | Complete Coastal Zone Management Plan. | | | X | 1 |
| | # of implementation measures prepared. | | | X | 4 |
| 3. Implement the Turnagain Arm and Eagle River-Chugiak Comprehensive Plans. | # of implementation measures prepared. | | | X | 4 |
| 4. Refine the Areawide Parks and Recreation Plan, and prepare specialized parks-open space-recreational studies. | Completion of Parks Plan. | | | X | 1 |
| | # of studies and reports prepared. | | | X | 1 |
| 5. Prepare Neighborhood Development Plans, as part of the Community Block Grant Program. | Complete Neighborhood plans. | | | X | 1 |
| | # of plans prepared. | | | X | 5 |
| | # of projects developed. | | | X | 10 |
| 6. Prepare implementation measures for the 208 Wastewater Management Program. | Adoption of 208 Wastewater Management Plan. | | | X | 1 |
| | # of implementation measures prepared. | | | X | 4 |
| 7. Assist in the revision of the Comprehensive Plan. | # of technical reports prepared. | | | X | 2 |
| 8. Provide technical assistance to the Administration, Assembly, and Commissions. | # of reports and other assistance provided. | | | X | 1 |

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

1. To properly plan for and construct major public facilities, the pattern, density, and timing of urban development must be identified.
2. Coastal Zone Management Plans are required under Alaska statutes.
3. Comprehensive Plans, to be effective, must be expressed through implementation measures.
4. The Areawide Parks Plans and specialized parks-recreational studies are required for orderly park and recreational development.
5. Neighborhood development plans are required under Federal funding guidelines for the Community Development block grant program.
6. Implementation of 208 Wastewater plans are required under the original EPA-Municipality grant terms and by the 1977 Clean Water Act.
7. Municipal ordinance requires the periodic revision of the Comprehensive Plan.

CHANGES FROM CURRENT OPERATIONS:

- * Preparation of a phased development program to more effectively guide land use decisions and the programming of utility systems.
- * Preparation of implementation measures for completed plans, and to refine and carryout their proposals.
- * Development of neighborhood development plans, to fulfill Federal funding guidelines.
- * Implementation of the 208 Wastewater Management study, to refine the plan and satisfy Federal planning guidelines.
- * Revision of the Comprehensive Plan, to expand component sections and satisfy Municipal ordinance.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

1. Phased Development Program
 - Project population levels and distribute to drainage basins.
 - Analyze facility needs.
 - Prepare ranking analysis of alternative facility strategies.
2. Coastal Zone Management Plan
 - Prepare natural resources mapping inventory
 - Analyze institutional-legal constraints
 - Refine preservation-conservation-utilization methodology.
 - Prepare monitoring & surveillance system.
 - Prepare management plan.
3. Turnagain Arm and Eagle River-Chugiak Comprehensive Plans.
 - Prepare implementation measures.
 - Refine recommendations of plans.
4. Parks and Recreational Planning
 - Refine recommendations in Areawide Parks Plan.
 - Prepare specialized parks-recreational technical studies.
5. Neighborhood Development Plan
 - Analyze Federal funding criteria.
 - Analyze demographic-land use changes in neighborhoods.
 - Prepare analyses of demographic shifts affecting neighborhood areas.
 - Prepare Plans.
6. 208 Wastewater Management Plan
 - Prepare implementation measures.
 - Prepare study design for continuing 208 planning effort.
 - Refine recommendations of plan.
7. Comprehensive Plan Review
 - Prepare environmental component.
 - Analyze housing needs and conditions.
 - Prepare technical reports for inclusion in plan.

| | | | | | | | |
|---|----------|--|------------------------|----------------|---------------|------|------|
| DEPT. | Unit No. | DIV. | Unit No. | SEC. | Unit No. | | |
| Planning | 1500 | Physical | 1530 | Transportation | 1533 | | |
| | | | PERFORMANCE INDICATORS | | | | |
| OBJECTIVES | | DESCRIPTION | Work-load | Efficiency | Effectiveness | 1978 | 1979 |
| 1. Prepare a pedestrian facility study | | Complete facility study | x | x | | | 1 |
| 2. Prepare corridor evaluation studies | | Complete corridor studies | x | x | | | 1 |
| 3. Revise principal transportation studies for Federal funding eligibility | | #of revised studies | x | x | 3 | | 3 |
| | | Certification for Federal funding | x | x | 1 | | 1 |
| 4. Prepare implementation measures for the Air Quality Plan | | #of implementation measures prepared | x | x | | | 3 |
| | | Adoption of Air Quality Plan | x | x | | | 1 |
| | | Inclusion as part of State Implementation Plan | x | x | | | 1 |
| 5. Prepare work programming and organizational-management documents | | Complete Prospectus-Unified Work Program. | x | x | 2 | | 2 |
| | | Certification for Federal funding | x | x | 1 | | 1 |
| 6. Revise the Transit Development Program | | Complete program revision | x | x | 1 | | 1 |
| | | Certification for Federal funding | x | x | 1 | | 1 |
| 7. Assist in the preparation of the Phased Development Program and revision of the Comprehensive Plan | | #of technical evaluations produced | x | x | | | 2 |
| 8. Provide program administration for the Anchorage Area Metropolitan Transportation Study | | Certification for federal funding | x | x | 1 | | 1 |
| 9. Provide technical assistance to the Administration, Commission, and AMATS Committees. | | #of reports and other assistance | x | x | 20 | | 25 |

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

1. A pedestrian facilities plan is required to improve safety and provide well designed and integrated pedestrian facilities, especially near school sites and bus stops.
2. A reevaluation of several major transportation corridors is required in order to refine highway design characteristics and provide service levels consistent with changed land use patterns.
- 3,5,6,8 Required under Federal statute in order to receive Federal highway construction and transit operational funds.
4. Required by 1977 Clean Air Act Amendments.
7. Required to ensure consistency between land use and transportation plans.
9. Continuing technical support is required by Assembly, Commission, AMATS committees.

CHANGES FROM CURRENT OPERATIONS:

- * Development of corridor and pedestrian facility studies, to resolve safety, design, and service level issues.
- * Preparation of implementation measures for the Air Quality Plan.
- * Support to the establishment of a phased development program and in the revision of the Comprehensive Plan.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

1. Pedestrian Facility Study
 - Consolidate recommendations of previous plans
 - Identify deficiencies and safety hazards
 - Prepare recommendations
 - Include " in Capital Improvement Program
2. Corridor Evaluation Studies
 - Compile traffic counts & transit ridership levels
 - Reevaluate forecasted traffic demands
 - Evaluate low-capital and service-level strategies
 - Prepare revisions to Long Range Element
3. Revision of Principal Transportation Studies
 - Project Deficiencies
 - Develop Strategies
 - Prepare recommendations and revise plans
 - Coordinate inter-agency/department work programs
 - Manage consultant contracts
4. Implementation Measures-Air Quality Plan
 - Refine recommendations contained in original Plan
 - Prepare implementation strategies
 - Adopt measures and include in Plan
5. Work Programming and Organizational Documents
 - Identify major work program organizational changes
 - Revise Unified Work Program and Prospectus
6. Revise Transit Development Program
 - Prepare feasibility studies of park-n-ride and corridor transit requirements
 - Revise Transit Development Program
7. Phased Development Program-Comprehensive Plan Revision
 - Prepare transportation analyses of different land use combinations
 - Prepare transportation sections of these plans
8. Program Administration
 - Coordinate administrative and certification review processes
 - Provide staff technical support to AMATS Committees

| DEPT. | Unit No. | DIV. | Unit No. | SEC. | Unit No. |
|----------|----------|---------------------|----------|----------------|----------|
| Planning | 1500 | Zoning and Platting | 1540 | Administration | 1541 |

| OBJECTIVES | DESCRIPTION | Work-load | Efficiency | Effectiveness | PERFORMANCE INDICATORS | |
|--|--|-----------|------------|---------------|------------------------|------------------|
| | | | | | 1978 | 1979 |
| 1. Continue shared work assignments for professional Planners to maximize the efficiency of processing Zoning and Platting applications. | Average process time-Zoning and Platting | X | | | 14.7 Hrs. avg. | 4 Hrs. avg. |
| 2. Develop standard operating procedures for implementation of policies and codes adopted by the Planning Department, Administration, Planning Commission, Platting Authority, and the Assembly. | Develop Procedure Document % accuracy of Policy Implementation | X | | X | 2.0 20% | 1 100% |
| 3. Establish a Pre-Application Committee to improve procedures for interagency application reviews of subdivision plats. | Establish procedures % Agency participation % Decrease in in Response Time | X | | X | 0 40% 20% | 1 100% 50% |

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

1. Improve communication and education for professional Planners of the Zoning and Platting process.
2. For better understanding of policies, procedures and codes.
3. Lack of communication between the various Municipal agencies and the public.

CHANGES FROM CURRENT OPERATIONS:

1. Development of efficient land use controls, management techniques, operating procedures, application review process, and expeditious response to public inquiries will be continually monitored to provide a maximum level of service with no substantial increase in professional Planning staff.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

1. Continue shared work assignments
 - Better historical information
 - Familiarity with Zoning and Subdivision regulations
 - Obtaining diversified opinions and ideas
 - Consensus on recommendations
 - Familiarity with the total Planning process and principles
2. Develop standard operating procedures
 - Standard operating policies and procedures guide will be produced.
3. Establish Pre-Application Committee
 - Processing and review procedures for Subdivision applications considered by the Planning Commission and Platting Authority will be established.

| DEPT. | Unit No. | DIV. | Unit No. | SEC. | Unit No. | | |
|---|----------|--|--|--------------------|-----------------|--------------------|-------------|
| Planning | 1500 | Zoning and Platting | 1540 | Administration | 1542 | | |
| OBJECTIVES | | PERFORMANCE INDICATORS | | | | | |
| | | DESCRIPTION | Work-load | Efficiency | Effectiveness | 1978 | 1979 |
| 1. Process approximately 250 applications for rezonings, Code Amendments, and conditional uses to the Planning Commission and Assembly. | | # of applications processed Cost per application processed % of total staff time required | X X | X X | 18% | 228 1450 20% | 250 1400 |
| 2. Process 680 Subdivision applications for compliance with Municipal Ordinances and policies. | | # of preliminary and final applications processed % of total staff time required % of Platting Authority actions overturned by Board of Adjustment | X < | | | | |

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

1. Planning, Zoning and Subdivision review are required by State Statutes and Municipal Codes.
2. New ideas and techniques need to be constantly explored to reflect changes in conditions, technology and attitudes.
3. A land Use Program involving Zoning and Subdivision requires constant communication between the technical community, Municipal, State and Federal agencies, and the general public.
4. Review of Service Area by the Planning Department is required by Municipal Codes.

CHANGES FROM CURRENT OPERATIONS:

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

1. & 2. Accept applications for rezonings, conditional uses, subdivision plats and code amendments, log, make up files, write legals, send out distribution to public agencies and community councils, advertise, post, field inspection, research, analyze, review distribution comments and write up area, present to Planning Commission and/or Platting Board, write resolutions, prepare actions for Assembly review, present to Assembly, and comply with Assembly action.
3. Search for new techniques
Examine techniques used in other communities.
Conduct analysis of comparative techniques.
Prepare Ordinance Amendments.
Prepare written report.
Present to Commission, Platting Authority and Assembly.
4. Service Area petitions
Explain process and requirements to petitioner.
Accept petition.
Distribute petition and associated maps to reviewing agencies.
Discuss reviewing agencies comments with petitioner.
Prepare Ordinance for Assembly.
Change Service Area map boundary.

| DEPT. | Unit No. | DIV. | Unit No. | SEC. | Unit No. |
|----------|----------|---------------------|----------|---------------------|----------|
| Planning | 1500 | Zoning and Platting | 1540 | Zoning and Platting | 1542 |

| OBJECTIVES | DESCRIPTION | PERFORMANCE INDICATORS | | | 1978 | 1979 |
|---|--------------------------------|------------------------|------------|---------------|--------|--------|
| | | Work-load | Efficiency | Effectiveness | | |
| 7. Respond to all inquiries for information and technical assistance. | # of inquiries | X | | | 40,000 | 50,000 |
| | % of total Staff time required | | X | | 34% | 37% |
| | % of inquiry response | | | X | 100% | 100% |

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

6. Lack of existing Historical information.

7. Public service function.

CHANGES FROM CURRENT OPERATIONS:

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

| | |
|--|--|
| 5. Professional Staff support to Assembly, Commission and Platting Authority | Knowledgeable and qualified Planning Staff required. |
| 6. Complete Land Use activity index | Documentation and cross-referencing of land use activities relating to individual parcels within the Municipality. |
| 7. Respond to all inquiries | A thorough knowledge of Title 21, a willingness to work and help, and a respectful and positive attitude from all Staff is required. |