



MUNICIPALITY OF ANCHORAGE



MANAGEMENT REVIEW OF THE BUILDING, PLANNING, PERMITTING AND INSPECTION PROCESS

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Prepared by:



THE
PHILLIPS
GROUP



Making Change Work
LAMB & LAMB



MUNICIPALITY OF ANCHORAGE

The Mayor's Vision¹

Land Use Planning and Building Permitting and Inspections are some of the most critical services the Municipality provides to local developers and builders in the process of expanding the economic base of Anchorage. I believe economic development is critical in providing the financial security and improvement in the quality of life for all of Anchorage's residents.

I want an efficient, effective, customer-friendly Land Use Planning and Building Permitting and Inspections system. The system should be:

- Clear and understandable to anyone who uses the service.
- Solution oriented by actively resolving problems as they arise during the process instead of sending the applicant back to square one, a "partnering process" by which each stakeholder understands the impact of their requirements on the other and resolves difficult issues before they arise.
- Proactive in exceeding customer requirements; from the one-time efforts of a homeowner building a shed in the backyard, to the large complex business and industrial projects undertaken with the guidance of those in the professional disciplines.
- Efficient by using technology to enhance and streamline the process.
- Responsive to the unique needs of building in a northern climate.
- Committed to continuous improvement.

I want Anchorage to be known as a good place to do business. I consider an efficient permitting system to be a major strategy in accomplishing this objective.

¹ From a 6/20/96 interview with Mayor Rick Mystrom, Municipality of Anchorage.

Acknowledgements

The *Phillips Group and Lamb & Lamb* Project Team received excellent support from all the stakeholder groups, contacted by us, who are involved with the Municipality of Anchorage land use planning, development, building permitting and inspection processes. Without their timely and accurate information, reviews and observations, our Report would not be as useful as we trust it is.

Major stakeholder groups include:

- Alaska Department of Environmental Conservation;
- Anchorage International Airport;
- Anchorage Economic Development Council;
- Anchorage Home Builders Association;
- Anchorage Water & Wastewater Utility;
- Associated General Contractors;
- Associated units from the Departments of Fire, Public Works, and Health & Human Services;
- Builders and Developers Advisory Task Force;
- Building Safety Division of the Public Works Department;
- Community Planning and Development Department;
- Individual Customers from the community at large;
- Municipality of Anchorage Administration.

Our deep appreciation to all the representatives of these stakeholder groups who gave freely of their time and energy especially since our activities came at the height of the construction season.

Notwithstanding the excellent information from a large number of individuals and the availability of numerous reports, files, forms and statistics, the responsibility for the accuracy and focus of the final presentation of these data resides with the Project Team.

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1.0 Executive Summary

The purpose of this management review was to recommend ways in which the Municipality of Anchorage's land use permitting, building permitting and inspection processes could be streamlined and improved to: foster economic development; increase customer satisfaction; and ensure cost effective operations, while still maintaining high standards of public safety and urban beautification.

This study, in part, provides a preview of what the Insurance Services Office (ISO) will focus on when it conducts the Building Code Effectiveness Grading scheduled to be conducted in Anchorage in 1998. The outcome of this review will be a Building Code Effectiveness Classification which the insurance industry will use for underwriting informational rating purposes.

As stated in their industry booklet¹:

"The concept is simple: municipalities with effective codes that are well enforced should demonstrate better loss experience, and insurance rates can reflect that. The prospect of lessening catastrophe-related damage and ultimately lowering insurance costs provides an incentive for communities to enforce their building codes rigorously—especially as they relate to windstorm and earthquake damage. The anticipated upshot: safer buildings, less damage and lower insured losses from catastrophes."

Many of the recommendations in this *Report*, when implemented, will support the MOA receiving a positive ISO classification. It should be noted that the three major code development agencies in the country, The International Conference of Building Officials (ICBO), Southern Building Code Congress International (SBCCI) and the Building Officials Council of America (BOCA), partially in answer to the ISO classification program, are striving to develop a national model code and building personnel certification program.

Simultaneously, by creating an effective and efficient land use and building permitting process, the MOA will become more attractive to outside developers and investors providing the potential for economic growth and increased employment opportunities.

The project team met with over 121 staff, customers and other stakeholders of these processes to: analyze the effectiveness of the current procedures; identify problem areas and priorities for improvement; test preliminary recommendations for acceptability and "do-ability;" and develop realistic implementation plans.

The permitting processes analyzed in depth included: the zoning variance, conditional use, rezoning and platting processes involved in land use permitting; and the residential and commercial building permitting and inspecting processes. Included in the body of this *Report* are detailed flow charts

¹ *Evaluating Building-Code Effectiveness*, Insurance Services Office, 1996

of the steps involved in each of these processes. The project team has been told that the level of detail provided in these flow charts has been educational for staff in different functions, and hopes that these flow charts will serve as informational tools to help customers navigate their way through these complicated processes in the future.

In addition to focusing on the six procedural areas, the project team was also asked to make recommendations in the areas of organization structure and communications; staffing and employee development; facilities, equipment and working conditions; codes and regulations; customer relations; and cost recovery opportunities. A total of over 145 recommendations are included in this *Report*.

Recommendations related to the Municipality's strategic approach to these permitting processes include:

- Sponsoring a future search conference to educate all stakeholders about industry trends and business environment requirements and how these will impact on the permitting processes in the near future
- Holding cross-departmental and cross-agency quarterly forums to coordinate on strategic and policy issues related to these processes
- Establishing a mission statement for the permitting processes which balances the themes of economic development, urban beautification, community development and public safety, and ensuring that these themes receive equal emphasis by all functional groups involved in performing these services

The project team was asked to consider how the concept of a "one-stop permitting center" might be implemented and recommends the following actions:

- Consolidating the Community Planning & Development and Building Safety Departments into one department
- Locating the consolidated department in a convenient location for the majority of the process customers
- Linking in related services of Fire, Health & Human Services, Private Development Engineering, Right-of-Way, Street Maintenance and utilities by electronic communications and, as appropriate, by assigning individual staff members from these organizations to provide services at the new department location on a rotating assignment basis

Other recommendations related to organization structure, staffing and employee development include:

- Converting the Building Official position from a politically appointed position to a regular hire or contract position
- Changing the reporting structure under the Building Official to establish clearly defined supervisory roles for each functional unit

- Clarifying accountabilities and expectations between the key departments involved in the permitting and inspecting processes and eliminating duplicate review efforts between Fire, Building Safety and Zoning
- Identifying and addressing additional staffing needs
- Extending the use of outsourcing and proactively recruiting summer interns to support peak workload cycles
- Implementing an extensive succession planning and employee development program to prepare for the retirements of key personnel
- Providing more support for staff training and development in a variety of ways
- Initiating functional and cross-functional staff meetings and training sessions

The impact of codes and policy requirements on the permitting processes were analyzed and recommendations in this area include:

- Establishing a panel to resolve inconsistencies and differences of definition between Title 21, Title 23, Titles 15 and 16, Title 24, the Design Criteria Manual and Municipal Standards and specifications
- Having a task force investigate the applicability of all amendments made to structural load requirements over the last decade
- Ensuring collaboration between Community Planning & Development, Project Management Engineering and Street Maintenance on the development of a street-scape policy
- Revising Title 21 to decrease conditional uses
- Changing the ordinance limit on the short platting process
- Requiring that all applications and plan submittals be complete before the review process is initiated
- Revising the master plan (“pre-approved” plan) policy
- Requiring appropriate detailing on plans
- Establishing a consistent plan review policy
- Revising the policy on issuance of Certificates of Occupancy (CCOs) to include time limits and issuance as an exception rather than the rule
- Requiring special deposits or bonding when a CCO is issued

Recommendations related to fees and cost recovery opportunities include:

- Reducing the limit for requiring a permit from the current \$5000 valuation on construction to \$1000 or less
- Developing fee assessment policies and mechanisms for activities such as excessive demands on plan checking, preliminary plan reviews, phased permitting, expediting requests, fast track permitting and providing full-time MOA resident inspectors on site for large projects
- Establishing a consistent reinspection fee policy
- Training staff to determine valuation on construction projects
- Reviewing and updating current policies with respect to charging per hour fees for research, interpretations and reports on code items

Recommendations which will provide increased convenience and services for customers include:

- Extending Planning and Building Safety permit counter hours
- Having differentiated service lines for industry customers
- Establishing a greeter/director role at the Building Safety permit counter
- Encouraging the use of credit and debit cards
- Requiring fee deposits rather than the total permit fees to be paid up front
- Establishing a graduated fee structure to encourage pre-season plan submittals
- Initiation of a project case manager concept for large projects
- Having formal preliminary planning meetings with all relevant agencies participating
- Establishing a true over-the-counter permitting process for simple projects
- Having an express review process for resubmittals
- Revising and publicizing the availability of phased permitting
- Establishing a fast track process
- Increasing the consistency of practices among plan reviewers and inspectors
- Improving coordination among reviewing agencies
- Increasing the use of faxing and e-mail rather than regular mail for correspondence with applicants on plan reviews
- Initiating an automated call-in inspection request program

Improving outreach to customers and helping them to understand code and policy requirements will be accomplished by other recommendations, including:

- Holding informational and problem solving meetings with various stakeholder groups
- Arranging for professional facilitation of the monthly meetings with the Anchorage Home Builders Association
- Conducting evening seminars on land use and building permit processes
- Extending the use of the walk-through education program on the building permit process
- Using the MOA home page on the Internet and local bulletin boards for educating the public about the permit processes and related services
- Keeping industry groups and individuals updated on any proposed code or policy changes
- Providing customers with access to information about Commission and Board meetings

In addition to the recommendations outlined in the different categories above, other recommendations address specific problems encountered at different steps in the six processes studied.

The final section of the *Report* includes a comprehensive implementation plan, as well as the project team's recommendations with respect to managing the transition and promoting continuous improvement of the permitting processes in the future.

2.0 Background

Section 2.0 provides a basis for understanding the focus of the study: the industry trends and the regulatory and economic context within which the study takes place; the manner in which the study was conducted and how this report was formulated. Subsection 2.1 restates the requirements of the Municipality of Anchorage Request for Proposal in terms of the project purpose and scope. Subsection 2.2 describes significant industry trends, which will demand a higher level of standardization and review than is currently required, and provides a snapshot of current economic and demographic trends for Anchorage which also have a strong impact on the way the Municipality conducts business in the areas focused upon in this project. Subsection 2.3 discusses the basic approach of the study and how the study results have been organized in this report.

2.1 Purpose and Scope of Study

The purpose of this management review was to analyze the Municipality's land use permitting, building permitting and inspecting processes to determine ways in which the efficiency and effectiveness of the processes could be improved. More specifically, the principle goals of the review were to:

- Streamline the land use permitting, building permitting and inspection processes to provide a more "user-friendly" and efficient system through a series of innovative changes, including a "one-stop permitting" capability;
- Introduce innovative, cost-effective changes and ensure that full advantage is taken of the capabilities of the new automated tracking system, as well as other relevant high tech capabilities;
- Ensure appropriate organizational placement and personnel assignments to support process effectiveness;
- Ensure the functionality of the physical plant in alignment with the streamlined processes;
- Identify opportunities related to under-utilized revenue or cost recovery operations; and
- Identify alternative service delivery possibilities.

The scope of the project involved review and analysis of the processes as they are currently performed by staff within the Community Planning & Development, Building Safety, Project Management Engineering and Health & Human Services departments of the Municipality, including:

- Detailed analysis of the steps involved in the current processes to determine non-value-added steps and/or typical problems occurring at different steps in the processes;
- Analysis of the existing organizational structures and communication processes associated with the implementation of the processes;
- Preliminary assessment of staffing allocations and development needs relevant to the processes;

- Surveys and discussions with different industry groups and citizens impacted by the processes to determine their concerns and priorities with respect to how services are currently delivered; and
- Review and analysis of existing ordinances and regulations governing the building, planning, permitting and inspecting processes.

Unlike many other management reviews of this type, the deliverables for the project were to include not only a set of recommendations covering the areas specified above, but also a comprehensive implementation plan which would help the Municipality implement accepted recommendations in a timely and realistically “do-able” manner.

2.2 Context for Study

2.2.1 Industry Trends

For several decades there has been a dramatic shift, by home buyers in particular, from local architectural styles developed over decades of trial-and-error, to a national style spanning every conceivable local climatic environment. The shift occurred as the construction industry, aided by technological advances in climate control and instantaneous communications media, standardized design and construction, particularly in the home building industry. In acknowledgment of this global trend, the three main building code development bodies, along with several state and federal code agencies, have been working toward a nationally accepted set of model codes. The development of a set of International Building, Plumbing, and Mechanical Codes is also being driven by an unusually high number of natural disasters in recent years. Partly driven by insurance industry concerns and partly by new information on structural performance, the new codes will not only affect the way in which structures are built, but the whole land use, building plan review and inspecting process.

In particular, the International Standards Organization has developed general standards for various types of industry through Standard 9000, which deals with product manufacturing standards. On the other hand, the Insurance Services Office, Inc. (ISO) has developed the Building Code Effectiveness Grading Schedule (BCEGS), which is similar to their Public Protection Classification (PPC) evaluation service, which rates municipalities for fire suppression services. A community's classification is based on the following three disciplines within the building department's functions: *administration of codes*, *review of building plans* and *field inspections*. Administration of codes includes building code edition in use, modification of the codes, zoning provisions to mitigate natural hazards, training of code enforcers, certification of code enforcers, incentives for outside education/certification, building officials' qualifications, contractor/builder licensing and bonding, public awareness programs, and participation in code-development activities and appeal process. Review of building plans includes staffing levels, qualifications, level of detail of plan review, performance evaluations, and review of plans for one- and two-family dwellings, multifamily dwellings, and commercial buildings. Field inspections includes staffing levels, qualifications, level of detail of inspections, performance evaluations, final inspections and issuance of certificates of

occupancy. In addition, ISO collects underwriting information including natural hazards common to the area, number of inspection permits issued, number of inspections completed, building department's funding mechanism and date of establishment, size of the jurisdiction and population, and the fair market value of all buildings.

The MOA, while providing relatively high building standards within the Anchorage Bowl, does not meet those same standards in the outlying communities, such as Girdwood and Eagle River. The lack of stricter code adoption and enforcement in those areas may well affect the overall rating of the Municipality under the BCEGS survey, and could, in turn, affect the insurance rating for the whole Municipality of Anchorage. There has also been discussion by the federal government to deny FEMA funds for municipalities which do not meet an acceptable BCEGS rating.

Incorporation of the Girdwood and Eagle River communities into the Municipality's building departments plan review, permitting, inspecting and enforcement policy could mean considerable savings for the community in insurance rates and possibly future federal emergency funds.

2.2.2 Economic and Political Trends for Anchorage

As stated in the *Anchorage Forecast: 1996-97* of the Alaska Economic Trends, the forecast for the Municipality for the next two years should be; "tepid, flat, lackluster...". It appears that the Municipality's retail expansion is over, and both federal and state government workforces will continue to shrink. The downsizing in the oil industry appears to have stabilized, and although there has been a small increase in oil prices and an interest in developing some of the more marginal oil fields, neither is expected to boost oil industry employment. While the construction industry has shown a strong 1996 building season the coming year will probably be a bit smaller. The two areas which seem to have the greatest growth potential are the service and visitor industries. There are factors, however, indicating some long range growth possibilities, particularly in the transportation industry.

As multinational corporations become globally connected, there are only few areas in the world which have the ability to act as a hub for these operations. Anchorage is one of the prime locations to fulfill the communications and transportation needs of the new global market. The effect on the economic, political, social and cultural philosophy of the MOA will be dramatic. With the influx of some of the major air and ocean shipping companies, and their support systems, as well as the potential for a variety of high-tech assembly plants, a new era of economic growth is being predicted for Anchorage. The project team has found that in other areas which have experienced a similar change, a dramatic overhaul of both private and public enterprises occurred to keep in tune with the inflow of a more educated and sophisticated populace.

To ensure participation in the new economy, the Municipality must provide for the future growth by developing an efficient, equitable, and clear planning and building permitting procedure. Throughout this *Report*, the project team has kept this as a key factor in the formulation of our recommendations.

As we have noted, the revision of Title 21 and the local amendments of the Model Codes under Title 23 are beyond the scope of this project. However, it is imperative that the Municipality review these codes in great detail, keeping in mind the future growth potential.

Today there is a greater interest by the public in land use planning with a focus on developing an MOA master plan which reflects the public's interest in aesthetic design. A recent survey of Anchorage residents showed that people in the lower economic strata were concerned about having a job, a place to live and something to eat, while the middle and upper classes were concerned with quality of life issues. Each sector has become increasingly more vocal and active in seeking a response to their needs. Providing for the community as a whole will become a greater challenge and will require innovative solutions to the Municipality's economic and cultural problems.

2.3 Project Approach

The project approach was based on three key principles. The first was the importance of involving those who do the actual work in analyzing and considering ways to improve the processes being studied. Without extensive input from staff and process users (customers) in the analysis phase, external consultants cannot possibly provide a fully accurate or usable study, no matter how much expertise and experience they bring to the project. Without the involvement of these same resources in the development of recommendations for the process improvement phase, there will be no buy-in or support for implementation of those recommendations, and the consultants' report will gather dust along with other such studies on a shelf somewhere.

The project team met with almost all members of the Planning and Community Development staff, all members of the Building Safety staff and selected members of Health & Human Services and Public Works Engineering staff, as well as representatives of other involved agencies and industry groups, in individual and group meetings during each of the first three on-site project visits. (Please see Appendix A for a complete listing of interviewees and contributors to this study). During the first set of meetings, staff and customers were asked to delineate the sequence of steps required and discuss what worked and what didn't work at different steps in the permitting processes. At the second set of meetings, the project team asked staff and customer groups to validate and expand on the data which the team had organized into process flow charts and descriptions of *variances* or the problems that occurred at different steps in the processes. The third set of meetings was dedicated to discussing preliminary recommendation ideas with the various groups, including their own ideas as well as those of the project team, based on their experience with different municipalities and best practice research. During the final on-site visit, project team members met with those managers and supervisors who would have primary responsibility for implementing the recommendations to develop implementation plans. The project team is exceptionally pleased with, and appreciative of, the degree of collaboration experienced with staff and customers, and believes that the recommendations combine innovative ideas with realistic practicality as a result.

A second key principle was to use a systems approach to analyzing the processes which consisted of:

- 1) Flow charting all of the steps in the various permitting processes and identifying the variances that typically occurred at each step, rather than focusing only on whatever problems staff and customers might have brought up spontaneously in interviews; and
- 2) Considering the interactive effects of different aspects of the organization (e.g., organization structure, job classifications, information and control systems, decision making processes, coordinating mechanisms, reward systems, people's skill sets, attitudes, etc.) in terms of root causes for variances and how best to eliminate them

Since the permitting processes had never been fully and systematically flow charted before, this approach had the added benefit of making such flow charts available for future use by customers and staff.

A third key principle involved taking a customer's perspective, rather than a functional perspective, in analyzing the permitting processes and considering how they could be improved. While each functional group had an excellent understanding of how the process worked within their purview, there was very little cross-functional knowledge about how the overall process was supposed to work. The flow charts were developed to indicate every step in a process from the first to the last from the customer's point of view, regardless of whether the process step is performed by Planning, Building Safety, Public Works Engineering or other agency staffs. After considering the different groups of customers for the permitting processes and their different needs, and the different Boards and Commissions involved, the project team divided the permitting processes up into the following categories for flowcharting and analyzing:

- Zoning variance process
- Conditional use process
- Rezoning process
- Platting process
- Residential building permitting and inspecting process
- Commercial building permitting and inspecting process

Originally, the over-the-counter permitting process was also to be flow charted and analyzed. However, the project team discovered that there was no real over-the-counter process available. The team therefore has made recommendations about how to develop and offer such a process in the future.

In addition to discussing these specific processes and how to streamline and improve them with the staff and customer groups, the project team also discussed ideas related to the other areas which they had been asked to incorporate into the study, including:

- The appropriateness of the current organization structure for efficient coordination of the permitting processes

- Staffing concerns with respect to numbers of staff, skill levels and professional development
- The functionality of the physical plant and equipment to support streamlined processes
- Barriers to efficient processes posed by codes and regulations
- Ways in which customer relationships could be enhanced
- Opportunities for cost recovery, and
- Areas for further study

In presenting the results of the study, the team has organized the data in two ways:

- 1) When a study topic such as organization structure or codes and regulations is discussed, some brief *Observations and Findings* are presented, providing a general context for the majority of the *Recommendations* which follow. In those cases where the team thought that additional background was needed to explain a specific recommendation, this background is provided in *italics* just before the recommendation
- 2) When the processes themselves are the focus a different format has been used. This consists of providing a brief overview of how the process works, followed by the flow chart for the process and a list of variances specific to the process. Recommendations to address the variances are then grouped together, first for the Zoning, Conditional Use, Rezoning and Platting Processes, and then for the Residential and Commercial Building Permitting and Inspecting Processes

Perhaps the most unique aspect of this study are the comprehensive implementation planning documents. The project team acknowledges the forethought and commitment of MOA management for including the requirement of an implementation plan in the RFP for this project. This indicated to the team that the MOA intended to take the study seriously and to follow through on implementing those recommendations which would accomplish the purposes of the review.

The implementation planning documents consist of:

- 1) A recommended transition management process for the MOA to use in implementing the recommendations,
- 2) An overview of all of the recommendations organized into three categories in terms of time requirements for implementation (*Quick Fix, 0 - 6 months; Short Term, 7 - 12 months; Long Term, 1 - 2 years+*)
- 3) A comprehensive set of *Milestone Scenarios* indicating what needs to be accomplished during each quarter over the next two years to fully implement each of the recommendations, along with assignments of overall lead responsibilities for each recommendation
- 4) A *Matrix of Prerequisites* indicating which recommendations must be completed first in order to implement other recommendations, and
- 5) A brief discussion about the ongoing training and managerial support requirements for continued improvement of processes

3.0 Key Factors Impacting Process Effectiveness

Section 3.0 presents recommendations in six areas targeted for study by the Municipality: Each study area, subsections 3.1 through 3.6, is introduced through general observations and findings of the Project Team and then states the recommendations. For some recommendations, additional background is provided along with the recommendation.

3.1 MOA's Strategic Approach to the Processes

Observations and Findings

The Land Use, Building Permitting and Inspecting Processes touch the lives of a wide range of stakeholders from the multinational corporate representatives exploring Anchorage as a future hub site for business, to the local developers and builders who have developed the sites for, and constructed, most of the public, commercial and residential structures that exist in Anchorage today, to the individual homeowners who have decided to build a storage shed or patio cover in the backyard. Each of these customers, as well as a host of other individual stakeholders, have different needs for, and place different demands on, the processes. In addition to these individual customers, the community at large must be considered as an important stakeholder in how these processes are performed, given the significant impacts which the processes have on public safety, community development, urban beautification and economic development.

Different priorities for the land use, building permitting and inspecting processes emerge from discussions with different stakeholders. To a member of the Economic Development Corporation it is essential that everything possible be done to ensure that developing a large commercial project on a site in Anchorage can be done in an expeditious and cost-effective manner with a minimum amount of hassle. To a member of the Planning staff, priorities focus on community development and urban beautification. For a Plan Reviewer or Inspector, the emphasis is on compliance with codes and regulations to ensure public safety.

While lip service is paid to the idea that all of these priorities are important, entirely different emphases are placed on each of them by different departments and functions. There is a need to develop a strategic mission for the land use, building permitting and inspecting processes which incorporates and balances all four themes of economic development, community development, urban beautification and public safety. This balanced strategic approach then needs to be incorporated into day-to-day operations by all of the departments and functions which have responsibility for performing some part(s) of these processes.

Recommendations

- 3.1.1. As part of the Comprehensive Planning Process, have the Mayor's Office sponsor a future search conference during which relevant Planning, Building Safety, Public Works and other MOA staff (Police, Fire, Health & Human Services, etc.) would join with

interested developers, builders, architects, engineers, contractors and others from the building industry, as well as private citizens, to discuss the future of Anchorage with respect to community planning and development.

- 3.1.2. Establish a quarterly cross-departmental forum for discussion of strategic issues and policy decisions related to land use planning, permitting and inspecting processes. The intent of the forum would be to involve all relevant MOA resources in open and collaborative discussions for the purpose of developing and coordinating implementation on policy issues which involved their agencies. The forum would be sponsored by the Mayor and attended by the Mayor, the Municipal Manager, the Operations Manager and all involved MOA Department heads, as well as invited representatives from the Economic Development Corporation, airport, Port of Anchorage, and relevant federal and state agencies.
- 3.1.3. As one of the first tasks of this cross-departmental forum, establish a clear mission and priorities statement to provide more guidance on land use and building permitting activities; such a statement should emphasize the need for a balanced focus on economic development, public safety, community development and urban beautification.
- 3.1.4. Direct relevant managers (e.g., Director of Planning, Manager of the Building Safety Department, Building Official and Chief Building Inspector, Municipal Engineer, Director of Maintenance, Health & Human Services management) to discuss the mission statement and priorities and its implications for direction setting and decision making in day-to-day operations with staff.

3.2 Organization Structure and Communications

Observations and Findings

Over 40 different agencies and departments are involved in the land use permitting, building permitting and inspecting processes. Among the common problems and confusions which customers of these processes face as a result of this fragmentation and complexity are:

- Conflicts among the codes and regulations governing the work of different agencies;
- Different interpretations of the same codes and regulations made by personnel in different departments;
- Overlaps of responsibility among involved federal, state and municipal organizations;
- Different and often confusing time frames which govern the pace at which applications can be processed and permits issued; and
- Different geographic locations to which customers must go in order to obtain different documents required at various points in the process.

There is no centralized organizational focus around which different agencies and department can come together to provide efficient, customer-oriented services. While personnel in each involved agency or department are well-versed in the required actions and documents for their "piece of the process," they cannot provide comprehensive guidance to customers about what they will need to do to satisfy the requirements of agencies and departments responsible for other phases of the process. Thus, an applicant working with the Community Planning & Development or Building Safety department can assume that he or she has done all that is necessary to comply with the permitting process requirements only to find that another agency has an additional requirement which might require an additional six weeks for processing.

For many local developers, builders, contractors and individual homeowners, the fragmentation and complexity involved cause some level of frustration from minor annoyance to significant stress. For some of these customers, the fragmentation and complexity have also resulted in costly delays in project starts, or in interruptions on projects while jurisdictional disputes between two municipal departments or agencies are resolved.

In the global community, Anchorage has gained the reputation of being a very difficult area in which to build. While its location makes it an important hub location for many large national and international companies, Anchorage stands to lose on major economic development opportunities if such companies conclude that the costs of acquiring the necessary land use and building permits in terms of time, money and energy are not worth the benefits of the location.

At the same time that this management review was initiated, the Municipality adopted the practice of assigning project expeditors to facilitate the permitting processes for several large commercial projects. The project expeditor concept has provided the customer with a centralized point of contact who is expected to be knowledgeable about, and able to help with, all permitting requirements. This practice has had some very good results and needs to be applied more extensively.

The implementation of new automated information technology can also have some very positive impacts on improving the efficiency with which permitting process requirements can be managed on a cross-functional and interdepartmental/interagency basis. In the not-too-distant future, the Municipality will have the capability to have staff in different agencies and locations conference together electronically to solve a problem which a customer of the permitting processes is encountering.

While the efforts of individual project expeditors or case managers and the creative use of new information technology will contribute positively to more customer-focused services, these innovations cannot provide "one-stop permitting" on their own. Comprehensive centralization and coordination of the land use and building permitting services will require changes in the organizational structure and physical location of the organizational units most directly involved in providing these services.

Recommendations

- 3.2.1. Consolidate Community Planning & Development and Building Safety into one department reporting to the Municipal Manager. One alternative for organizing the functions within this department is shown in the functional model in Appendix I. (Private Development Engineering, Right-of-Way and Street Maintenance would still remain as organization sections within Public Works Engineering, with appropriate linkages made from these groups to the consolidated department as discussed in recommendation 3.2.2).
- 3.2.2. Locate the new department in a convenient location; link in Utilities, Fire, Health & Human Services, Private Development Engineering, Right-of-Way, Street Maintenance, etc. by computer, video communications and, as appropriate, by staff on matrixed rotating assignments, so that customers will be able to complete most of the necessary transactions for permitting requirements at this one location. Use the following criteria in determining the location for the department:
- Convenience of location for the majority of customers of the permitting processes, including ease of driving and availability of public transportation
 - Accessibility of parking for customers and staff
 - Movement of the Building Safety staff into a new location as quickly as possible
 - Cost effectiveness for the municipality
 - Alignment with the Comprehensive Plan (i.e., commitment to locating public buildings in areas which support the vitality of downtown Anchorage)
 - Accessibility to and visibility with the Administration on planning and related policy issues
- Make the Health & Human Service's On-Site Program's new automated permit system a high priority implementation item to allow direct communication with the Building Safety permitting system and eliminate the need for applicants to travel back and forth between the two buildings.

With the addition of the new Manager of Building Safety position, there appears to be a redundancy of management positions within the Building Safety organization.

- 3.2.3. At an appropriate time during the implementation of recommendations 3.2.1 and 3.2.2, convert the Building Official position from a politically appointed position to a regular hire or contract position. Eliminate the position of Chief Building Inspector. Have the Building Official assume all of the duties for day-to-day operational management of the functions reporting to this position. Require the incumbent to have the appropriate technical qualifications and experience to make technically based judgments. These changes would support efficient use of managerial staff and would be more in keeping with industry practices.
- 3.2.4. At the same time that recommendation 3.2.3 is implemented change the reporting structure under the Building Official as follows:
- A supervisor of Plan Review, with all Plan Review staff reporting to this position

- A supervisor of Inspections, with all inspector leads reporting to this position
 - A supervisor of Administration and Support with Plans Coordination, Permit Counter, Public Counter and Information Systems functions reporting to this position.
- 3.2.5. Review and modify the role responsibilities of the Senior Plan Review Engineer to ensure that excessive technical/operational demands on this role do not prevent the individual from providing effective supervision to staff. Establish intern positions to provide support for this role.
- 3.2.6 Have project case managers assigned to work with prospective customers and applicants from start to finish across functional lines. Depending on the nature of the project, case managers could be assigned from either Planning staff or Plan Review staff. A team approach should be taken by linking project case managers with Planning staff who have been assigned to work with specific regions or serve as the liaisons with specific Community Councils.
- 3.2.7. Train and empower Plans Coordination staff to act as expeditors throughout the permitting process.
- 3.2.8. Clarify the role responsibilities of the Heritage Land Bank and the Physical Planning section to emphasize the use of Heritage Land Bank expertise in land management decisions and the use of Physical Planning expertise in planning-related issues. Determine priorities and coordinate Heritage Land Bank's access to Planning staff resources through the Planning Director and the Physical Planning Division Manager. At the time when the new organization is implemented, consider incorporating the Heritage Land Bank as an organizational unit within this department.
- 3.2.9. In order to eliminate duplicate review efforts, have management determine final decision making accountability on current overlap areas between Fire, Building Safety and Zoning, and monitor to ensure that this determination is complied with.
- 3.2.10. Have management clarify, communicate and enforce expectations re: responsibility of Fire to supply reports on fire-damaged buildings for use in Code Abatement inspection activities.
- 3.2.11. Have management clarify, communicate and enforce expectations re: role of Health and Human Services in coordinating with:
- Plan Review concerning issuing permits and building occupancy
 - Land Use Enforcement regarding resolution of enforcement actions, court actions and Hearing Officers' actions
 - Code Abatement on UBC issues regarding occupancy
- Where appropriate, ensure that staff support is available to implement coordination activities

3.3 Staffing and Employee Development

Observations and Findings

With extremely few exceptions, the project team found the staffs of the Community Planning & Development and Building Safety departments to be exceptionally dedicated people, committed to doing their best to serve their customers in a helpful, knowledgeable and responsive manner. This same observation holds true for the departmental and agency representatives from other state and municipal agencies with whom the project team worked most closely.

One of the key concerns in the area of staffing and employee development is that there appears to be minimal staffing to handle the workloads of an overloaded system. In 1985, at the height of an Anchorage growth period, the Planning Department had a staff of approximately 65. In 1996, a staff of 33 supports over 23 Department Boards, Commissions and Task Forces, preparing for and following up on meetings and public hearings averaging 278 in number on an annual basis. In addition, the staff supports an average number of 45 Anchorage Assembly meetings each year. The total staff time required just to support these meetings averages 14,221 hours per year. When time requirements for other key responsibilities such as working directly with applicants, coordinating with reviewing agencies, and reviewing documentation associated with applications are added to this total, it is apparent that the number of Planning staff supporting the requirements of the land use permitting process is minimal.

Demands on the Building Safety staff continue to increase as well. In 1985, construction valuation was at \$481 million and Building Safety had a staff of 72 to handle the permitting functions. In 1995, a staff of 31 processed the permits for a construction valuation of \$300 million. The trend for construction activity over the last three years appears to be on an upward curve again with construction valuation at \$242 million in 1994, \$300 million in 1995 and \$340 million in 1996 (a 13% increase over 1995). This increase in workload has been handled with no additional staff other than temporary hires. As of October, however, the increase in workloads had resulted in a backup of ten to eleven days, as compared to the standard of six days, for plan review turnaround.

Inspection and Enforcement activities have also increased from 27,224 inspections in November, 1995 to 29,443 as of November, 1996, an increase of 8%. At the time of the project team's last on-site visit in October, there was a 2000 case backlog in Enforcement. Increases in overtime costs between 1995 and 1996 have been significant, ranging from 14% in Plans Coordination to 69% in Inspections to 340% in Zoning Review.

An increase in the level of development and construction activity is not the only source of increased workloads for staff. Another significant source originates with new ordinances generated by the Assembly or new directed programs from the Administration which add review, inspection and/or enforcement activities to current programmatic responsibilities.

In addition to these ongoing impacts on workloads, there are the special one-time demands being created by the installation and debugging of Phase I of the new permit automation system, especially on the Permit Counter and Plans Coordination staff. Phase II, which involves many additional functions and users, is now in the design stage and will have additional impacts on workloads over the next two years as it moves into implementation.

The project team believes that the introduction of automated information technology and the hiring and better use of clerical staff to perform clerical functions will enable technical staff to dedicate more time to technical duties. However, the team does not believe that this will satisfactorily address concerns about workloads and staffing levels. In fact, the team hopes that at least some of the time saved by “working smarter” could be dedicated to address a second concern in the staffing and employee development area: the need for more information sharing and cross-training within and between functional groups to:

- Resolve inconsistencies in interpretation and application of codes, policies and procedures among staff members
- Keep all staff updated on case activities, policy issues and organizational concerns
- Identify and implement ways to continuously improve processes, and
- Use internal resources and areas of expertise for staff development purposes

A third major concern in the area of staffing centers around the number of key people in different functional areas who are nearing retirement with no discernible successor in place. There is a critical need to begin succession planning for these key positions.

Recommendations

3.3.1. While the Project Team is unable to make comprehensive recommendations about additional positions, we are convinced that most work groups and individuals are working at a maximum pace and that the additional staffing needs identified to us during our interviews were legitimate and reasonable requests. These included:

- One additional reviewer for Zoning Plan Review
- Two additional structural reviewers
- Two Permit Clerk positions for Plans Coordination and Permit Counter
- Two temporary part-time building inspectors to handle peak inspection loads
- One additional Land Use Enforcement Officer
- One additional Code Abatement Officer
- A Training and Development staff position to determine training needs, coordinate training program development and schedule training for Building Safety staff
- A Public Relations/Customer Outreach position to help with publications to meet customer needs, newsletters, liaison activities with different industry and homeowner groups, etc.
- One Senior Planner for Special Projects to support the project case manager concept recommended in 3.2.6 above

- An administrative assistant position in Private Development Engineering to provide coordinating and expediting services for customers with respect to obtaining notices to proceed
- An entry-level engineer position to be matrixed from Public Works Engineering to the new organization once it has been established and relocated
- A permanent funding source for the part time reviewer/inspector position in the On-Site section of Health & Human Services
- Clerical and paralegal support positions identified in 3.3.3 below

3.3.2. Fill all of the additional staff positions requested for the Community Planning & Development Department as quickly as possible to ensure adequate staff to handle the current work load.

3.3.3. Identify and address areas in need of additional clerical support to allow technical staff to dedicate themselves fully to their technical responsibilities — e.g.

- Clerical counter and phone support for Planning
- Clerical support for Inspections
- Paralegal and clerical support for Zoning Enforcement and Code Abatement
- Receptionist position for Building Safety to direct customers and handle phone calls
- Clerical support for the Permit Counter and Plans Coordination

3.3.4. Determine how best to establish a new function within Plans Coordination which would involve serving as the “librarian” - responsible for:

- Signing out all plans
- Ensuring that returned plans are filed in the right place
- Helping research legal descriptions and parcel ID numbers for roofers and individual homeowners who come to the Permit Counter without this information
- Answering customer phone inquiries about legal descriptions, plan status, etc.

During the course of this study, concern has been expressed to the project staff by management about the difficulties involved in establishing position requirements and having more influence and control over the personnel recruitment and hiring process.

3.3.5. While this issue is beyond the scope of the project team’s review, we recommend that MOA management and Human Resources staff jointly consider how to expedite the processes for establishing position requirements and recruiting and hiring personnel.

3.3.6. Extend the use of outsourcing and proactively recruit summer interns from UAA's Structural Civil Engineering and Environmental Engineering Programs to support peak workload cycles.

- 3.3.7. Implement an extensive succession planning and employee development program to prepare for the retirements of key personnel over the next 3 - 5 years.
- 3.3.8. Establish and communicate performance standards; ensure that any problems with the productivity or quality of individual staff members are managed effectively with support from Human Resources.
- 3.3.9. Ensure that performance expectations for staff productivity realistically support staff time allocations for regular functional and cross-functional meetings and training sessions.
- 3.3.10. Require ongoing professional development to be a part of all jobs at all levels and provide staff with the necessary support to comply with this requirement
- 3.3.11. Have MOA coordinate with the various industry associations (ICBO, IAPMO, IAEI) to cover the costs of more technical code training seminars and certification exams to help Building Safety employees meet certification requirements.
- 3.3.12. Support Planning staff in obtaining AICP certification and other relevant training from organizations such as the American Planning Association, the Urban Land Institute, the International Right of Way Association, etc., and in participating in relevant professional conferences sponsored by these organizations.
- 3.3.13. Increase the training and development budget for the Planning Department.
- 3.3.14. Provide introductory courses on blueprint reading, plan review and codes for Permit Counter staff so that they will know more about what to look for when they are accepting applications and submittals. Investigate the availability of certification training as Permit Counter Technicians for those who are interested.
- 3.3.15. Provide training on standards and policies for Zoning Enforcement, as well as team training on procedures to use in police and other enforcement raids in which Zoning Enforcement and Code Abatement Officers are called upon to participate.
- 3.3.16. Provide training for Planning and Building Safety staff on available software programs.
- 3.3.17. Direct all management staff in Planning, Building Safety, Health & Human Services and Public Works Engineering to notify other departments whenever they are planning to have on-site training which might be relevant to other work groups and to invite representation from these groups to participate in the training.

- 3.3.18. Initiate functional and cross-functional staff meetings and training sessions for Planning Staff, with the Director of Planning participating, to ensure:
- Clearer understanding of direction and philosophical approach with respect to plan review activities and preparation of packages for Boards and Commissions
 - Consistency of criteria used for assessing land use impacts
 - Sharing of relevant information between work groups and individuals. Provide training in effective meeting management techniques so that all staff meeting time will be used as efficiently and productively as possible. Use the understandings and agreements developed at these sessions as the basis for developing written policies for plan review.
- 3.3.19. Initiate functional and cross-functional staff meetings and training sessions for the Plan Reviewers and Inspectors with the Supervisor of Plan Reviewers, Supervisor of Inspectors, Building Official and Building Safety Manager participating to ensure:
- Clearer understanding of direction and philosophical approach with respect to plan review and inspection activities
 - Resolution of questions and/or inconsistent practices among staff
 - Clearer understanding and agreement between staff and management about the types of unusual circumstances under which fees should be waived by the Building Official
 - Ongoing improvement of the working relationships between Plan Reviewers and Inspectors (building on work already done)
 - Enhanced understanding and skills
- Provide training in efficient meeting management techniques so that staff meeting times can be spent as efficiently and productively as possible. Use the understandings and agreements developed at these sessions as the basis for developing written policies for plan review.
- 3.3.20. Initiate similar staff meetings and training sessions as described above for the Zoning Plan Review, Land Use Enforcement and Code Abatement staffs with the Building Safety Division Manager and Code Enforcement Manager participating. Use the understandings and agreements developed at these sessions as the basis for developing written policies for plan review.
- 3.3.21. As appropriate (i.e., when topics of mutual interest are identified as needing discussion and resolution), coordinate meetings between the staffs of the Building Official and Code Enforcement units.
- 3.3.22. Include in the Planning Department budget to cover staff's evening work in support of Board/Commission hearings so that there will be adequate staff coverage during both daytime and evening work hours.

- 3.3.23. Include flextime in the Planning Department budget to cover staff's evening work in support of Board/Commission hearings so that there will be adequate staff coverage during both daytime and evening work hours.

3.4 Facilities, Equipment and Working Conditions

Observations and Findings

Offices used by Planning staff in their City Hall location provide good working conditions, although the space available to work with customers at the planning permit counter is limited.

In contrast, the offices used by Building Safety staff are housed in an older building which was intended to serve as a temporary structure at the corporation yard. A study completed prior to this management review found the working conditions in this building to be ergonomically unsound. Among common complaints voiced by staff are: illnesses caused by carbon monoxide fumes from the adjacent bus barn infiltrating the heating system during the winter; an inadequate ventilation system throughout the building; undecorated walls in need of repainting; and a general lack of the amenities and furnishings which would contribute to creating an attractive work place and providing quality service at public counters.

In addition to these general problems with working conditions, a large number of staff do not have adequate work space, and filing and storage space are extremely inadequate in most cases.

There is also a lack of adequate equipment for staff to use in terms of the numbers and capacities of copy machines, fax machines and computer terminals and software programs.

The project team has focused its short-term recommendations on addressing staff equipment needs based on the assumption that every effort will be made to relocate the building permitting and inspection functions to the new location of the consolidated department as quickly as possible.

Recommendations

The project team has focused its short term recommendations on addressing staff equipment needs. This strategy is based on the assumption that every effort will be made to relocate the building permitting and inspecting functions to the new location of the consolidated department as quickly as possible.

3.4.1 Provide dedicated computer terminals for Fire Plan Review

3.4.2 Provide a dedicated computer terminal for each of the Electrical, Mechanical and Structural Inspection areas

- 3.4.3 Provide cell phones for inspectors
- 3.4.4 Provide numbered meter bags for inspectors and enforcement officers to use when parking in metered zones or some alternative method.
- 3.4.5 Provide more efficient copying and fax equipment for use by Building Safety staff.
- 3.4.6 Develop and begin to implement a regular maintenance and replacement schedule for fleet vehicles used by inspectors. Consider outsourcing this service.
- 3.4.7 Ensure that there are heater plug-ins and covers for fleet vehicles used by inspectors during the winter.
- 3.4.8. In determining the location for the new consolidated department, ensure that there is adequate space to accommodate each working group's needs, including accessible filing, library and storage space, and space for full staff meetings.
- 3.4.9. Ensure that the new facility has comfortable and convenient counter and working areas for customers and staff, including small consultation rooms and surfaces which will accommodate blueprint review.

3.5 Codes and Regulations

Observations and Findings

The codes, laws, regulations and policies of the Municipality of Anchorage which govern the land use permitting, building permitting and inspection processes are administered and enforced by over twenty different agencies, not all of which are under the MOA's jurisdiction. Of those codes that are administered by the MOA, Title 21 and Title 23 are the two most critical to the development and construction process. Title 21, *Land Use Planning, Anchorage Municipal Code*, and Title 23, *Building Code, Anchorage Municipal Codes*, regulate the development and use of lands, and building construction permitting and inspection.

In reviewing these documents and discussing their impacts with various stakeholders, the project team found that there are numerous inconsistencies between these, and other key documents. Title 21, which has not been revised for over fifteen years, was written to encompass previous land development, prior to the incorporation of the Municipality. Some of the regulations are overly restrictive, contradictory and obsolete. Title 23, which adopts and amends two different codes (the Uniform Building Code and the CABO One & Two Family Dwelling Code) for divergent buildings, has often caused inconsistencies in interpretation and application for plan review and inspection staff, as well as design professionals and builders.

To provide a cohesive development and construction strategy for growth within the Municipality, a revision of the existing codes and regulations will be necessary. In particular, Title 21 should provide more consistent parameters for land use, not only between the various sections of this document, but also between it and the Municipality's General Plan. With the development of the International Building Code, which should be available for adoption by the year 2000, Title 23 should become more unified and organized. In the interim, a clarification of the areas in which the two sets of codes have precedence should be produced. In reviewing the general plans and planning, land use regulations of other jurisdictions, the project team found that those communities which provided consistent, concise, and easily understandable regulations also had the highest rate of code compliance. This was also true in the sphere of building codes.

Recommendations

- 3.5.1. Establish a panel to identify and resolve inconsistencies and differences of definition between Title 21, Title 23, Titles 15 and 16, Title 24, the Design Criteria Manual and Municipal Standards and Specifications. Use input from the customers and staffs who use these codes and regulations regularly to identify the key areas of conflict for the panel to review. Have a commitment up-front from the Assembly and the relevant agencies to give serious consideration to the findings of this panel and to follow through on as many recommendations as possible. Establish a trial period of six to twelve months after which the panel would reconvene to see if any further revisions were required.

One high wind incident which resulted in some wind damage has resulted in the municipality increasing its wind design values. This combined with the increasing requirements in the Building Code over the last decade has significantly increased the cost burdens on builders and widened the gap in market prices of new homes in the MOA as compared to new homes in unincorporated areas where building codes are not enforced.

- 3.5.2 Investigate the applicability of all amendments made to structural load requirements over the last decade. Have a task force comprised of the Chief Building Inspector and representative staff as well as representatives from industry. Use Engineering student interns for research and data gathering functions to keep the cost of the study as low as possible.

There are strong tensions between the Planning Staff, Public Works Engineering the development community and community-based groups over issues related to easement requirements and location of utilities for subdivision development. The current plan to announce a Request for Proposals to develop a comprehensive streetscape policy for the municipality is an important step in resolving these issues in a manner which addresses both the MOA's needs for cost effective street designs and urban beautification, as well as the practical needs related to efficient snow removal.

- 3.5.3. Ensure that relevant management from Public Works Engineering and Planning collaborate on this streetscape policy development project to obtain input from all relevant stakeholders and that any unresolvable issues are brought promptly to the attention of the Municipal Manager's Office for resolution.
- 3.5.4. Revise Title 21 based on the Comprehensive Plan to include more permitted uses and decrease the number of conditional uses.
- 3.5.5. Change the ordinance limit on the short platting process from three lots with no variances to twenty lots with no variances

Under the current system, a duplex and a single family home being constructed side by side in Anchorage would be regulated by entirely different codes and agencies. The duplex would be under the jurisdiction of ADEC which regulated multi-family and commercial wastewater disposal systems and wells) and would, therefore, need to comply with less stringent rules, since the state code is more applicable to rural applications in the remainder of Alaska than urban applications in Anchorage.

- 3.5.6. Include the regulation of multi-family and commercial wastewater disposal systems and wells with the single family wastewater disposal systems and wells currently regulated by the MOA.
- 3.5.7. Eliminate the requirement for an as-built survey for re-roof projects involving replacement of the membrane only. Replacement of trusses, changes from a flat roof to another style roof, etc. would still be required to provide an as-built survey due to zoning requirements.
- 3.5.8. Have management develop and enforce a policy requiring submission of special inspection reports required to comply with the special inspections called for by the adopted model codes. Make owners responsible to submit the resumes of the inspectors whom they would like to use to the MOA for approval prior to using an inspector on a specified job. Resumes should include qualifications, experience and certifications.
- 3.5.9. Clarify the requirements for private on-site engineer inspectors in terms of their responsibilities and the frequency and duration of their time on site.
- 3.5.10. Have Planning, Building Safety and Health & Human Services management provide information to the Mayor's Office and the Assembly about the cumulative impacts of recently mandated ordinances and directed programs on staff resources and ongoing operations. Consider including such information as a report item in the annual budget process. Ensure that the Mayor's Office and the Assembly have comprehensive information about the implementation requirements of any planned new ordinances or

directed programs in terms of funding and staffing needs and that restraint is exercised with respect to not mandating such ordinances or programs without also approving the necessary funding and staff resources.

3.6 Customer Relations

Observations and Findings

An attempt was made by the project team to conduct a wide-ranging survey of different customer groups to discover their perceptions of the land use permitting, building permitting and inspection services. As can be seen by reviewing the copy of the survey in Appendix D, questions covered areas of satisfaction and dissatisfaction as well as priorities for improvement. Notices were placed in the *Anchorage Daily News* inviting users of these services to complete a survey; industry groups were notified about the survey and asked to distribute copies to members; and copies of the survey were made available at the permit counters in the Community Planning & Development and Building Safety Departments. Unfortunately, only 53 surveys were completed and returned, a sample too small to derive statistically sound conclusions. (A summary of the survey responses is included in Appendix E.) However, the project team did use the responses, along with the information gathered in one-on-one interviews and group meetings with various customer representatives in its analysis and recommendations with respect to customer relations.

In individual interactions with customers, staff of the Community Planning & Development and Building Safety Departments are often perceived as having accurate knowledge and being helpful and responsive to customer needs.

However, there are opportunities to improve customer relations in several systemic ways. First, while there is a dramatic increase in the number of applications and services required during the construction season, no commensurate changes have been made in hours of operation or procedures to respond effectively to the increased workloads. Contractors and builders interviewed identified three ways in which they would like to have improved customer services. The first in order of importance is to be able to conduct business at the permit counter in the early morning hours, especially during the construction season. A second desire is to have differentiated service lines at the permit counter for those in the industry. The third improvement would be to have inspectors available to make site visits in early morning and evening time periods.

Another area for improvement is that of educational and outreach activities with different stakeholder groups. At the current time, Building Safety staff meets monthly with the Anchorage Home Builders Association, but does not have any regular forums for exchanging information and problem solving with other important customer groups. If such forums are initiated they need to be well designed and facilitated to ensure a productive use of participants' time. One important objective for all

educational and outreach activities with builders and contractors should be to ensure that they are familiar with current code requirements.

During the management review process each customer group contacted by the project team expressed their enthusiastic interest in, and appreciation for, being involved at each stage of the project. They had some thoughtful questions and many good ideas about how to improve the processes. In several cases, individuals who were more knowledgeable about different aspects of the process were able to correct negative misperceptions held by others or to give others updated information about new policies or code requirements. The project team believes that this kind of information and idea exchange could be greatly enhanced if meetings were to include both Building Safety staff and members of industry groups.

Another major systemic improvement area centers around the use of new information systems technology. As noted at various points in this report, increased use of electronic communications with customers will expedite the permitting processes and contribute to improved communications and customer relations.

Recommendations

- 3.6.1. Encourage Building Safety staff to consider flex-time schedules which will support extended permit counter and inspection hours, as well as their own work/life balance needs. Poll different customer groups to determine their needs for extended counter and inspection hours during construction season as well as at other times during the year.
- 3.6.2. Communicate to customers that they have the option to charge their permitting fees to credit cards; inform customers of the options to use debit cards and “smart cards” as these options become available in the near future.
- 3.6.3. Change the objectives and format of monthly meetings with AHBA to focus on problem solving and continuous improvement on specific issues or parts of the process identified before each meeting; have a process consultant facilitate the meetings.
- 3.6.4. Identify additional stakeholder groups with whom the Planning and Building Safety staffs should be meeting on a regular basis to collaboratively improve the codes, building permitting and inspecting processes (e.g., contractors/subcontractors, developers); arrange to meet with such groups on a mutually agreed upon schedule. Examples of such groups include: Associated General Contractors of America, AIA, Structural Engineers’ Association, Electrical Contractors’ Association, Mechanical Contractors’ Association, Building Owners and Managers Association, Anchorage Development Council, the Building Board and citizen groups.

- 3.6.5 Use continuous improvement meetings, mailings and other outreach activities to:
- Keep all stakeholders informed of policy changes
 - Obtain input from stakeholder groups before any final decisions re: new policies or changes in policies are recommended or made
 - Keep stakeholders informed of the services and accomplishments of Planning and Building Safety staff with respect to improved permitting and inspection processes.
- 3.6.6 Publicize the availability of the walk-through educational program on permitting; invite different stakeholder groups to participate in a walk-through as part of the continuous improvement meetings discussed above.
- 3.6.7 Conduct evening seminars on the permitting process and new or revised policies for builders, developers, contractors, etc.
- 3.6.8 Develop a list of the most commonly asked questions about the land use planning and building permitting processes and write up answers to them; put the questions and answers on the Internet home page and local bulletin board; explain how citizens can become involved in the planning process.
- 3.6.9 Have Building Safety staff alert all industry associations by fax or e-mail (or regular mail if necessary) about any proposed changes or amendments to the Building Code when these are proposed by the private sector or by Building Safety for the Municipality reviewing process; invite individuals to put their names on a mailing list for this purpose as well.
- 3.6.10 Take a more proactive approach and use different media (public service spot announcements, newspaper articles, home page on Internet, MOA Bulletin Board, etc.) to educate the public about the permitting and inspection processes and how these processes benefit the community.
- 3.6.11 Make educational how-to video tapes dealing with specific planning and building permitting processes for distribution on the Internet, in libraries and to Community Councils.
- 3.6.12 Establish effective two-way communications between the Mayor's Office and The Director of the new department to provide all parties with "both sides of the story" When there are complaints about permitting or inspecting services.

4.0 Process Analysis and Recommendations

4.1 Zoning Variance Process

4.1.1 Overview Of How The Process Works

As stated in Title 21, Section 15 of the Anchorage Municipal Code (AMC), the purpose of a zoning variance is to “make possible a reasonable use of the land, building, or structure equivalent to, but not exceeding, the use of similar land or structures permitted generally in the same zoning district.” (21.15.010-A). Only dimensional zoning variances involving setbacks, lot coverage, height, lot area, etc. are permitted.

A variance application is submitted by the property owner or authorized representative to the Community Planning and Development Department. If the application fulfills the six required standards for zoning variances, the Planning staff will shepherd the application through a public hearing process before the Zoning Board of Examiners and Appeals. At the public hearing, the Board may grant the variance; prescribe conditions and safeguards for acceptance; or deny the application. Decisions of the Board may be appealed to Superior Court within 30 days of the Board’s decision.

4.1.2 Zoning Variance Process Flowchart (see following page)

4.1.3 Variance List — Zoning Variance Process

4.1.3.1 Step 1

Informational handouts from planning are hard to read, understand, and apply for many applicants.

4.1.3.2 Step 3

Applicants often do not either post property, or provide evidence of having posted property.

4.1.3.3 Step 15

Comments from reviewing agencies are not received in a timely fashion.

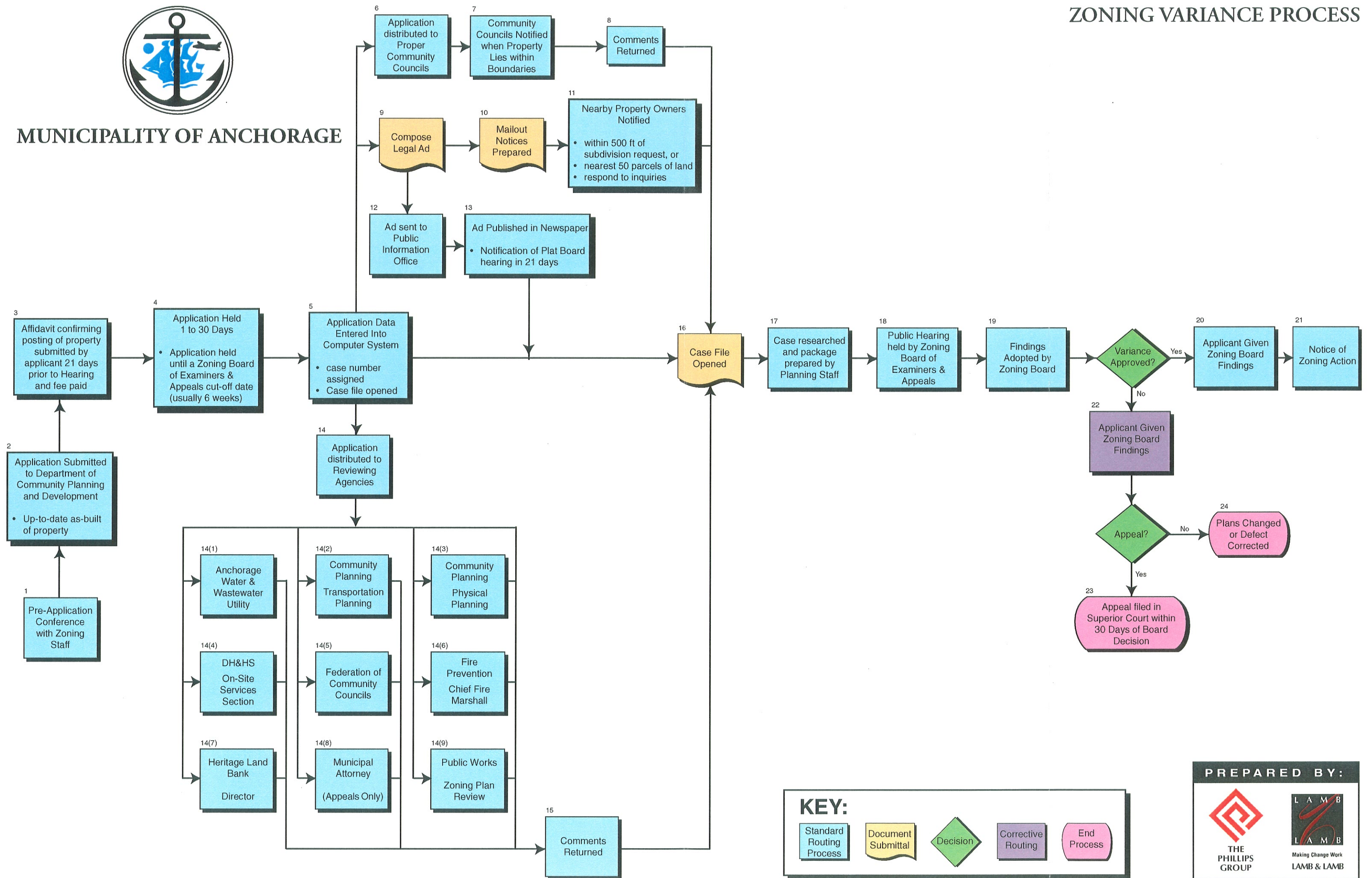
4.1.3.4 Step 18

Community Councils do not provide comments in a timely fashion.



MUNICIPALITY OF ANCHORAGE

ZONING VARIANCE PROCESS



KEY:

- Standard Routing Process
- Document Submittal
- Decision
- Corrective Routing
- End Process

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4.2 Conditional Use Process (AMC 21.15)

4.2.1 Overview Of How The Process Works

According to AMC 21.40.010, the municipality is divided into 36 use districts. For each use district, a number of conditional uses have been listed. In order to apply for a conditional use, it must be listed for the specific use district. The process for conditional use approval is the same process as that used for site plan approval. Following a discretionary pre-approval conference with the staff of the Department of Community Planning & Development, an application for conditional use approval is initiated by the applicant through that department. Within 30 days of the time that the application has been entered into the review process of the Department, a post-application conference may be held in order to improve the application's potential for acceptance. The application is sent to the Planning & Zoning Commission for public hearing. At the public hearing, the Commission may grant the variance; prescribe conditions and safeguards for acceptance; or deny the application. Decisions of the Commission may be appealed to the Commission sitting as the Board of Adjustment within 15 days of the Commission's decision.

4.2.2 Conditional Use Process Flowchart (see following page)

4.2.3 Variance List — Conditional Use Process

4.2.3.1 Step 1

Informational handouts from planning are hard to read, understand, and apply for many applicants.

4.2.3.2 Step 14

Comments from reviewing agencies are not received in a timely fashion.

4.2.3.3 Step 7

Community Councils do not provide response in a timely fashion.

4.2.3.4 Step 18

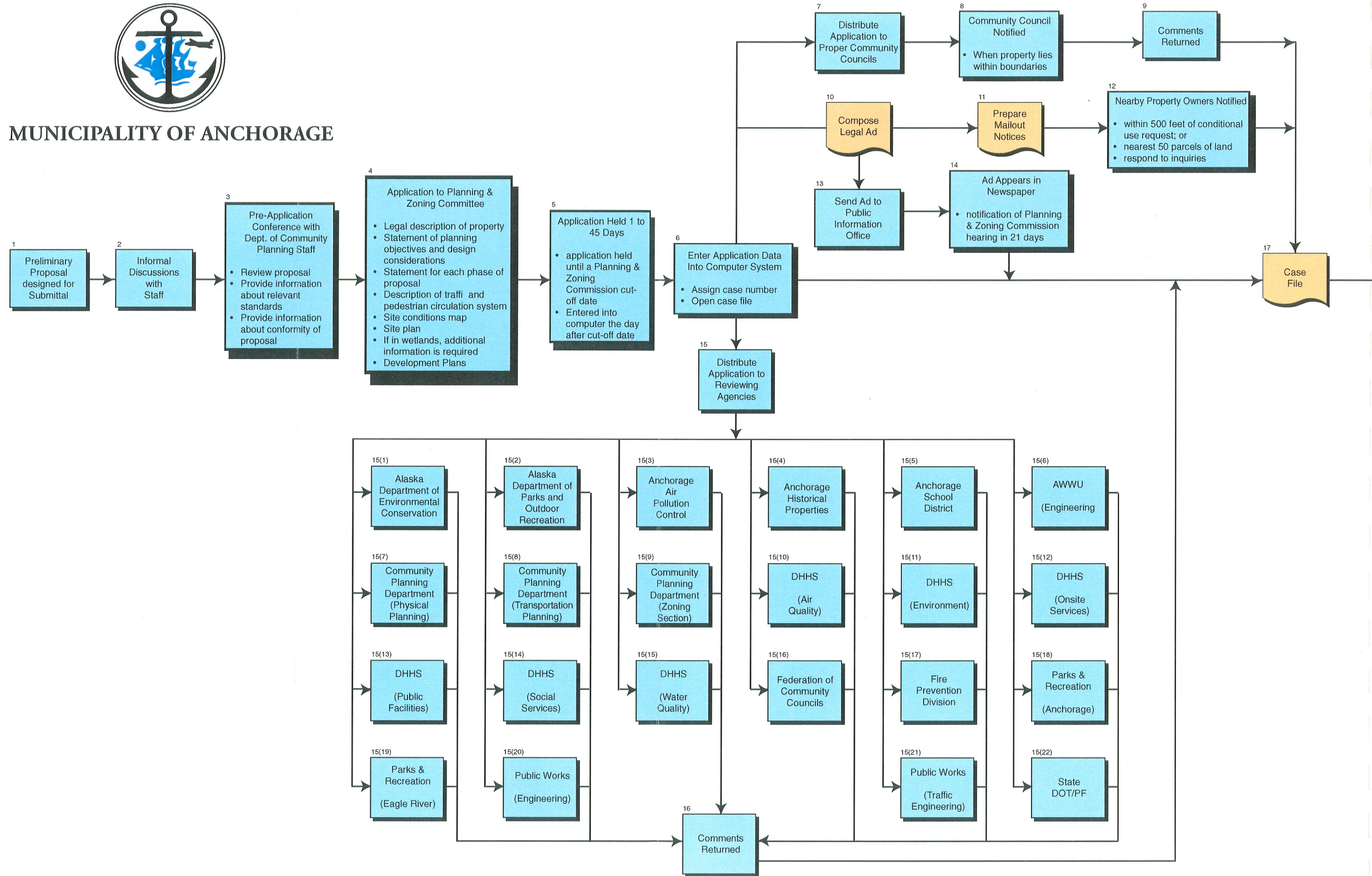
Applicant does not provide complete submittal (no planting plan, drainage etc.).

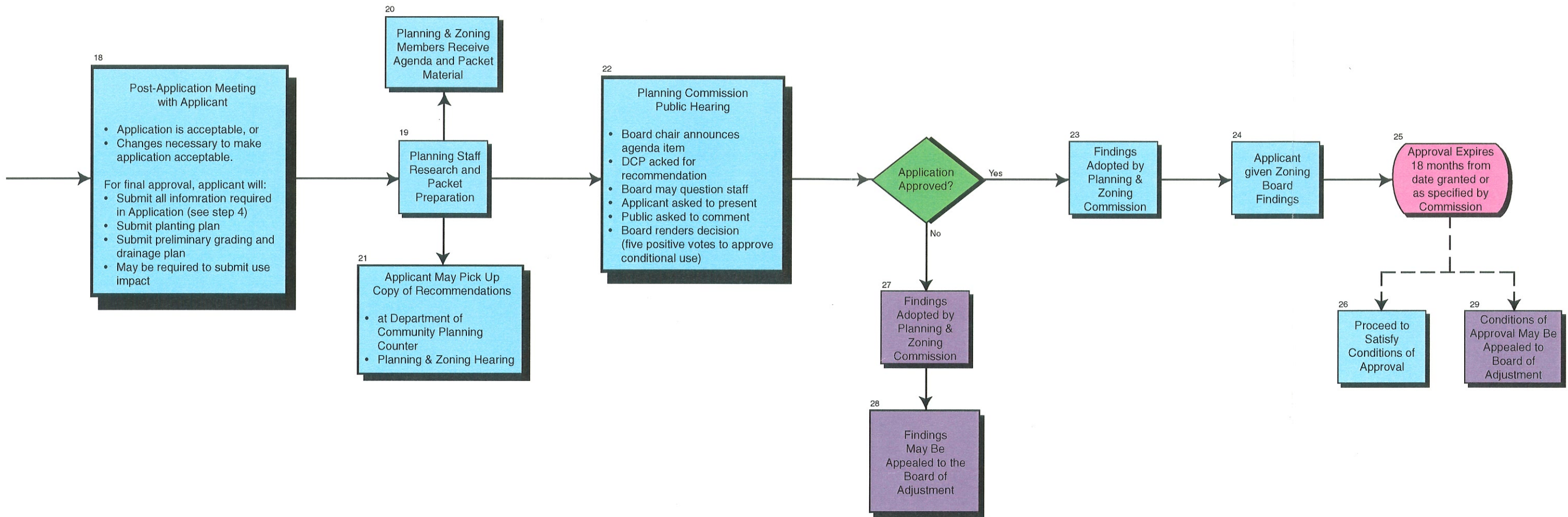
4.2.3.5 Step 22

Applicant often pulls proposal from Commission agenda if the five members required for approval are either not seated or are unfriendly to the proposal.



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KEY:

- Standard Routing Process
- Document Submittal
- Decision
- Corrective Routing
- End Process

4.3 Rezoning Process (AMC 21.20)

4.3.1 Overview Of How The Process Works

The zoning map of the municipality may be amended only by ordinance. The applicant initiates a zoning map amendment by either meeting with staff of the Community Planning & Development Department in a discretionary pre-application meeting and/or presenting an official application to the Department. The Department facilitates the usual agency, community council and public review processes. The case is researched and a packet prepared for the Planning & Zoning Commission. The Commission holds a public meeting to determine a recommendation to the Assembly. A public and staff review process precedes the Assembly public hearing. The multiple possible results from that hearing are outlined in detail on the flow chart.

4.3.2 Rezoning Process Flow chart (see following page)

4.3.3 Variance List — Rezoning Process

4.3.3.1 Step 1

Informational handouts from planning are hard to read, understand, and apply for many applicants.

4.3.3.2 Step 3

At pre-application conference, not all relevant agency players are present.

4.3.3.3 Step 4

Applications are often incomplete, i.e. traffic circulation, wetlands information, etc. are not included.

4.3.3.4 Step 16

Comments from reviewing agencies are not provided in a timely fashion.

4.3.3.5 Step 9

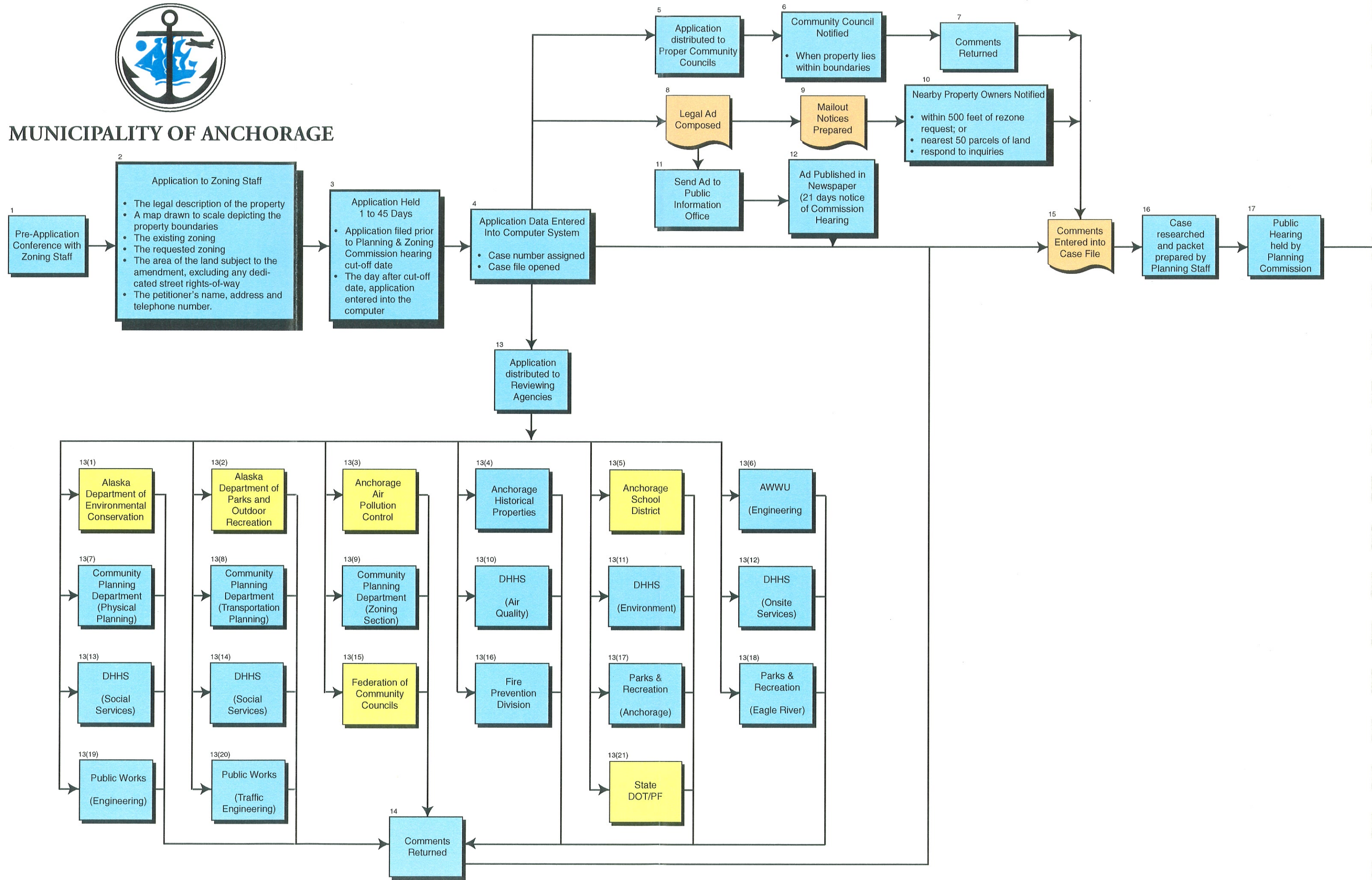
Community Councils do not provide information in a timely fashion.

4.3.3.6 Steps 18 through 23

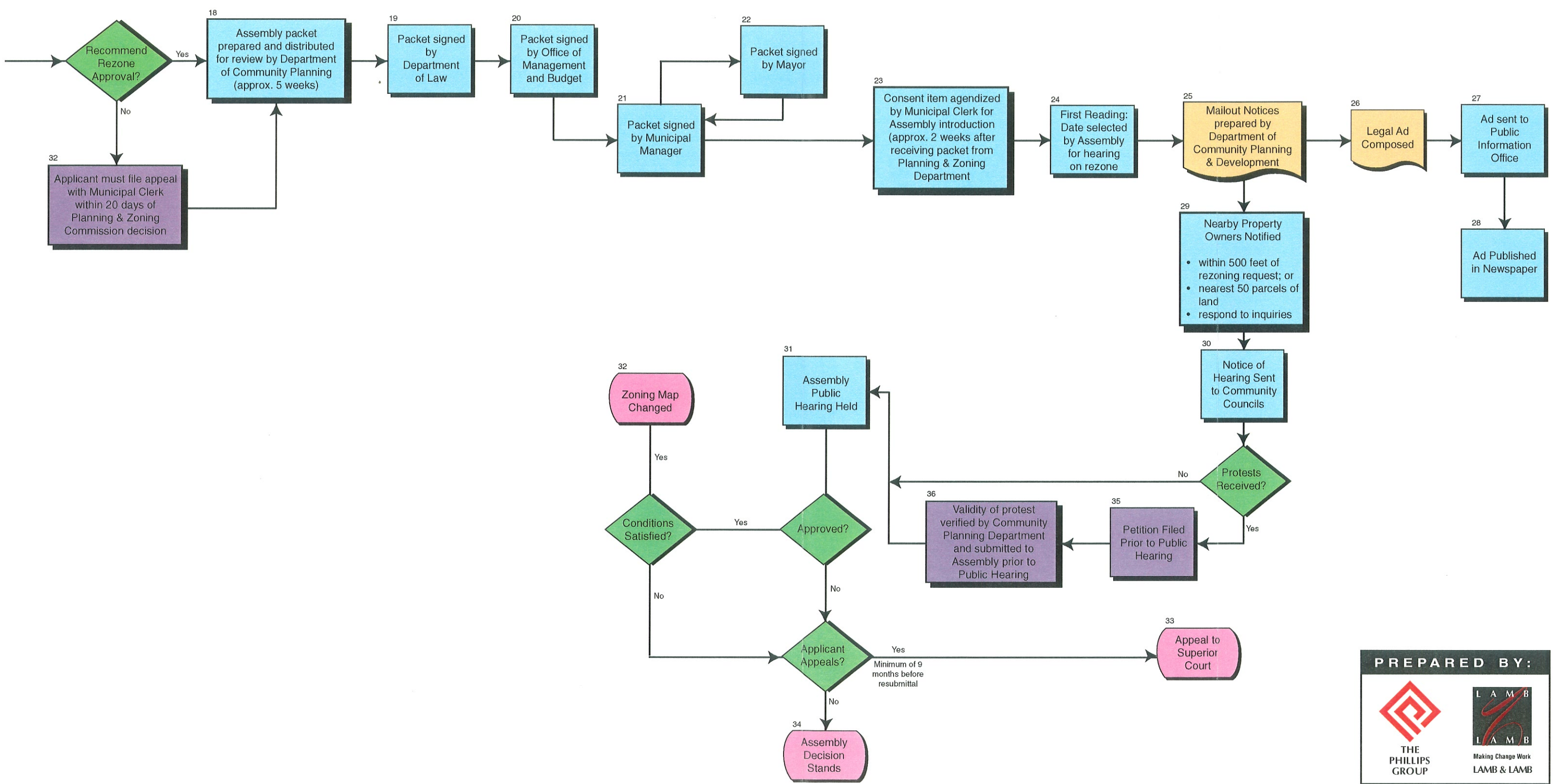
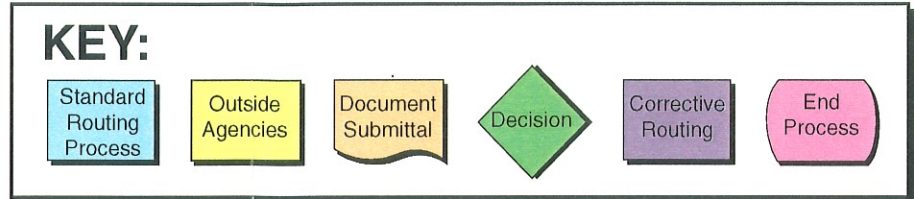
Some applicants perceive that the assembly approval process is too lengthy.



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REZONING PROCESS



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4.4 **Platting Process (AMC 21.15)**

4.4.1 Overview Of How The Process Works

An applicant, wishing to subdivide land within the Municipality moves through a typical Community Planning and Development review process involving agencies, community councils, property owners and the public at large. The Department issues recommendations to the Platting Board which holds a public hearing. Generally, approval is given to the applicant by the Platting Board with conditions attached. If the applicant agrees to the conditions, they must be met before the Final Plat Check-In is completed. Conditions may include agreements with Public Works, the MOA Water & Wastewater Utility and/or an electrical utility. Upon completion of subdivision agreements, the Final Plat is signed by the MOA Surveyor and sent to the Planning Department for final administrative reviews.

If the applicant does not agree to the conditions, appeal is made to the Platting Board to be considered at the next public hearing. If the Plat is not reconsidered, or the conditions amended to the applicant's satisfaction, written findings are requested and an Introduction of Appeal can be made to the Assembly. In public hearing, the Assembly then approves or disapproves the appeal. If the appeal is accepted and conditions satisfied, the applicant starts the Final Plat Check-In process.

4.4.2 Platting Process Flowchart (see following page)

4.4.3 Variance List — Platting Process

4.4.3.1 Step 1

Informational handouts from planning are hard to read, understand, and apply for many applicants.

4.4.3.2 Step 1

Design inhibited by inflexible design criteria imposed by other agencies, such as width of snow plow blades utilized by DPW Maintenance.

4.4.3.3 Step 3

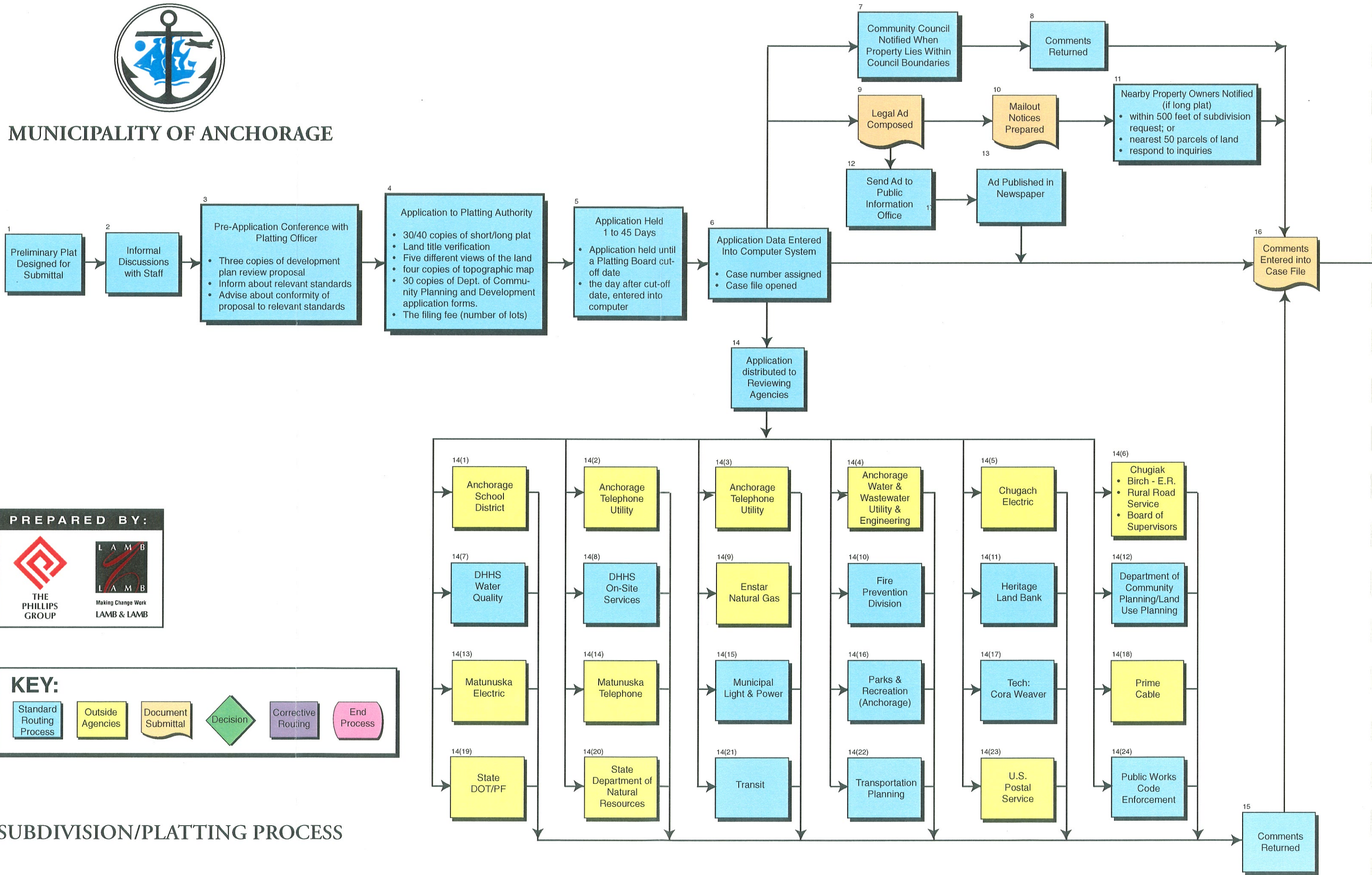
For large, complex projects, there is no formal procedure for a collaborative preliminary planning process where all relevant players, both outside agencies and MOA groups, participate with applicant.

4.4.3.4 Step 3

When pre-application meetings or informal discussions with staff are held, staff sometimes makes commitments which are later rescinded.



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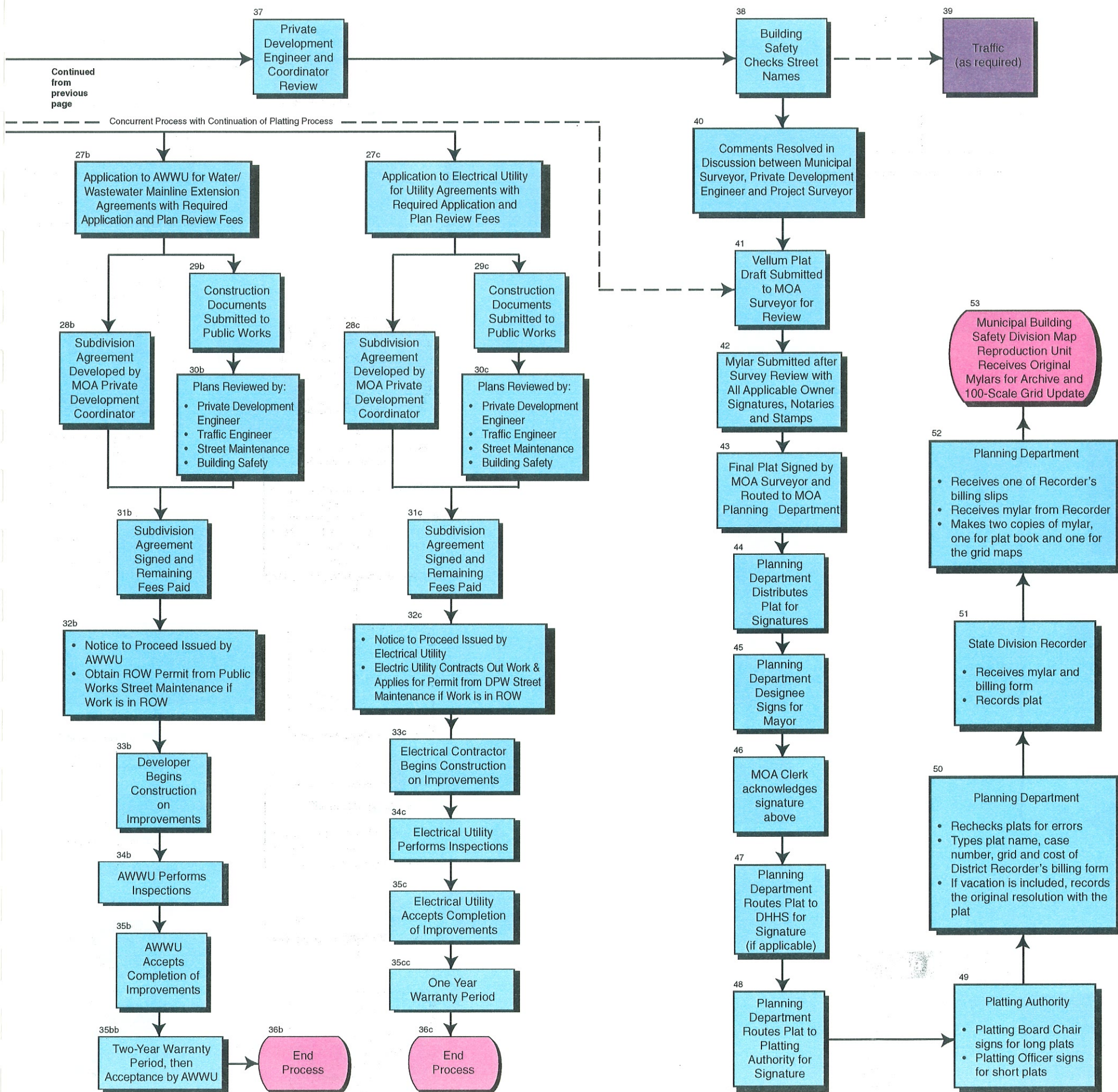
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KEY:

- Standard Routing Process (Blue box)
- Outside Agencies (Yellow box)
- Document Submittal (Orange box)
- Decision (Green diamond)
- Corrective Routing (Purple box)
- End Process (Pink rounded rectangle)

SUBDIVISION/PLATTING PROCESS

SUBDIVISION/PLATTING PROCESS



KEY:

- Standard Routing Process
- Outside Agencies
- Document Submittal
- Decision
- Corrective Routing
- End Process

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4.4.3.5 Step 3

Since Private Development Engineering or DPW Maintenance are not involved in pre-application meetings, applicants may not understand these department's involvement or the need for a Subdivision Agreement.

4.4.3.6 Step 3

Lack of prior communications between Planning and other agencies results in agencies not having relevant information about a project or requiring additional design work.

4.4.3.7 Step 3

Applications are often incomplete, e.g. no landscape plans, soils and/or wetland information.

4.4.3.8 Step 3

Applicants often do not indicate purpose of plat; Private Development Engineering is unable to review plans without this information.

4.4.3.9 Step 9

Delays are often caused when Community Councils do not submit their review in a timely fashion.

4.4.3.10 Step 16

Lack of coordinated communications between agencies inhibits timely sharing of information and review.

4.4.3.11 Step 17

No written policy standards which lead to inconsistent plan review by staff.

4.4.3.12 Step 17

Changes are made in plans by applicant at the last minute while staff is trying to complete their reviews.

4.4.3.13 Step 17

Comments from reviewing agencies are submitted late and often include items that are not code or policy related.

4.4.3.14 Step 20

Review packages are not received by applicant far enough in advance of Platting Board meeting to prepare an effective response.

4.4.3.15 Step 21

Platting Board hearings are scheduled a year in advance resulting in an inflexible meeting schedule.

4.4.3.16 Step 21

The requirement for a majority vote of the entire Platting Board membership results in delays in decisions and items being pulled off the agenda.

4.4.3.17 Step 21

Platting Board sometimes uses conditions of approval in controversial cases in lieu of project denial.

4.4.3.18 Step 26

Inconsistency between the State and MOA on storm drain standards requires a waiver on every design from one agency or the other.

4.4.3.19 Step 28a

Subdivision Agreement conditions do not reflect developers two-year warranty responsibility.

4.4.3.20 Step 34a

Duplication of inspections by various Municipality sections because of lack of private engineers weekly reports.

4.4.3.21 Step 34a

A lack of uniformity between Maintenance Improvement requirements and Private Development Engineering leads to last-minute changes for contractor.

4.4.3.22 Step 35a

Developers held responsible for damage to public improvement installations even after acceptance by MOA.

4.5 Recommendations to Address Variances and Improve the Zoning, Conditional Use, Rezoning and Platting Processes

The project team spent considerable time with all stakeholders in the land use permitting process to determine the existing procedures and identify the variances which interfere with timely and effective permitting procedures. Our recommendations for correcting and/or eliminating those variances are as follows:

- 4.5.1 Management should clarify, communicate and enforce policies re: completeness of applications and submittal requirements.
- 4.5.2 Provide computer terminals at a Public counter for customers use to access information relevant to their permit applications.
- 4.5.3 Reformat and reword informational handouts so that they are easier to use and read, with less narrative and more graphics.
- 4.5.4 Construct an attractive kiosk to hold all the informational handouts and place it in a conspicuous area near the Planning Permit counter. Organize and display the handouts in a way which will help applicants select those needed for his/her permit need(s).
- 4.5.5 Schedule formal collaborative preliminary planning meetings, on a consistent basis, with applicants on large or critical projects. Ensure that all relevant parties and reviewing agencies (including federal and state representatives) participate to provide applicants with a comprehensive overview of the permitting prerequisites for their project, including time and submittal requirements. In addition the meetings can be used to resolve any conflicting requirements and to keep involved agencies informed of the status of existing projects and upcoming projects.
- 4.5.6 Provide an option for an applicant to arrange a meeting with the Planning staff and any other interested MOA staff to review and discuss application comments before the Planning staff prepares its report for the Board and/or Commission. If the applicant and staff agree on the conditions of approval move the item to a consent calendar for the Board and/or Commission action without requiring additional input from staff or applicant. The relevant Community Councils would be notified, in advance, of the conditions agreed upon. The Chair of the Board and/or Commission would still ask for public comment at these hearings; if there were none, the item would automatically be approved. This would allow Boards/Commissions to hear more cases at each of their sessions. Public Facilities would be exempted from this process. Communicate this option to all applicants.
- 4.5.7 Require staff to cite code, policy or accepted planning principles to corroborate additional requirements, comments and questions on plans.
- 4.5.8 Have management clarify, communicate and enforce policy with respect to the appropriate timing for comments on plans with all reviewing agencies and staff. Final reviews are to ensure that earlier comments have been addressed, not as an opportunity to add new comments. If an agency has not submitted its comments by the initial deadline no further qualifications or restrictions can be applied to the applicant's project by that agency at a later date. Exceptions to that policy would be when life safety issues were involved or

when changes made to plans in response to an initial comment triggered a concern from another agency.

- 4.5.9 To improve the quality of input on plans from reviewing agencies require Planning staff to provide face-to-face briefings to these reviewers about effective and appropriate ways to prepare review comments and questions.
- 4.5.10 Use courier services to deliver plans more quickly to reviewing agencies and have reviewing agencies utilize e-mail to submit their comments to planning staff
- 4.5.11 When providing cumulative plan comments to project engineers, directly copy property owners and/or developers to ensure that they are kept in the communications loop.
- 4.5.12 Initiate more joint meetings between the Boards and Commission to ensure consistency of criteria used for assessing land use impacts. This will also enable Board/Commission members to hear and discuss all relevant perspectives on a project for which they each have some responsibility.
- 4.5.13 Conduct an annual orientation and refresher training for Board/Commission members after their appointment of memberships in February to establish and review Administration and Board policy.
- 4.5.14 Make information about Commission and Board meeting agendas and results accessible to customers on computers through internet, e-mail or fax.
- 4.5.15 Provide automated information system linkages between Planning and Private Development Engineering to ensure that conditions of approval are accurately and completely reflected in the Subdivision Agreements (Platting Process).
- 4.5.16 Provide "walk-around" services for customers within Public works and Private Development Engineering serving as a single point of contact and obtaining Notice to Proceed from Right of Way once the applicant has provided all the necessary submittals and fees (Platting process).
- 4.5.17 In accordance with the requirements of the Subdivision Agreement, as spelled out in the MOA Subdivision Agreement Handbook (pages 4, Engineer's Weekly Report Summary and page 7, Guidelines for Inspection of Public Improvements) require the signature of project engineers on weekly reports submitted by contractors to ensure that the engineers are reviewing these reports for compliance with the Subdivision Agreement and the Municipality codes and standards.

- 4.5.18 Enforce the “Stop Work” notice on projects where the contractor has not submitted the Engineers Weekly Report Summary as required.
- 4.5.19 Have DPW Maintenance and Private Development Engineering jointly develop a maintenance inspection checklist which Private Development Engineering can use in final inspections (Platting process).
- 4.5.20 Ensure that Private Development Engineering schedules Maintenance inspections well before the final inspection date (Platting process only).
- 4.5.21 Apply the “10th of a foot” administrative tolerance rule to all zoning dimensions. Applicants or Community Councils could still appeal the decision if they disagreed with staff’s administrative decision.
- 4.5.22 Enable customers to have direct access by computer to the status of their applications on file. Presently considerable staff time is used answering applicants status questions. (*Future Service Delivery*).

4.6 Residential Building Permitting and Inspecting Process

4.6.1 Overview Of How The Process Works

Applicants complete an official application and submit it with supporting materials to the permit counter of the Building Safety section. The project plans are then submitted to a number of reviews. If plans are not approved by reviewers in any one of the review areas, they are sent back to the applicant with comments and questions for correction. Upon approval of plans, construction begins and a series of inspections take place. As construction nears completion, final inspections are made. A Certificate of Occupancy is issued when all final inspections are passed.

4.6.2 Residential Building Permitting and Inspecting Process Flowchart (see following page)

4.6.3 Variance List — Residential Building Permitting and Inspection Process

4.6.3.1 Step 1

Present informational handouts from the Permit Counter are hard to read, understand and apply for some applicants

4.6.3.2 Step 1

Developers apply for permits without design solutions required by Zoning & Platting Boards conditions of approval.

4.6.3.3 Step 1

Applicants supply incomplete and/or conflicting information on their applications.



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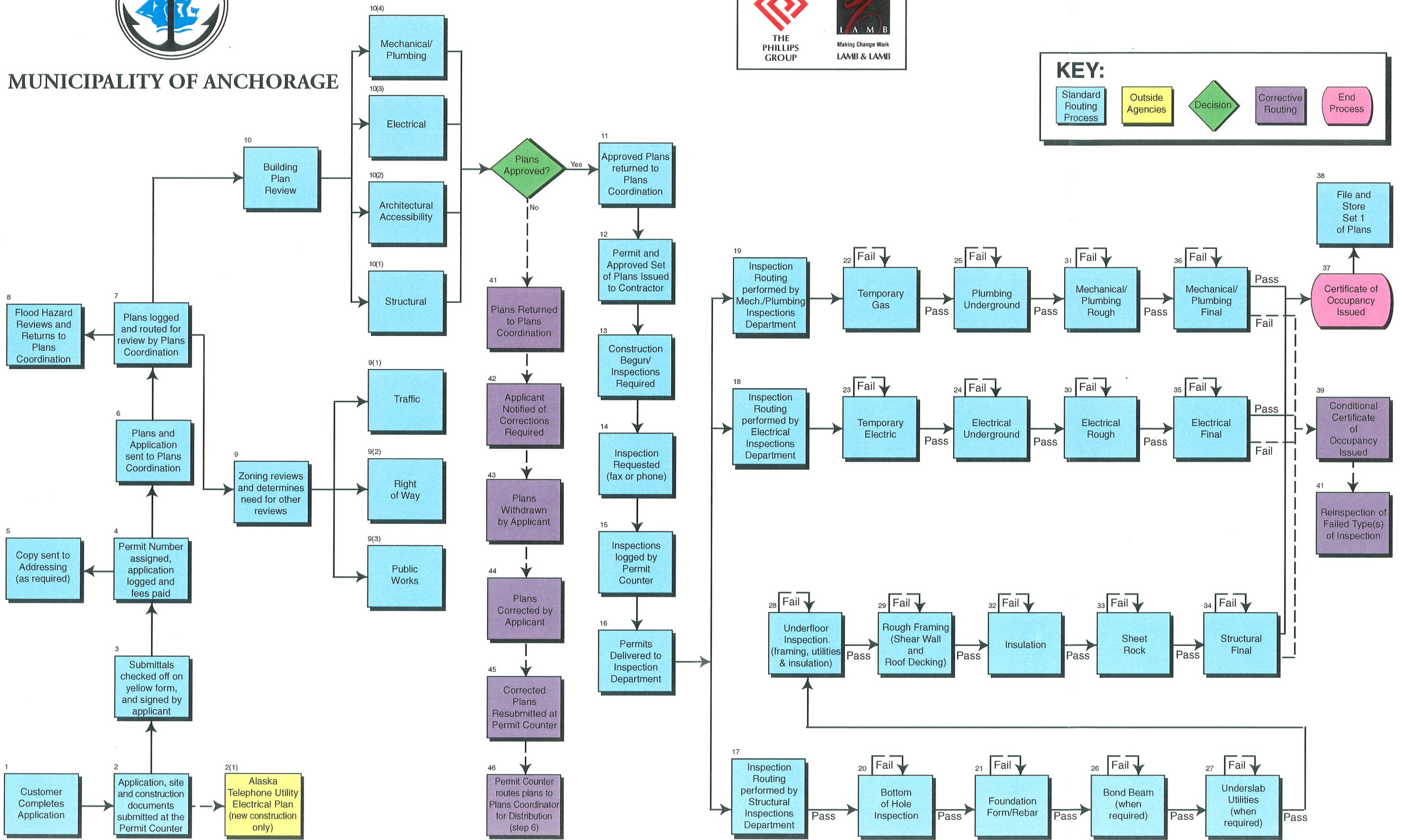
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RESIDENTIAL BUILDING PERMIT PROCESS

KEY:

- Standard Routing Process (Blue box)
- Outside Agencies (Yellow box)
- Decision (Green diamond)
- Corrective Routing (Purple box)
- End Process (Pink rounded rectangle)



- 4.6.3.4 Step 2
Frequent backups at the Permit Counter result in frustration for customers and pressure on counter staff.
- 4.6.3.5 Step 2
Applicants submit an insufficient number of plan sets for distribution and review.
- 4.6.3.6 Step 2
Applicants submit plans which do not meet the submittal requirements, i.e. site plans not stamped by surveyor, preliminary drawings incomplete, required outside agency approvals not submitted, etceteras.
- 4.6.3.7 Step 2
Often subcontractors submit applications without legal descriptions. Permit Counter refers them to Records Management resulting in work disruption for staff and frustration for the applicant.
- 4.6.3.8 Step 2
At least twice a week customers come to the Permit Counter for planning information which is at the Planning Counter in City Hall.
- 4.6.3.9 Step 2
Lack of proper equipment limits Permit Counter staff to faxing only two page documents which severely limits off-site communications with customers.
- 4.6.3.10 Step 3-4
Lack of comprehensive SOP Manual and training results in inconsistent practices among Permit Counter staff.
- 4.6.3.11 Step 4
Permit Counter staff frequently do not have sufficient information to determine total fee requirements.
- 4.6.3.12 Step 4
Customers phone Permit Counter staff for fee information taking them away from other duties and requiring staff to estimate fees based on incomplete data.
- 4.6.3.13 Step 7
Plans are removed from Plans Coordination by Permit Counter staff, Plan Review, etc. without signing out for them.

4.6.3.14 Step 7

Plans Coordination receives incomplete information on folders and tags from Permit Counter.

4.6.3.15 Step 9

A bottleneck is caused by having only one staff member reviewing residential and land use plans.

4.6.3.16 Step 11

Plan Reviewers return plans to wrong basket resulting in their being filed instead of routed. Plans Coordination is unaware of the misfiling until applicant calls requesting information.

4.6.3.17 Step 10

Some minor projects require as much time as major projects for review.

4.6.3.18 Step 10

Customers perceive a lack of uniform interpretation and application of codes by Plan Review staff.

4.6.3.19 Step 10

Plans are often approved with pen or pencil marks; often no two sets are the same.

4.6.3.20 Step 10

In regard to lateral design there is an inconsistency in terms of attention paid to design criteria calculations vs. the level of detail shown on working drawing—often calculations are not adequately translated into working documents.

4.6.3.21 Step 10

When Plan Review staff recommends the need for a registered PE on larger projects they are often overruled by management (about 2X month). This requires staff to do design work on such projects which can add up to four months to get plans approved.

4.6.3.22 Step 10

There is concern that the Plan Review staff will be unable to handle peak workloads without adequate external backup sources.

4.6.3.23 Step 10

Project owners are not always kept in the plan check loop.

4.6.3.24 Step 7

Builders submit excess copies of plans which requires Plan Review staff to check all copies.

4.6.3.25 Step 9

Builders submit several options on one set of plans.

4.6.3.26 Step 11

Pre-approved plans are often submitted by different builders.

4.6.3.27 Step 10

Structural changes are made to pre-approved plans and submitted for pre-approved issuance process.

4.6.3.28 Step 10

The four-day turnaround time for pre-approved plans is unrealistic when Zoning identifies site specific conditions of approval not addressed on the pre-approved plans.

4.6.3.29 Step 10

Plan Review staff are assigned pre-approved plans to review after the four day review period has already passed.

4.6.3.30 Step 10

Often designers submit inadequate plans and expect plan reviewers to design structures.

4.6.3.31 Step 12-13

Permit Counter and Plans Coordination staff are asked by different project personnel about the status of their plans vs. having one point of contact per project.

4.6.3.32 Step 14

Call-in inspection requests are not always understood due to poor English or inarticulation on the part of the caller.

4.6.3.33 Step 14

Call-in line breaks down 40-50 times a year resulting in significant downtime for inspectors.

4.6.3.34 Step 14

Permit numbers are not on inspection requests.

4.6.3.35 Step 14

Immediate requests for inspection appointments are difficult to comply with.

4.6.3.36 Step 17

Concrete pouring inspections given priority resulting in inefficient and time-consuming inspection routing.

4.6.3.37 Step 18-20

Electrical and Structural inspection staff do not keep files on past inspecting activities making it difficult to know what has been inspected.

4.6.3.38 Step 18-20

There is a great deal of downtime each morning while inspectors wait for work assignments.

4.6.3.39 Step 18-20

Radio communications from field to office is often unreliable. there are areas where radios do not work. *This may have been solved by the recent purchase of cellular phones.*

4.6.3.40 Step 18-20

Inspectors are unsatisfied with approved plans in terms of code interpretation or level of detail required and add requirements based on their individual experience and interpretations.

4.6.3.41 Step 18-20

Copies of approved plans and previous inspections are not left on the job sites as required; inspectors have no way to verify that previously required inspections were done or approved.

4.6.3.42 Step 18-20

Inconsistency of inspections can add significant time/money to the job.

4.6.3.43 Step 22-24

Builders do not follow approved plans.

4.6.3.44 Step 37

There is no follow-up on the inactive files of Conditional Certificates of Occupancy .

4.6.3.45 Step 45

Resubmittals are often returned piecemeal by fax and Permit Counter staff cannot verify completeness.

4.6.3.46 Step 45

Resubmittals sometimes do not have identifying information, i.e. address, permit number, causing lost staff time.

4.6.3.47 Step 45

Resubmittals are not accompanied by a completed resubmittal form; Permit Counter staff does not know which file the resubmittal belongs to or what corrections have been requested by Plan Review staff.

4.6.3.48 Step 46

When plan reviews are performed at the Permit Counter the project folder is not always returned to Plans Coordination so that the log book may be updated.

4.6.3.49 Step 7

Resubmitted plans are not routed to proper Plan Review staff.

4.6.3.50 Step 7

Resubmitted plans are not distributed to all relevant parties.

4.6.3.51 Step 7

There is no express process for quick review of simple resubmittals.

4.7 Commercial/Industrial Building Permitting and Inspecting Process

4.7.1 Overview Of How The Process Works

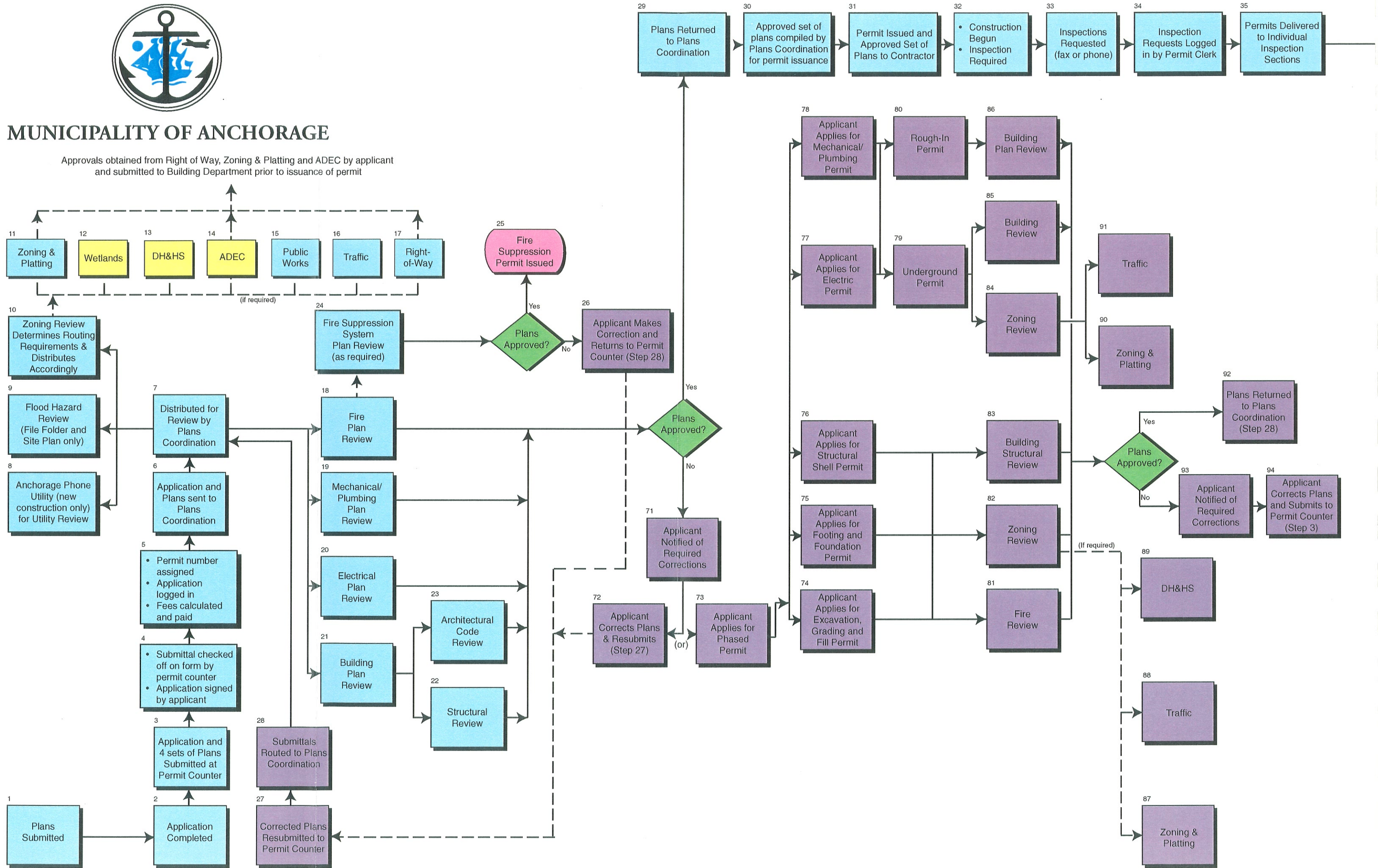
Depending upon the complexity of the project, an applicant may have to obtain approvals from a number of municipal, state and/or federal agencies before submitting an application with supporting documents to the permit counter of the Building Safety section. Generally speaking, most applicants apply for a phased permit which allows for plan reviews and inspections to follow construction progression from excavation to rough-in. In addition to plan reviews and inspections within Building Safety, Zoning, Fire and Health & Human Services may also be involved in the review process. Upon satisfactory completion of final inspections, a Certificate of Occupancy is issued.

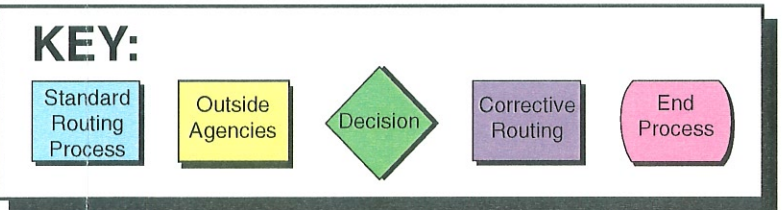
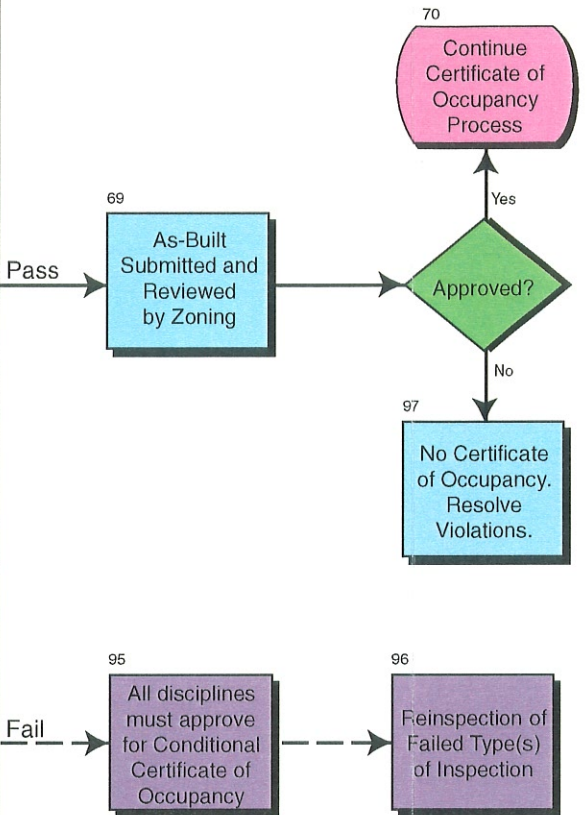
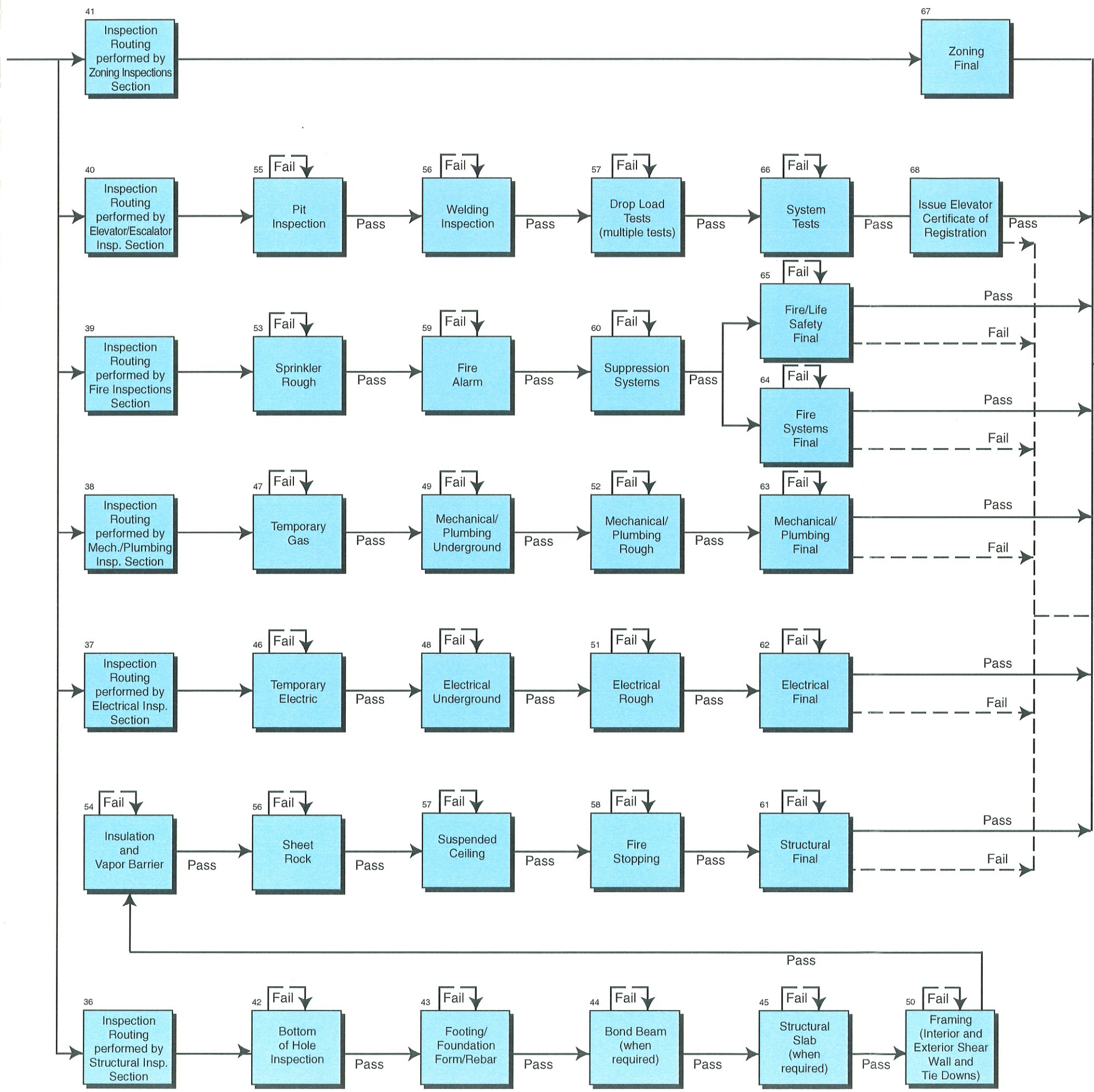
- 4.7.2 Commercial/Industrial Building Permitting and Inspecting Process Flow chart (see following page)
- 4.7.3 Variance List — Commercial/Industrial Building Permitting and Inspection Process
- 4.7.3.1 Step 1
Present informational handouts from the Permit Counter are hard to read, understand and apply for some applicants
- 4.7.3.2 Step 1
Incomplete/conflicting information submitted on applications.
- 4.7.3.3 Step 2
Building handouts don't mention Fire sign-off requirements for final inspection.
- 4.7.3.4 Step 2
Frequent backups at the Permit Counter result in frustration for customers and pressure on counter staff.
- 4.7.3.5 Step 3
Some of the submittal requirements are missing (site plans not stamped by surveyor, preliminary drawings incomplete, DHHS approvals not submitted etc.).
- 4.7.3.6 Step 3
Piecemeal submittals for commercial projects are accepted by Permit Counter staff because top management does not support the policy requiring complete submittal packages.
- 4.7.3.7 Step 3
Because of inadequate equipment, Permit Counter staff cannot fax any document over two pages, which limits communications with customers.
- 4.7.3.8 Step 3
ROW requirements and reviews are not coordinated with the Permit Counter operation which can surprise or confuse applicants during the process.
- 4.7.3.9 Step 7
Insufficient number of plan sets for distribution and review.
- 4.7.3.10 Step 27
Faxed copies of resubmitted permit applications instead of blue copies.



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Approvals obtained from Right of Way, Zoning & Platting and ADEC by applicant and submitted to Building Department prior to issuance of permit





**COMMERCIAL / INDUSTRIAL
BUILDING PERMIT PROCESS**

4.7.3.11 Step 27

Preliminary meeting results (i.e. ICBO referrals, conditions, etc.) are not communicated by Plan Review staff to Permit Counter staff, who then ask for requirements that have been waived.

4.7.3.12 Step 3-4

Lack of permit counter SOP Manual results in inconsistent practices among staff.

4.7.3.13 Step 5

Permit Counter staff frequently do not have sufficient information to calculate total fee requirements.

4.7.3.14 Step 6

Incomplete information on file folders and plan tags received from Permit Counter staff.

4.7.3.15 Step 7

Permit counter and Plan Review staff remove files from Plans Coordination without signing for them.

4.7.3.16 Step 7

Permit files pulled by Permit Counter or Plan Review staff are returned to wrong file baskets; files are then returned to file cabinet instead of continuing through plan review process.

4.7.3.17 Step 9

Flood Review plot plans often do not have finish floor elevations or other necessary data.

4.7.3.18 Step 8-10

Duplication and lack of final decision making accountability between Fire, Building Safety and Zoning.

4.7.3.19 Step 18

Fire Department refers customers to Appeals Board (60 day process) if customer doesn't agree with Fire's determination rather than being willing to negotiate a decision.

4.7.3.20 Step 18

Fire often receives plans for T.I.'s which lack details on existing buildings for accurate review.

4.7.3.21 Step 16

Customers do not submit complete information for Traffic Engineering review, i.e. topographical info used to make determinations re. driveway grades and ROW widths, etc.

4.7.3.22 Step 13

Food, swimming pools, well, and septic approvals from DHHS or ADEC lag behind in the process.

4.7.3.23 Step 13

DHHS is not on the routing list for building permit change orders which can present problems either at final inspection or during DHHS inspections.

4.7.3.24 Step 19-21

Few people in Building Safety have the background to provide adequate reviews on commercial projects.

4.7.3.25 Step 19-21

There is a perceived lack of uniform approach/methodology among plan review staff with respect to approval of construction documents.

4.7.3.26 Step 19-21

There is a concern that Plan Review staff will not be able to handle peak workloads without adequate external backup source.

4.7.3.27 Step 22

With regard to lateral design, there is an inconsistency in terms of attention paid to design criteria versus the level of detail on construction plans; calculations are not adequately translated into working details.

4.7.3.28 Step 22-23

A bottleneck can be created because of insufficient structural review staff and number of resubmittals requiring structural review.

4.7.3.29 Step 27

Permit Counter staff are asked by different project personnel about status of their plans versus having one point of contact per project.

4.7.3.30 Step 71

Applicant takes plans home without Plan Coordination knowing; staff spends/wastes time searching for "lost" plans

4.7.3.31 Step 27

Resubmittal form not filled in; Permit Counter staff does not know what file the resubmittal plan belongs to.

4.7.3.32 Step 27

Corrections are submitted piecemeal by fax directly to Zoning, Structural review, etc., instead of submitting complete package to Permit Counter.

4.7.3.33 Step 27

When plan reviews are performed at the Permit Counter the folder is sometimes not returned to Plans Coordination to update log book; log book remains inaccurate until error is discovered.

4.7.3.34 Step 28

No express process for quick review of simple resubmittals.

4.7.3.35 Step 28

Resubmittals are often placed at the bottom of the pile, no policy for separate process to continue review midstream.

4.7.3.36 Step 28

Fire does not review resubmittals at the Permit Counter, even for minor corrections.

4.7.3.37 Step 33

Call-in inspection requests not always understandable due to poor English or inarticulation on the part of the caller.

4.7.3.38 Step 33

Call-in line breaks down 30-50 times per year, resulting in significant down time for inspectors.

4.7.3.39 Step 33

Permit numbers, addresses, or contact person not on inspection request.

4.7.3.40 Step 33

Except for structural, last minute requests for inspection appointments are difficult to comply with.

4.7.3.41 Step 35

Downtime for inspectors each morning while waiting for work assignments when phones are down, or when researching permit information.

4.7.3.42 Step 36

Structural inspectors do not keep files on past inspecting activities, contractor does not always have inspection cards on site.

4.7.3.43 Step 36-40

Many applicants don't know that multiple permits may be required for one job.

4.7.3.44 Step 36-40

Permits not posted on job site.

4.7.3.45 Step 36-40

Permits posted on job sites are not legible, often fade in weather.

4.7.3.46 Step 36-40

There is no comprehensive inspection card; separate inspection cards do not provide overall picture of inspection record and are easy to lose.

4.7.3.47 Step 43

Concrete pouring inspections are given priority, often resulting in inefficient and time consuming inspection routing.

4.7.3.48 Step 36-40

Inspectors often unsatisfied with approved plans in terms of code interpretation or level of detail required, and add requirements based on individual interpretation and experience.

4.7.3.49 Step 61-65 and 67

There is a pecking order problem on final inspection; everybody wants to be last.

4.7.3.50 Step 61-65 and 67

Some inspectors/agencies make last minute changes during inspections which are not required, or counter to, the approved plans .

4.7.3.51 Step 70

C.O.s are issued without fire department sign off.

4.7.3.52 Step 95

Conditional C.O.s are issued without follow-up to ensure compliance with identified deficiencies.

4.8 Recommendations to Address Variances and Improve the Residential and Commercial Building, Permitting and Inspecting Process

The procedures for plan review, permitting and inspecting of both residential and commercial construction projects are very similar and the project team found that, except for some minor areas, the variances in the process were also similar. Our recommendations for correcting and/or eliminating those variances are as follows.

- 4.8.1 To encourage early submittals of plans before peak season, establish a graduated fee year and the highest fees assessed during the busy summer months. Advertise and communicate this policy to all customers.
- 4.8.2 Develop a “fast track” or expedited process option for customers, charging additional fees for this service and expanding staff to ensure that there is no negative impact on the quality and efficiency of regular services.
- 4.8.3 Establish and implement a new policy requiring a fee deposit rather than total fees paid up front; the remaining fees to be paid prior to issuance of the appropriate permit(s).
- 4.8.4 Provide differentiated service lines at the Permit Counter for industry and other customers.
- 4.8.5 Establish a “greeter, receptionist, director” role to welcome customers, ascertain their needs, and direct them to the appropriate service lines and/or informational resources.
- 4.8.6 Redesign the informational handouts to make them easier to read and use. Provide less narrative and industry “jargon” and more graphics, flow charts, timelines, etc.
- 4.8.7 Expand the handout classifications to include Fire, Health & Human Services, Utilities, etc., and include information on their involvement in the permitting and inspecting process.
- 4.8.8 Change the titles of permits to clarify what each permit is for, e.g., Structural Permit, Electrical Permit etc. versus the present generic “Building Permit”. This will help eliminate the confusion some customers have about what their particular permits encompass.
- 4.8.9 Construct an attractive kiosk to hold all the informational handouts and locate this by the Public Counter. Organize and display the handouts in a way which helps applicants to select any/all needed for his/her type of project.
- 4.8.10 Provide computer terminals at the Permit counter, or at a separate counter in the lobby, for customer use to access information relevant to their permit applications.

- 4.8.11 Have management clarify, communicate and enforce the policy re: completeness of applications, submittal requirements and resubmittal requirements.
- 4.8.12 Offer appointments for applicants with the Plan Review staff to explain and/or clarify corrections or additional required information.
- 4.8.13 Install a two way intercom on the Permit counter so that Counter staff can page and communicate with individual Plan Review staff as needed.
- 4.8.14 Require any results from preliminary meetings between Plan Review staff and applicants to be documented by both the Applicant and the Plan Reviewer. This documentation would then be required for submittal with the permit application ensuring that a review by another staff member would not supersede the original agreement.
- 4.8.15 Allow the Permit Counter staff to accept permit applications which did not provide solutions to platting conditions with the understanding that a permit would not be issued until satisfactory solutions had been provided and approved by the Planning staff.
- 4.8.16 Amend the process for phased permitting to make the level of review commensurate with the level of permit required. Communicate the process requirements for phased permitting more widely.
- 4.8.17 Review and revise the present "pre-approved plan" policy to a "master Plan" policy in accord with other jurisdictions. The policy would include the following points:
- Applicable only to single family detached dwellings
 - Identical footprint
 - Identical building structure or exact reverse
 - Location on flat lots only (exceptions must be approved by the Building Official)
 - Application to duplexes at the discretion of the Building Official
 - Effective for one calendar year from the date of approval or until the effective date of a newly adopted Model Code or amendment thereto, whichever occurs first
 - Approved for use by the original applicant only
 - Not applicable to hillside homes, apartments, condominiums or commercial/industrial buildings
- Communicate the revised policy and the rationale to the community and allow a reasonable transition time before implementing the new policy.
- 4.8.18 Develop a policy requiring appropriate detailing on approved plans so that inspectors will have drawings which show all the required structural elements and details.

- 4.8.19 Establish a policy defining the information requirements for acceptable software for computing beam sizes, lateral loads and other structural design items.
- 4.8.20 Establish a policy for pre-approved “standard details” allowed on plan submittals and communicate the policy to the community.
- 4.8.21 Color code resubmittal forms and phased permit applications so all staff personnel can clearly identify each application
- 4.8.22 Hold cross-functional meetings with Plan Reviewers, Zoning, Fire Reviewers, Counter Supervisor, Plans Coordination Supervisor and Chief Building Inspector to develop reasonable criteria for express review of uncomplicated resubmittals. Implement and communicate the policy for express resubmittal reviews to the community.
- 4.8.23 Require management to clarify, communicate and enforce a policy with respect to the plan review process including the following points:
- Staff is not expected to design or engineer plans
 - Staff expected to cite code or policy source for all comments, corrections or questions
 - Use an approval stamp in lieu of pen or pencil marks with a space for noting the codes used for plan review and date and signature of Plan Reviewer
 - All pages of approved plans should be stamped and signed by the Plan Reviewer
 - Plan pages must be submitted and returned in sequential order
 - No erasure or whiteouts, either on submittals or approved plans
- 4.8.24 Require plans with structural system in nonexempt structures (i.e. non-conventional or unusual structures), to be reviewed by a Plan Reviewer who is a licensed architect or engineer, or is under the direct supervision of a licensed architect or engineer.
- 4.8.25 On projects involving elevators, designate the Elevator Inspector to review the elevator equipment room plans for compliance with elevator safety codes and the Structural Plan Reviewer to review structural components.
- 4.8.26 Have Building Safety Management clarify, communicate and enforce a policy with respect to the appropriate timing for comments on complete and accurate plans with all reviewing agencies and staff, i.e., final reviews are to ensure that earlier comments have been addressed, not to add new comments. If an agency has not submitted its comments by the deadline, no further qualifications or restrictions can be applied to the project by that agency at a later date. Exceptions would be when life safety issues were involved or when changes made to plans in response to initial comments from one agency involved a code violation or caused another agency concern.

- 4.8.27 Have management clarify, communicate and enforce expectations re: fire Inspectors making decisions about signage, fire extinguisher placement, exits, etc. during plan review versus at final inspection. Where deferred submittals have been requested by the applicant so that prior determinations cannot be made, require a signed agreement by the applicant attesting to his/her understanding that the final inspection is the only time at which certain reviews can be done.
- 4.8.28 Create a list of acceptable "Field Verify" comments for inspectors for one and two family dwelling projects.
- 4.8.29 Clarify which standards are to be used, and under which conditions, with respect to use of the UBC and CABO one and two family dwelling code. Communicate this standard to the community.
- 4.8.30 Clarify which standards are to be used, and under which conditions, with respect to NFPA 13 and UBC. Communicate this standard to the community.
- 4.8.31 Use fax and e-mail instead of regular mail to expedite communications with applicants wherever possible; ensure coordination through Plans Coordination.
- 4.8.32 Include Health & Human Services on routing lists for permit change orders in areas that pertain to their jurisdiction.
- 4.8.33 Institute a software program to fully automate the call-in inspection request program. Until the call-in inspection program can be fully automated, include a warning on the inspection line message to callers that incomplete requests for inspection cannot be honored; i.e., that the caller must include the following information:
- Correct project address or subdivision lot and block number
 - Correct permit number
 - Type of inspection requested
 - Whether a first time or reinspection
 - Name and phone number of a contact person

Ensure that the pacing and articulation of instructions on the message tape are clear and understandable, in particular for those customers unfamiliar with the process.

- 4.8.34 Initiate a regularly scheduled "ride-along" program for the Chief Building Inspector to become more familiar with the approach taken by different inspection groups and/or individual inspectors and determine how to ensure increased consistency of practices.

- 4.8.35 Have management communicate that all project inspections are to be done using the code under which the project plans were reviewed with no new code requirements allowed in the field. Schedule regular discussions with the Chief Building Inspector, Field Inspectors and Senior Plan Reviewer to ensure all relevant staff are in agreement.
- 4.8.36 Develop inspection checklists and procedures to provide a guideline for field inspectors.
- 4.8.37 Require management to clarify, communicate and enforce stricter policies re: maintaining legible permits and posting subcontractor permits on construction sites. *Consider providing vinyl permit covers with MOA/Building Safety logo on them.*
- 4.8.38 Require staff to fill out permit forms more legibly. Consider redesigning the permit card for more clarity and ease of use.
- 4.8.39 Provide field inspectors with a direct phone line to Building Safety division to answer questions from the field.
- 4.8.40 Have management clarify, communicate and enforce expectations re: obtaining sign off by Health & Human Services and Fire before issuing a Certificate of Occupancy.
- 4.8.41 Establish a policy regarding issuance of Conditional Certificates of Occupancy to include the following points:
- Issued as an exception rather than the rule
 - Issued with a specific and enforced time limit
 - Issued with a clear and precise list of deficiencies and/or requirements
 - Monitored and enforced with a policy for disciplinary action (possible citation) when time expires and conditions are not met. Consider requiring a deposit or bond when a CCO is issued with the amount dependent on the work to be completed.
- 4.8.42 Reduce the limit for not requiring permits to projects valued at under \$1000.00. This is in keeping with industry standards of other jurisdictions.

With the current policy of not requiring permits for projects valued at under \$5000.00 there is the potential for projects to be constructed by unlicensed handymen and others without adequate considerations for project quality. There is also the potential for projects to be significantly undervalued by applicants with a resultant loss of revenue for the MOA.

- 4.8.43 Develop and implement an automated remote operation for acquiring building permits for simple projects (*Future Service Delivery*).

- 4.8.44 Enable customers to have direct computer access to application status on file (*Future Service Delivery*).
- 4.8.45 Explore the permitting process currently being used by the City of Oakland, California on their home page at <http://ceda.ci.oakland.ca.us>, for application within the MOA (see Appendix G).

4.9 Recommendations To Develop An Over-The-Counter Permitting Process

Observations and Findings

Although there is an abbreviated review system for simple construction projects, there is no true over-the-counter permit procedure. The present system still requires the involvement of several Building Safety staff members for processing and takes from several hours to a day or more to complete. A more efficient method, which is used by most jurisdictions, is an over-the-counter system which allows the Permit Counter Technician to process applications immediately for simple projects such as decks, pools, hot tubs, car ports, etc.

Recommendations

- 4.9.1 Hold cross-functional discussion with Permit Counter, Plans Coordination, Plans Review, Zoning, Flood Plain Review, Fire Review, Public Works Engineering staff and the Chief Building Inspector to determine project categories and develop standards for approval. Simultaneously a program should be implemented to assist the Permit Counter staff in developing the knowledge to provide an over-the-counter permitting service. With the inclusion of Permit Technician seminars and certification being offered by ICBO, the Municipality should consider offering the training to the Permit Counter staff as one way to provide the necessary skills.

5.0 Potential Cost Recovery Sources

Section 5.0 responds to the Municipality request that the Project Team suggest areas in the permitting and inspecting areas which could be improved through cost/benefit and other types of analyses. Subsection 5.1 recommends five areas which the Project Team believes offer significant cost recovery potential. Subsection 5.2 lists additional areas which might have potential but need further study.

5.1 Potentially Significant Opportunities

5.1.1 In the past, Property Appraisal has not always received information from Building and Safety on new construction. To ensure the Municipality is using correct and up-to-the-minute construction information for property taxation, a copy of the Monthly Permit Activity should be routed to Property Appraisal.

5.1.2 In most other jurisdictions, additional involvement by the building plan review and inspection sections in the area of additional plan checks or inspections are charged additional fees. Presently the Municipality absorbs these extra efforts under their base fee schedule. A new fee assessment policy should be established to cover the additional costs for:

- Excessive demands on plan checking
- Preliminary reviews
- Expediting requests
- Phases permitting
- Fast track permitting
- Providing full-time MOA resident inspectors for large projects

5.1.3 Review, communicate and implement a consistent policy with respect to reinspection fees. The Uniform Building Code, Section 108.8, grants the local jurisdiction authority for such fees.

5.1.4 Develop a policy, and train the appropriate staff to determine project evaluation rather than relying on the applicant's valuation.

There is a good possibility that the MOA is losing significant income by accepting the applicant's statements of project costs rather than determining the valuation of projects.

5.1.5 There appears to be an inconsistent application of fees charged for providing additional services. Review the current practice with respect to charging a per-hour fee for research, interpretations and reports on code items requested by lawyers, realtors, appraisers, etc. Consider upgrading the fee currently charged (\$35/hour) to one more in line with

fees charged by other jurisdictions (\$50-\$60/hour). Implement the policy on a consistent basis and communicate it to all parties.

5.2 Additional Cost Recovery

5.2.1 While the project staff was unable to spend sufficient time reviewing the following areas to make supported recommendations, we recommend that further study be given to raising or charging fees with respect to:

- Map fees
- Community Planning and Development permitting fees
- Selected planning documents
- Temporary elevator inspection fees
- Reviews and inspections in the area of:
 - Nonconforming determinations
 - Zoning certifications
 - Landscape reviews
 - Transmission tower one-mile radius inspections
 - Inspection related to T-zone use requirements adjacent to residences
 - Parking and access agreements administration and recording
 - Adult entertainment areas inspections
 - Bed & Breakfast inspections
 - Flood zone and wetlands determinations

6.0 Recommended Areas For Further Study (Outside Project Scope)

Section 6.0 identifies four areas which were well beyond the scope of the project and yet are important to include as the Municipality continues to improve the permitting processes. Without a complete review, the Project team nevertheless made several recommendations in two areas, which are covered in subsections 6.5 and 6.6

Observations and Findings

Throughout the project the Project team was informed of obstacles or variances in the process which were outside the scope of the contract. Since many of these directly influenced, or at least were perceived to influence the land use and permitting procedure, the Project team felt it was important to make the MOA management aware of these concerns and has listed them below.

- 6.1 Overlapping authority and conflicting policies among different MOA state and federal agencies.
- 6.2 Preferential application of policies and processes to public buildings and schools.
- 6.3 Differences in the requirements of the airport and the MOA in both the land use and building permitting, particularly in the airport industrial area.
- 6.4 An unclear understanding by applicants of the mission, possible overlaps in responsibilities and the effectiveness of the various Boards and Commissions.
- 6.5 There were particular concerns by developers relating to the platting process. Some general recommendations follow.
 - 6.5.1 Contractors and developers are concerned over inspection billing. Consider using labor codes to identify inspection activities on AWWU and Public works engineering inspection billings. Make these billings monthly versus quarterly.
 - 6.5.2 Consider alternatives to open-ended hourly charges by MOA for public improvement inspections, such as a fixed fee policy per project.
 - 6.5.3 Encourage more face-to-face discussions between surveillance inspectors and contractors/developers when inspectors are concerned about a project site.
- 6.6 There appears to be inconsistencies and errors re: tax identification and plat numbers in the CAMA database. The MOA should assess the need for making corrections to the CAMA database and, if necessary, hire temporary staff to input correct data.

7.0 Implementation Plan

Section 7.0 presents four building blocks of an overall implementation plan. Subsection 7.1 outlines a transition management approach for the Municipality to use in implementing the Project recommendations. Subsection 7.2 presents an overview of all of the recommendations against a timeframe of 0-6 months, 7-12 months and one to two year plus. Section 7.3 provides quarterly milestone scenarios which can serve as action plans and monitoring guideposts for implementing recommendations over a two year plus period. Subsection 7.4 is a chart illustrating the inter-relationship between certain recommendations in terms of those which must be implemented first. Subsection 7.5 outlines some programmatic criteria to use to support continuous improvement in the areas of training and managerial support.

7.1 Establishing a Transition Management Process

Successful transitions depend upon leadership commitment, a firm future vision, knowledge of steps to take in moving from the current situation to the future and the application of appropriate resources to support transition activities. This report supports the Mayor's vision of how the Land Use Permitting, Building Permitting and Inspection processes should work in the future. The *Report* provides nearly 150 recommendations and corresponding implementation plans in the form of quarterly milestone scenarios. All of these recommendations and scenarios have been reviewed with municipal managers and staff impacted by them, as well as by a number of builders and developers who will also be affected. In general, the recommendations have received positive reviews. Copies of correspondence received from representative customer groups about the recommendations are included in Appendix G.

In order to ensure administrative leadership and resource support for the recommendations in this *Report*, the project team recommends that a Transition Management Steering Committee (TMSC), be chartered to report to the Mayor on a quarterly basis. The TMSC should include:

- Municipal Manager (Chair)
- Municipal Attorney
- Director, Employee Relations
- Municipal Operations Manager
- Budget Director
- Director, Community Planning & Development
- Director, Health & Human Services
- Director, Public Works Department
- Manager, Building Safety, Public Works Department
- Project Director, *Planning, Permitting and Inspection Processes* Management Review Project

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- Director, Health & Human Services
- Director, Public Works Department
- Manager, Building Safety, Public Works Department
- Project Director, *Planning, Permitting and Inspection Processes* Management Review Project

The Steering Committee would be responsible for:

- Providing overall guidance for implementation of the accepted recommendations
- Ensuring that implementation activities are carried out in accordance with the agreed upon implementation budget and schedule
- Resolving any interdepartmental conflicts which arise during the implementation process.
- Briefing the Mayor on any implementation issues requiring his attention
- Ensuring that a comprehensive organization communication strategy is developed and implemented to keep all stakeholder groups informed of implementation plans and progress and solicit their input and support

To assist the Steering Committee in managing the details involved in nearly 150 recommendations and subsequent implementation activities, an Implementation Support Team (IST) is proposed.

The Implementation Support Team should include:

- Project Director, *Planning, Permitting and Inspection Processes* Project (Liaison from the Transition Management Steering Committee and Coordinator of the IST)
- Deputy Director, Community Planning & Development
- Manager, Physical Planning, Community Planning & Development
- Manager, Environmental Services, Department of Health & Human Services
- Fire Marshal, Anchorage Fire Department
- Building Official, Department of Public Works
- Chief of Building Inspections, Department of Public Works
- Executive Assistant to the Municipal Manager
- Executive Assistant to the Operations Manager

Subgroups of IST members, comprised of those individuals whose organizational units are most closely affected by specific recommendations, would be assigned to those recommendations in order to:

- Elaborate on action plans where necessary
- Determine an overall implementation schedule using the *Final Report* Implementation Plan for guidance
- Assign staff to manage implementation activities
- Schedule specific implementation activities
- Assign financial support to action plans

The IST would meet regularly to:

- Report on implementation activities schedule and budget to the TMSC
- Suggest “mid-course” corrections or enhancements to implementation activities
- Surface implementation issues which can be resolved at the IST level
- Surface implementation issues which need to be resolved at the TMSC or Mayoral levels
- Provide details for communication activities

To support this large-scale systems transition, the IST will need to depend on resources internal and external to the Municipality.

Internal (MOA) resources should include:

- All personnel identified as Implementation Leads in this Report
- Relevant staff from Anchorage Water & Wastewater Utility
- Relevant staff from Anchorage Telephone Utility

External Resources should include:

- Former members of the *Builders and Developers Task Force*
- Relevant staff from Alaska Department of Environmental Conservation
- Relevant staff from Matanuska Telephone
- Relevant staff from Chugach Electric
- Relevant staff from Matanuska Electric
- Relevant staff from cable companies

It is strongly recommended that the TMSC hire a local consulting team experienced in organizational change management to:

- Design and provide consultation during TMSC meetings
- Design and provide consultation during Implementation Support Team meetings
- Act as change consultants to all managers and staff directly involved in the improvement process
- Assist the Implementation Support Team in developing a master implementation schedule
- Assist implementation leads and implementation teams as they engage in their activities
- Assist communication professionals in the development of a communications strategy for this project and subsequent communications activities

7.2 Matrix of Recommendations Against A Timeline

Quick-Fix — 0 to 6 Months	Short Term — 7 to 12 Months	Long Term — 1 to 2 Years
3.1.1 Search Conference	3.2.6 Project Case Managers	3.2.1 Consolidated Department
3.1.2 Cross-Departmental Forums	3.3.6 Use Of Outsourcing, Part-Time Positions And Summer Interns	3.2.2 New Facility
3.1.3 Clear Mission Statement	3.3.8 Performance Planning And Review Discussions	3.2.3 Convert Building Official Position
3.1.4 Incorporation Of Mission Statement	3.3.11 Coordination With Industry On Technical Training For Building Safety Staff	3.2.4 Change Reporting Structure To Building Official
3.2.5 Senior Plan Review Engineer As Supervisor	3.3.12 Support Planning Staff In Professional Training	3.3.7 Succession Planning
3.2.7 Plans Coordination Staff As Expenditors	3.3.13 Increase Planning Department Training Budget	3.3.10 Professional Development Required At All Levels
3.2.8 Responsibilities Clarified For Heritage Land Bank and Physical Planning	3.3.14 Courses In Blueprint Reading, Plan Review And Codes For Permit Counter Staff	3.4.8 Adequate Space In New Building For Staff Needs
3.2.9 Decision-Making Accountability Clarified Between Building Safety and Fire	3.3.16 Training On Current Software	3.4.9 Comfortable Counter And Working Areas For Customers And Staff
3.2.10 Fire Supplying Reports On Fire- Damaged Buildings To Code Abatement	3.3.22 Flex Time Included In Planning Budget	3.5.1 Panel To Resolve Inconsistencies Among Regulating Documents
3.2.11 Expectations With H&HS Clarified And Enforced	3.5.6 Include Regulation Of Multi-Family And Commercial Wastewater Systems And Wells Under MOA Regulation	3.5.2 Task Force On Structural Load Requirements
3.3.1 Staffing Needs Of Building Safety Addressed	3.5.10 Clarify Requirements For Private On-Site Engineer Inspectors	3.5.3 Streetscape Policy
3.3.2 Staff Positions In Planning Filled	3.6.4 Meetings With Different Groups Of Stakeholders	3.5.4 Revise Title 21 To Include More Permitted Uses
3.3.3 Additional Clerical Staffing Needs Identified And Addressed	3.6.7 Evening Seminars On Permitting Process And Policies	3.5.5 Change Ordinance Limit On Short Platting Process
3.3.4 Librarian Function Established In Plans Coordination	3.6.8 List Of Common Questions	3.5.11 Information On Cumulative Impacts Of Mandated Ordinances And Directed Programs
3.3.5 HR Recruiting And Hiring Process Expedited	3.6.10 Use Different Media For Outreach	3.6.11 Educational Videos For Customers
3.3.9 Productivity Standards Support Meeting and Training Time Requirements	4.5.3 Planning's Informational Handouts Improved	4.5.2 Computer Terminals Available At Counter In Planning
3.3.15 Training For Zoning Enforcement	4.5.4 Kiosk To Hold Handouts In Planning	4.5.14 Information About Board And Commission Meetings Accessible By Computer
3.3.17 Interdepartmental Notification Re: Relevant On-Site Training	4.5.9 Briefings With Agency Plan Reviewers To Improve Input	4.5.15 Information System Linkages Between Planning And Private Development Engineering
3.3.18 Staff Meetings And Training Sessions For Planning	4.5.12 Joint Meetings Between Boards And Commissions	4.5.22 Computer Access To Application Status By Customers (Planning)
3.3.19 Staff Meetings And Training Sessions For Plan Review And Inspections	4.5.13 Annual Orientation And Refresher Training For Boards And Commissions	4.8.1 Graduated Permit Fees To Encourage Early Submittals
3.3.20 Staff Meetings And Training Sessions For Zoning, Land Use Enforcement And Code Abatement	4.5.17 Project Engineer Signatures Required On Projects	4.8.2 "Fast Track" Process
3.3.21 Coordinating Meetings Between Building Official And Code Enforcement Staffs	4.5.18 Work Stopped On Non-Complying Projects	4.8.10 Computer Terminals Available For Customer Use At Building Permit Counter
3.3.23 Planning Office Closing Time Established For Meeting, Training, etc.	4.5.19 Joint Checklist Developed By Private Development Engineering And Maintenance	4.8.43 Automated Remote Operation For Acquiring Simple Building Permits
3.4.1 Computer Terminals For Fire Plan Review	4.5.21 Evaluate mechanisms to establish an administrative tolerance rule, which can be applied to all zoning dimensions	4.8.44 Computer Access To Application Status By Customer (Building Safety)
	4.8.5 "Greater And Director" Role At Building Permit Counter	

Quick-Fix — 0 to 6 Months	Short Term — 7 to 12 Months	Long Term — 1 to 2 Years
3.4.2 Computer Terminals For Inspection Areas	4.8.6 Building Safety's Informational Handouts Improved	4.8.45 Web Site Permitting Process
3.4.3 Cell Phones For Inspectors	4.8.7 Completeness Of Handouts Improved	5.1.2 New Fee Assessment Policies
3.4.4 Meter Bags For Inspectors	4.8.9 Kiosk Constructed For Building Safety Handouts	5.1.3 Reinspection Fee Policy Clarified And Enforced
3.4.5 More Efficient Copying And Fax Equipment For Building Safety	4.8.17 Master Plan Policy Revised	5.1.4 Staff Trained To Determine Valuation
3.4.6 Fleet Maintenance And Replacement Schedule	4.8.18 Policy For Pre-Approved Details Established	5.1.5 Per Hour Research Fee Policy Revised
3.4.7 Heater Plug-Ins And Covers For Fleet Vehicles	4.8.19 Policy Defining Information Requirements For Acceptable Software Established	
3.5.7 Eliminate Requirement For As-Built Survey On Re-Roof Projects	4.8.20 Policy On Appropriate Levels Of Detailing For Approved Plans Established	
3.5.8 Require Submission Of Special Inspection Reports		
3.5.9 Require Signature Of Project Engineers On Weekly Reports	4.8.23 Policy On Plan Review Process Established	
3.6.1 Flex-Time For Permit Counter & Inspection Staffs	4.8.36 Inspection Checklists Developed	
3.6.2 Communicate Options To Customers Re: Credit Card Use	4.8.41 Policy Re: Issuance Of COs Established	
3.6.3 Monthly Meetings With AHBA	4.8.42 Limit For Not Requiring Permits Reduced To Under \$1000	
3.6.5 Outreach With Customers	4.9.1 Over-The-Counter Permitting Process	
3.6.6 Publicize Availability Of Walk- Through Program		
3.6.9 Proposed Changes To Codes Or Policies Communicated		
3.6.12 Two-Way Communications With Mayor's Office		
4.5.1 Policy On Complete Applications Enforced In Planning		
4.5.5 Collaborative Preliminary Planning Meetings With Applicants		
4.5.6 Meetings To Agree On Conditions Of Approval To Be Submitted As Consent Items		
4.5.7 Planning Staff To Cite Code, Policy, Source, Etc.		
4.5.8 Timing Requirements On Plan Review Comments Received By Planning		
4.5.10 Courier Services Used To Deliver Plans To Reviewing Agencies		
4.5.11 Copies Of Comments To Project Engineers Sent To Developers/Property Owners		
4.5.16 "Walk-Around" Services For Customers Within Public Works Engineering		
4.5.20 Maintenance Inspections Scheduled Before Final Inspection Date		
4.8.3 Fee Deposit vs Total Fee Up-Front		
4.8.4 Differentiated Building Permit Service Lines		

Quick-Fix — 0 to 6 Months	Short Term — 7 to 12 Months	Long Term — 1 to 2 Years
<p>4.8.8 Change Title Of Building Permit</p> <p>4.8.11 Completeness Of Building Safety Applications</p> <p>4.8.12 Appointments With Plan Review Staff</p> <p>4.8.13 Intercom On Permit Counter</p> <p>4.8.14 Results Of Preliminary Meetings With Plan Reviewers Documented</p> <p>4.8.15 Developers' Applications Accepted Without Design Solutions To Conditions Of Approval</p> <p>4.8.16 Phased Permitting Process Amended</p> <p>4.8.21 Color Code For Resubmitted Forms And Phased Permits</p> <p>4.8.22 Policy On Express Reviews Established</p> <p>4.8.24 Professional Engineer Reviews Required</p> <p>4.8.25 Elevator Inspector Review Elevator Equipment Room And Plans</p> <p>4.8.26 Policy On Appropriate Timing For Agency Reviews</p> <p>4.8.27 Policy On Timely Fire Reviews</p> <p>4.8.28 "Field Verify" Lists Being Used</p> <p>4.8.29 Standards Clarified Re: Use Of UBC And CABO 1 And 2</p> <p>4.8.30 Standards Clarified Re: Use Of NFPA 13 And UBC</p> <p>4.8.31 Faxing And E-Mail Use</p> <p>4.8.32 H & HS Included On Routings For Permit Change Orders</p> <p>4.8.33 Automated Call-In Inspection Request Program</p> <p>4.8.34 Chief Building Inspector "Ride Along Program"</p> <p>4.8.35 Same Code For Review And Inspections</p> <p>4.8.37 Posting And Legible Permits</p> <p>4.8.38 Permit Card Improved</p> <p>4.8.39 Direct Phone Line For Field</p> <p>4.8.40 Fire And H&HS CO Sign-Offs</p> <p>5.1.1 Permit Activity Reports Sent To Property Appraisal</p>		

7.3

QUARTERLY MILESTONE SCENARIOS FOR IMPLEMENTATION OF RECOMMENDATIONS AND ACCOUNTABILITY ASSIGNMENTS

1A: Recommendations	January 31, 1997	March 31, 1997	June 30, 1997
<p>3.1.1 Sponsor Future Search Conference Leads: L. Crawford, J. Posey, S. Selkregg</p>	<ul style="list-style-type: none"> • Decisions have been made re: <ul style="list-style-type: none"> - Dates, times and location for Conference - Consultants to be used as designers/facilitators - Focus and outcomes desired from Conference (Possible components to include: the Mayor's Vision for the planning and permitting processes; a brief review of the comprehensive planning process; a business environment trend analysis; establishment of a balanced mission and priorities for the planning permitting processes; a review of the agreed upon recommendations from this <i>Management Review</i>; and agreement about follow-up activities) 	<ul style="list-style-type: none"> • Decisions have been made re: Conference participants • Conference participants have been invited • Publicity has been prepared • Detailed agenda and schedule has been established • Staff members have been selected to help facilitate at the Conference • Staff members have been trained in facilitator roles • Conference logistics have been planned and coordinated 	<ul style="list-style-type: none"> • Search Conference has been held • Results of Conference have been reported • Results of Conference have been incorporated into strategic planning for the MOA
<p>3.1.2. Hold quarterly cross-departmental forums. Leads: L. Crawford, J. Posey, S. Selkregg</p>	<ul style="list-style-type: none"> • Decisions have been made re: <ul style="list-style-type: none"> - Purposes and outcomes desired from forums (Possible purposes/outcomes to include: the development and coordination of policies relevant to cross-departmental activities; in-depth understanding of the strategic issues facing MOA; and the opportunity for department managers to develop a stewardship perspective about MOA issues) - Consultant to be used as facilitator - MOA department management staff to be invited to participate regularly - External agency representative to be invited to participate regularly - Date, time and location for first forum • Input solicited from participants re: topic(s) for focus at the first forum 	<ul style="list-style-type: none"> • Topic(s) have been selected for first forum • Regular participants have been invited • Special guests have been invited (depending on the topic selected) • First forum has been conducted and the results assessed • Plans have been made for future quarterly forums, using evaluative input from first forum 	
<p>3.1.3. Establish clear mission statement and priorities for MOA's land use and building permitting processes. Leads: J. Posey, S. Selkregg</p>		<ul style="list-style-type: none"> • Inputs from Search Conference and first cross-departmental forum are used by the Mayor, the Municipal Manager and the relevant management staff to establish a balanced mission statement for the land use and building permitting processes • Priorities have been established for the land use and building permitting processes by the relevant management staff and reviewed with the Municipal Manager for approval and support 	
<p>3.1.4. Management discuss mission statement and priorities, and implications for direction setting and decision-making in day-to-day operations with staff. Leads: J. Posey, S. Selkregg</p>		<ul style="list-style-type: none"> • Mission statement and priorities have been discussed with all relevant middle management and line supervisory staff 	<ul style="list-style-type: none"> • Each middle manager or line supervisor has held discussions with his or her staff about the mission statement and priorities and the implications with respect to how priorities are to be set within the work group, what criteria are to be used in decision-making, and how day-to-day operations are to be conducted

1B: September 30, 1997	December 31, 1997	June 30, 1998	December 31, 1998 +

2B: September 30, 1997	December 31, 1997	June 30, 1998	December 31, 1998 +
<ul style="list-style-type: none"> • Decisions have been made about: <ul style="list-style-type: none"> - Leasing or owning space for the consolidated department - How a new building will be financed (if the decision is made to own) - Where the department will be located • An architect has been selected (if a new building is to be constructed) • Discussions are occurring about: <ul style="list-style-type: none"> - The role responsibilities of the Building Official once the Chief Building Inspector position is eliminated - Role responsibilities of the three supervisors who will report to the Building Official in the revised reporting structure 	<ul style="list-style-type: none"> • Input has been obtained re: space and equipment needs and preferred spatial configurations from all functional groups which will be relocated to the consolidated department • Architect schematic design phase has been completed • Final decisions have been made about the leadership for the consolidated department • Final decisions have been made about the best ways to link the relevant services of other departments and agencies with the consolidated department; plans have been developed to implement these decisions in terms of information system linkages, video conferencing and/or assignments of individual staff members on a matrixed reporting basis • A decision has been made about a budget process to support the department functioning as an enterprise organization and this budget process is to be implemented on a trial basis in '98 • Decisions have been made about how to make the most effective and flexible use of staff resources in the consolidated department; staff assignments or reassignments are beginning to be made based on these decisions • Position descriptions have been developed and approved for the revised Building Official role and the new Supervisor of Inspections and Supervisor of Administration and Support Roles • Title of Senior Plan Review Engineer has been changed to Supervisor of Plan Review; any needed revisions have been made to the role • Recruitment and selection processes have been initiated for the positions of Supervisor of Inspections and Supervisor of Administration and Support • All interested staff have been through the training program and are ready to serve as project case managers • The availability of project case managers has been publicized and is communicated to each applicant/ 	<ul style="list-style-type: none"> • Construction documents have been completed • Bidding process has been initiated and completed • Permitting process has been initiated • Contractor has been selected • Construction has begun • Transition activity is continuing in the areas of: <ul style="list-style-type: none"> - Linking of relevant services of other departments and agencies - Implementation of the technology required to support linkages - Staff assignments • Chief Building Official, Supervisor of Inspections and Supervisor of Administration and Support positions have been filled 	<ul style="list-style-type: none"> • The consolidated department is functioning as planned at the new location

3A: Recommendations	January 31, 1997	March 31, 1997	June 30, 1997
<p>3.2.7. Train and empower Plans Coordination staff to act as internal expeditors throughout the building permitting process. Leads: R. Watts, D. Hines</p> <p>3.2.8. Clarify role responsibilities of the Heritage Land Bank and Physical Planning section; consider incorporating Heritage Land Bank as an organizational unit in the consolidated department. Leads: S. Selkregg, G. Gustafson, C. Mathis</p>		<ul style="list-style-type: none"> • An in-house training program has been jointly developed by relevant Planning and Building Safety management and staff to prepare staff to serve as project case managers; training program utilizes the process flow charts included in this <i>Report</i> as well as actual walk-throughs of the land use and building permitting processes, with opportunities for those who will serve as project case managers to have face-to-face contact with key staff in each of the functional areas involved in the processes. • A few staff members have been designated to serve as project expeditors on major commercial projects and are working with those MOA staff members who are currently serving as expeditors on large commercial projects to learn what is involved in this role • Discussions have been held with Plans Coordination staff about the activities which would be involved and the ways in which the staff would need to be supported if Plans Coordination staff were to assume more of a coordinating/expediting role with customers for the residential and commercial building permitting processes • Discussions have been held and agreements reached about: <ul style="list-style-type: none"> - Relative areas of expertise for the Heritage Land Bank and the Physical Planning section and how these areas of expertise should be used - The establishment of priorities for assignment of staff - The coordination of staff assignments 	<p>between Planning and Building Safety management to: identify cross-functional projects for which project case managers will be required; determine the department in which the bulk of the projected work will be done; and decide which department should assign a project case manager to the project</p> <ul style="list-style-type: none"> • The Economic Development Corporation has been informed of the availability of project expeditors and has been asked to provide early leads whenever the Corporation is aware of the potential for a large commercial project developing • Revised position descriptions have been developed and approved which incorporate the new role responsibilities for Plans Coordination staff • An in-house training program has been developed and initiated to prepare staff to take on the coordinating/expediting role; the training program utilizes the process flow charts included in this <i>Report</i>, as well as actual walk-throughs of the building permitting processes with opportunities for Plans Coordination staff to have face-to-face contact with key staff in each of the functional areas involved in the processes • Any needed authorities have been delegated to Plans Coordination staff to empower them to coordinate as required with individuals in other agencies, departments or sections • Relevant agencies, departments and sections have been informed about the coordinating/expediting role which Plans Coordination staff is taking on and have been asked to cooperate

3B: September 30, 1997	December 31, 1997	June 30, 1998	December 31, 1998 +
<ul style="list-style-type: none"> Ongoing training is used to continue to develop the staff's capability to serve in a coordinating/expediting role The pros and cons of incorporating the Heritage Land Bank within the consolidated department vs. keeping the unit has a separate organizational entity have been explored and a decision has been made 	<p>customer who might benefit from having a project case manager assigned to his/her project</p> <p><i>If the Heritage Land Bank is to become a part of the new department:</i></p> <ul style="list-style-type: none"> A decision has been made with respect to the reporting structure for this unit 		

4A: Recommendations	January 31, 1997	March 31, 1997	June 30, 1997
<p>3.2.9. Determine final decision making accountability on overlap areas between Fire, Building Safety and Zoning. Leads: L. Crawford, G. Vakalis, J. Fero, J. Posey, R. Taylor</p> <p>3.2.10. Management clarify, communicate and enforce expectations re: Fire supplying reports on fire-damaged buildings to Code Abatement. Lead: G. Vakalis</p> <p>3.2.11. Management clarify, communicate and enforce expectations re: role of Health & Human Services in coordinating with Plan Review, Land Use Enforcement and Code Abatement. Leads: G. Vakalis, Elaine Christian, J. Posey</p> <p>3.3.1 Determine and address staffing needs. Leads: L. Crawford, G. Vakalis</p>	<ul style="list-style-type: none"> • Input has been obtained from involved staff and a representative sample of customers about specific overlap areas and the ways in which the current decision making process causes delays and other problems for customers. • Discussions have been held with the relevant functional managers and agreements reached about who has final decision-making accountability in each of the identified overlap areas, and how this accountability will be recognized in the permitting process in the future • Decisions have been communicated to all involved staff • Input has been obtained from Code Abatement staff about their specific needs and time requirements with respect to reports from Fire. • Expectations have been communicated to Fire by the Operations Manager re: timely submittal of reports to Code Abatement; expectations have been agreed to or negotiated, and results have been communicated back to Code Abatement • Separate meetings have been held between relevant management and staff from: <ul style="list-style-type: none"> - Health & Human Services and Plan Review - Health & Human Services and Land Use Enforcement, and - Health & Human Services and Code Abatement to discuss mutual coordination and support requirements and how each group will support these requirements in the areas of: <ul style="list-style-type: none"> - permit issuance and building occupancy - enforcement actions, court actions and Hearing Officers' actions, and - UBC issues regarding occupancy • Results of discussions have been written up and are being used as procedural guidelines by staff • Management has reviewed the staffing needs identified in the <i>Report</i> with the relevant mid-managers and supervisors and determined which staffing requests will receive priority attention • A review of the schedule of milestones in this implementation plan has been completed to decide if any changes should be made based on decisions re: additional staffing needs 	<ul style="list-style-type: none"> • A follow-up meeting has been held to ensure that the agreements reached at earlier meetings are working and agree on any additional changes needed • The Operations Manager has followed up with Code Abatement and Fire to ensure that reports are being submitted to Code Abatement in a timely manner. • Follow-up meetings have been held between the same groups of management and staff to assess progress in adhering to agreements and identify and additional problem areas to be addressed. • Position descriptions have been developed and approved for new positions • Funding for positions has been approved • Recruitment and selection processes have been initiated 	<ul style="list-style-type: none"> • New staff members have been hired to fill the approved positions

4B: September 30, 1997	December 31, 1997	June 30, 1998	December 31, 1998 +

5A: Recommendations	January 31, 1997	March 31, 1997	June 30, 1997
<p>3.3.2. Fill additional staff positions requested by Community Planning & Development Lead: S. Selkregg</p> <p>3.3.3. Identify and address areas in need of additional clerical support Leads: J. Posey, S. Selkregg</p> <p>3.3.4. Establish a "librarian" function with Plans Coordination. Lead: D. Hines</p> <p>3.3.5. Expedite the process for establishing position requirements and recruiting and hiring personnel. Leads: L. Crawford, Human Resources Director, J. Posey</p>	<ul style="list-style-type: none"> • Funding for positions has been approved • Recruitment and selection processes have been initiated • Technical staff have been asked to keep track of the amount of time they are spending on clerical tasks • Input has been obtained from mid-managers and supervisors in building Safety about specific concerns and recommendations with respect to these processes 	<ul style="list-style-type: none"> • New staff members have been hired to fill the approved positions • The impact of new information systems technology on current clerical responsibilities has been assessed • Clerical staffing needs have been determined based on: <ul style="list-style-type: none"> - Input from technical staff re: time spent on clerical tasks - Analysis of what clerical tasks have been eliminated or minimized due to new automated systems - Analysis of additional clerical tasks required as a result of the recommendations in this <i>Report</i> or other changes in operations • Position descriptions have been developed and approved for the new clerical positions • Funding for positions has been approved • Recruitment and selection processes have been initiated • Input has been obtained from Plans Coordination, Permit Counter and Plan Review staff about the types of work activities which they would most like to see this role assume and how they would like it to work • A decision has been made about whether this role should be assigned as a full-time position or handled as a rotational assignment among interested staff members (Decision to be made in conjunction with implementation plans for 3.3.1. and 3.3.3. above) • Building Safety management has discussed these concerns and recommendations with HR management and staff • Any policy issues/changes have been reviewed and decisions made by the Operations Manager and the Municipal Manager • Procedural guidelines and any agreed upon means for expediting the processes have been communicated to all Building Safety management staff who make staffing requisitions • HR staff have been assigned to help expedite the recruitment and selection processes for new Planning and Building Safety positions 	<ul style="list-style-type: none"> • New staff members have been hired to fill the approved positions • (If decision has been made to make this role a full-time position) a new staff member has been hired • (If decision has been made to rotate the role among interested staff members) a training program has been developed and implemented to prepare staff to assume this role

5B: September 30, 1997	December 31, 1997	June 30, 1998	December 31, 1998 +

6A: Recommendations	January 31, 1997	March 31, 1997	June 30, 1997
<p>3.3.6. Extend the use of outsourcing, use part-time positions and proactively recruit summer interns to support peak workload cycles. Lead: R. Watts, R. Thompson</p> <p>3.3.7. Implement an extensive succession planning and employee development program. Leads: J. Posey, S. Selkregg</p> <p>3.3.8. Establish, clarify and communicate performance standards; ensure performance problems are managed effectively. Leads: J. Posey, S. Selkregg, R. Watts, D. Alspach, C. Mathis</p> <p>3.3.9. Ensure that performance expectations realistically support staff time allocations for meetings and training sessions. Leads: S. Selkregg, J. Posey, R. Watts</p> <p>3.3.10. Require on-going professional development to be a part of all jobs at all levels and provide staff with necessary support. Leads: ?</p>	<ul style="list-style-type: none"> Any known performance problems have been discussed openly and completely with the individual involved; expectations for improvement have been communicated and a performance improvement plan has been developed 	<ul style="list-style-type: none"> A policy and criteria have been developed for outsourcing in the plan review and inspection areas Policy and criteria have been reviewed by the Building Board Vendors who meet the established criteria have been identified and asked to submit proposals The Chief Building Inspector has initiated discussions with HR to establish a policy with respect to permanent part-time hires Discussions have been initiated with the local trade organizations to explore interest among memberships in having permanent part-time on-call opportunities with Building Safety Intern recruitment is proceeding as outlined in 3.2.5. above Key personnel who will be retiring over the next three to five years have been identified within each functional group Potential internal successors for each position have been identified In those cases where no internal candidates for succession can be identified, a decision has been made to recruit external candidates at the appropriate time (ideally with a three-month overlap before an individual is retiring) Progress with performance improvement has been monitored by the relevant supervisor and any further required corrective action has been taken Discussions have been initiated with each direct report, starting with department directors and cascading down to each organization level, focused on performance objectives and standards, individual strengths and areas for improvement and individual development plans Discussions have been held with staff to determine if there is a need to revise any daily or weekly productivity standards in order to allow staff to participate regularly in work unit meetings and training sessions As part of the performance planning and review discussions in 3.3.8 above, plans for individual professional development are established on an annual basis 	<ul style="list-style-type: none"> Vendors for outsourcing in the areas of plan checking and inspecting have been selected Availability of vendors and procedures for using them have been communicated to the building community Each potential internal successor has been interviewed to determine his/her interest in being considered as a candidate for the position when it becomes available A primary successor for each position has been identified Discussions are continuing re: performance objectives and standards, individual strengths and areas for improvement and individual development plans Decisions have been made, based on staff input about any needed changes which respect to productivity standards

6B: September 30, 1997	December 31, 1997	June 30, 1998	December 31, 1998 +
<ul style="list-style-type: none"> • A policy for part-time permanent hires has been developed and approved • Availability of part-time permanent on-call positions has been advertised through the local trade organizations • Interested applicants have been interviewed • Several individuals have been hired in permanent part-time positions to serve on-call <ul style="list-style-type: none"> • Each primary successor's developmental and training needs have been assessed with input from the current incumbent in the position, the supervisor of the position, the primary successor and his/her supervisor <ul style="list-style-type: none"> • The first round of performance planning and review discussions with staff have been completed and a plan is in place to have such discussions on an annual or semiannual basis 	<ul style="list-style-type: none"> • A customized training and development program has been developed for each primary successor <ul style="list-style-type: none"> • Budgets for '98 include allocations to support professional development at all organization levels 	<ul style="list-style-type: none"> • Each primary successor has begun to work on his/her training and development program 	

7A: Recommendations	January 31, 1997	March 31, 1997	June 30, 1997
<p>3.3.11. Coordinate with industry associations to cover the costs of more technical code training seminars and certification exams for building Safety employees. Lead: R. Watts</p> <p>3.3.12. Support Planning staff in obtaining AICP certification and other relevant training, and in participating in professional conferences. Lead: S. Selkregg</p> <p>3.3.13. Increase the training and development budget for the Planning Department. (See 3.3.12.) Lead: S. Selkregg</p> <p>3.3.14. Provide introductory courses on blueprint reading, plan review and codes for Permit Counter staff; investigate availability of certification training as Permit Counter Technicians. Lead: R. Watts, C. Rumfelt</p> <p>3.3.15. Provide training on standards and policies for Zoning Enforcement, as well as team training on procedures to use in enforcement raids. Lead: S. Ellis</p>	<ul style="list-style-type: none"> Professional conference opportunities for '97 have been identified and communicated to staff Input has been obtained from staff about priority training needs with respect to standards and policies for Zoning enforcement 	<ul style="list-style-type: none"> Key industry associations have been identified and discussions initiated to explore ways to minimize the costs and time requirements involved in providing more technical training and certification exam opportunities for staff in various disciplines; explore willingness of associations to offer classes on-site Decisions have been made about staff participation in professional conferences, based on department information needs and individual professional interests Budget has been allocated to help staff with travel expenses and to pay for conference registrations Expectations for staff reporting on conference learnings have been established Course objectives and scope of basic topics to be covered have been determined Opportunities for training in the areas specified have been explored and decisions have been made with respect to: <ul style="list-style-type: none"> The most cost-efficient method for providing the introductory classes for staff The most qualified training provider(s) The most reasonable training schedules, given business demands The order in which the courses should be offered The status of ICBO's Permit Counter Technician certification program has been investigated and a decision has been made about whether to offer the certification training on a voluntary basis to interested Permit Counter staff An in-house training program has been developed and topics are being covered as part of the cross-functional staff meetings initiated in 3.3.21. Discussions have been held with other agencies involved in enforcement raids to develop a training program and schedule for team training on procedures to use in enforcement raids 	<ul style="list-style-type: none"> Priorities for technical training and certifying exams have been determined A budget to support training and certifying exams has been developed Negotiations with industry associations have been completed and a schedule for training and certification exams has been established for the remainder of '97 Priorities for staff certification and development have been established A budget to support staff development has been established Different options for providing staff with training have been explored, including vendors who are willing to provide on-site training Decisions have been made about how priorities for staff development will be addressed A schedule for staff training has been established for the remainder of '97 Training for all Permit Counter staff has been initiated in the specified introductory courses (If the decision has been made to offer Permit Counter Technician certification training): <ul style="list-style-type: none"> Criteria for selection for the certification training program have been established The opportunity to become certified has been announced Interested staff have applied as candidates for the certification training Decisions have been made about which staff will go through the certification training first Training sessions on Zoning Enforcement standards and policies are continuing as part of the cross-functioning staff meetings Team training on procedures to use in enforcement raids has occurred

8A: Recommendations	January 31, 1997	March 31, 1997	June 30, 1997
<p>3.3.16. Provide training for Planning and Building Safety staff on available software programs. Leads: S. Fison, C. Mathis, R. Watts</p> <p>3.3.17. Direct management staff to notify other departments whenever on-site training is planned which might be relevant; invite representatives to participate. Leads: L. Crawford, G. Vakalis</p> <p>3.3.18. Initiate functional and cross-functional staff meetings and training sessions for Planning Staff with the Director of Planning participating. Lead: S. Selkregg (Already initiated; see 3.3.19. for future actions)</p> <p>3.3.19. Initiate functional and cross-functional staff meetings and training sessions for the Plan Reviewers and Inspectors with the Senior Plan Review Engineer, Inspection Leads, Chief Building Inspector, Building Official and Building Safety Manager participating. Leads: J. Posey, R. Watts</p> <p>3.3.20. Initiate similar staff meetings and training sessions for Zoning Plan Review, Land Use Enforcement and Code Abatement staffs with the Building Safety Manager and Code Enforcement Manager participating. Leads: J. Posey, S. Ellis</p> <p>3.3.21. As appropriate, coordinate meetings between the staffs of the Building Official and Code Enforcement units. Lead: J. Posey, S. Ellis, R. Watts</p>	<ul style="list-style-type: none"> • A memo has been developed and distributed to department management of Planning, Building Safety, Health & Human Services and Public Works Engineering requesting that they inform each other whenever an on-site training program is planned which would be relevant to staff in each other's departments and invite the other departments to send representatives to participate <ul style="list-style-type: none"> • Input has been obtained from staff in Plan Review and Inspections about the most convenient times to hold these meetings, given operational requirements • A schedule has been established to hold these meetings at the recommended times on a biweekly schedule • A list of the policy and procedural issues which most need to be discussed to initiate the policy changes recommended in this <i>Report</i> and ensure consistency of practice among all staff has been developed <ul style="list-style-type: none"> • Input has been obtained from staff in Zoning, Plan Review, Land Use Enforcement and Code Abatement about the most convenient times to hold these meetings given operational requirements (See 3.3.19. for additional actions) 	<ul style="list-style-type: none"> • Input has been obtained from staff about the software programs which they most need to be trained on • Options for training have been identified, including one-on-one training by those who are familiar with the software, interactive tutorials and classroom training, and staff have been asked about their preferences for training modes • A schedule for training has been established and initiated <ul style="list-style-type: none"> • The meetings/Training sessions have been initiated; participants have had a refresher training session in effective meeting management as part of the first meeting <ul style="list-style-type: none"> • Topics of mutual interest have been identified and combined staff meetings set up on an as needed basis 	<ul style="list-style-type: none"> • An informal assessment of the effectiveness of the meetings/training sessions has been conducted; suggestions about additional topics and ways to improve the sessions have been discussed and those on which the staff agrees have been incorporated into plans for future meetings

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<ul style="list-style-type: none">• Training has been completed			

9A: Recommendations	January 31, 1997	March 31, 1997	June 30, 1997
<p>3.3.22. Include flextime in the Planning Department and Building Safety Department budgets to cover staff's evening work in support of Board/Commission hearings. Lead: S. Selkregg, R. Watts</p>	<ul style="list-style-type: none"> Staff has been asked to keep track of hours worked in the evenings in support of Board/Commission hearings 		<ul style="list-style-type: none"> Input from staff has been used to estimate additional coverage needed to provide staff support for evening Board/Commission work in addition to full-time coverage during the day
<p>3.3.23. Determine a time during which the Planning Department can close the office on a weekly or bi-weekly basis for administrative and staff meeting/training purposes. Lead: S. Selkregg</p>	<ul style="list-style-type: none"> Staff has been asked to keep track of work hours during which there are the least number of customers and calls, and has made recommendations about the day and times during which closing the office would have the least disruptive effect on customers 	<ul style="list-style-type: none"> A decision has been made about the day and time to close the office and a notice has been prepared and distributed announcing the closing and its purpose 	
<p>3.4.1. Provide dedicated computer terminals for Fire Plan Review. Leads: J. Posey, R. Taylor</p>	<ul style="list-style-type: none"> Numbers and types of equipment needed have been determined 	<ul style="list-style-type: none"> Equipment has been ordered, received and installed 	
<p>3.4.2. Provide a dedicated computer terminal for each of the Electrical, Mechanical and Structural Inspections areas. Leads: J. Posey, R. Watts</p>	<ul style="list-style-type: none"> Type of equipment has been determined 	<ul style="list-style-type: none"> Equipment has been ordered, received and installed 	
<p>3.4.3. Provide cell phones for inspectors (already done)</p>			
<p>3.4.4. Provide numbered meter bags for inspectors and enforcement officers to use when parking in metered zones. Lead: J. Posey</p>	<ul style="list-style-type: none"> Discussions have been initiated with the Anchorage Parking Authority to determine how to establish the most cost effective arrangement Number of meter bags required has been determined 	<ul style="list-style-type: none"> Numbered meter bags have been acquired and are being used by staff 	
<p>3.4.5. Provide more efficient copying and fax equipment for use by Building Safety staff. Lead: J. Posey</p>	<ul style="list-style-type: none"> All Building Safety staff who regularly use copying and fax equipment have been asked for their input on what equipment is needed and where it should be located 	<ul style="list-style-type: none"> Equipment has been ordered, received and installed 	
<p>3.4.6. Development and implement a regular maintenance and replacement schedule for fleet vehicles; consider outsourcing for this service. Lead: J. Posey</p>	<ul style="list-style-type: none"> Comparative costs of using MOA services vs. outsourcing have been analyzed and a decision has been made about whether to use internal or external resources 	<ul style="list-style-type: none"> Input has been obtained from staff about what needs to be included in the fleet maintenance and replacement policy The policy has been established and is being implemented 	
<p>3.4.7. Ensure that there are heater plug-ins and covers for fleet vehicles used by inspectors. Lead: J. Posey</p>	<ul style="list-style-type: none"> A directive has been issued to ensure that heater plug-ins and covers are made available for fleet vehicles Follow-up checks have been done with Inspections staff to ensure that the directive is being complied with 		

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	<ul style="list-style-type: none">• Planning and Building Safety budgets have been amended to include flextime for staff.		

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<p>3.4.8. In determining the location for the new consolidated department, ensure that there is adequate space to accommodate each working group's needs, including accessible filing, library and storage space, and space for full staff meetings. Leads: J. Posey, S. Selkregg, D. Alspach</p> <p>3.4.9. Ensure that the new facility has comfortable writing areas for customers, and comfortable counter and working areas for customers and staff. Leads: J. Posey, S. Selkregg, D. Alspach</p> <p>3.5.1. Establish a panel to identify and resolve inconsistencies and differences of definition between Titles 21, 23, 15, 16 and 24, the Design Criteria Manual and Municipal Standards and Specifications. Leads: R. Watts, S. Ellis, D. Alspach, T. Forsi, B. Morgan</p> <p>3.5.2. Have a task force investigate the applicability of all amendments made to structural load requirements over the last decade. Lead: R. Watts</p> <p>3.5.3. Ensure that relevant management from Public Works Engineering and Planning collaborate on the streetscape policy development project. Leads: S. Selkregg, G. Vakalis, T. Forsi, E. Avery</p>	<ul style="list-style-type: none"> • All internal and external stakeholder groups who should be involved in the study have been identified • Specific individuals who will represent each stakeholder group on the panel have been identified and invited to serve • The purpose of the panel has been explained to the Assembly and their support for the panel's work has been solicited <ul style="list-style-type: none"> • A collaborative decision-making process has been established by Planning and Public Works Engineering for use on this project • Objectives for the streetscape policy have been determined based on the Mayor's policy • The project scope has been defined, including: <ul style="list-style-type: none"> - Identification of critical issues by street categories - Identification of streetscape criteria and minimum standards for different street categories, including cost effectiveness, maintenance, urban beautification and community design elements • An RFP has been issued. 	<ul style="list-style-type: none"> • Staff and stakeholder groups have been surveyed to identify the inconsistencies and differences of definition which they would most like to see the panel resolve • Survey data has been analyzed and the panel has established priorities for its attention • Subcommittees have been established to work on different areas, with the understanding that they will review their work with staff as they develop recommendations <ul style="list-style-type: none"> • All internal and external stakeholder groups who should be involved in the study have been identified • Specific individuals who will represent each stakeholder group on the task force have been identified and invited to serve <ul style="list-style-type: none"> • Responses to the RFP have been reviewed and a consultant selected • Planning and Public Works Engineering management have met jointly with the consultant to review the objectives and expectations for the project • The consultant has finalized his/her work plan and reviewed it for approval with the project manager(s) 	<ul style="list-style-type: none"> • Subcommittees have completed their work and presented their recommendations to the full panel for review and approval <ul style="list-style-type: none"> • Staff and stakeholder groups have been surveyed to identify the key problem areas with respect to structural requirements • A differentiation has been made between problem areas which would require code changes and problem areas which are within the Building Safety staff's discretionary purview • Contact has been made with relevant professors at the University of Alaska's Engineering program to explore interest in a class working with the task force on related research projects <ul style="list-style-type: none"> • The consultant has submitted a preliminary draft of the streetscape policy • Planning and Public Works Engineering management and staff have reviewed the draft and provided input • Representatives of the developers' community have reviewed the draft and provided input

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<ul style="list-style-type: none"> • Each functional group which will be integrated into the consolidated department has been asked to think about their desires for the new facility with respect to space and equipment needs, work space configurations, location in terms of accessibility to customers and other functional groups with whom they work closely, filing and archiving, meeting spaces, customer amenities, etc. • Input from staff has included ideas re: counter and working areas, consultation rooms and surfaces large enough to accommodate blueprints for review • A work session process has been implemented with the assembly to review and discuss the panel's recommendations • Approved recommendations have been reviewed with the appropriate Boards and Commissions • The task force has determined areas for focus and the appropriate study methods for each area — e.g., research projects undertaken by Engineering students under the direction of their professor(s), input to the task force by experts in the field, input to the task force by customers and other stakeholders, etc. — and has initiated its study in various areas 	<ul style="list-style-type: none"> • The task force has developed its preliminary recommendations and reviewed them with staff and other stakeholders for input • Recommendations on areas within the discretionary purview of the Building Safety staff have been presented to the Building Safety Manager, the Building Official, the Chief Building Inspector, the Senior Plan Review Engineer and the structural review engineers for review, approval and implementation • A work session process has been initiated with the Assembly to review those recommendations which would require changes in the codes • The streetscape policy has been finalized • Informative sessions have been held with interested developers and other stakeholders • The policy has been implemented, with customers having a two-month lead time to adapt to the new policy requirements 	<ul style="list-style-type: none"> • Revised editions of the documents involved have been published incorporating the recommended changes which have been accepted by the Assembly (also recommended code changes accepted from other recommendations in this <i>Report</i>) • The panel has been reconvened to see if their recommended changes have been working and if there are any additional corrections or revisions which they would like to recommend • Recommended changes accepted by Building Safety staff have been incorporated into policies and practices and communicated to customers, with customers having a two-month lead time to adapt to the changes • Recommended changes to code accepted by the Assembly have been incorporated into revised editions of the code(s), published and communicated to customers, with customers having a two-month lead time to adapt to the changes 	

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<p>3.5.4. Revise Title 21, based on the Comprehensive Plan and clearly defined planning policies, to decrease the number of conditional uses. Leads: D. Alspach, C. Mathis, S. Ellis</p>			<ul style="list-style-type: none"> • A draft of recommended changes has been prepared, based on the Comprehensive Plan • The draft has been reviewed with, and input obtained from Planning staff, the relevant Boards/Commissions and representatives of external stakeholder groups
<p>3.5.5. Change the ordinance limit on the short platting process from three lots to a range of ten to twenty lots with no variances. Leads: D. Alspach, T. Knox</p>	<ul style="list-style-type: none"> • A revised draft of the ordinance has been prepared and submitted to the Platting Board for public hearing 	<ul style="list-style-type: none"> • The Platting Board has conducted a public hearing on the change in the ordinance and voted on the change • If the Platting Board has approved the change, the revised ordinance has been submitted to the Assembly 	
<p>3.5.6. Include the regulation of multifamily and commercial wastewater disposal systems and wells with the single family wastewater disposal systems and wells currently regulated by the MOA. Leads: J. Cross, ADEC representative</p>	<ul style="list-style-type: none"> • Conversations have been initiated between DHHS On-Site Wastewater and the relevant staff at ADEC to discuss the pros and cons of integrating the inspection and regulation of multifamily and commercial wastewater disposal systems and wells with that of single-family systems and wells 	<ul style="list-style-type: none"> • A decision has been made about whether or not to integrate the two types of inspection and regulation • If the decision is affirmative, the process has been initiated to make whatever changes are required in codes, policies and staff work roles 	
<p>3.5.7. Eliminate the requirement for an as-built survey for reroof projects involving replacement of the membrane only. Lead: R. Watts</p>	<ul style="list-style-type: none"> • The proposed change in policy has been written up and reviewed with the Chief Building Inspector, Code Enforcement Manager, Zoning Plan Review and Plan Review staff 	<ul style="list-style-type: none"> • The change in policy has been communicated to customers and implemented on a case-by-case basis 	
<p>3.5.8. Have management develop and enforce a policy requiring submission of special inspection reports required to comply with the special inspections called for by the adopted model codes. Lead: R. Thompson</p>	<ul style="list-style-type: none"> • A draft of the policy has been written up and reviewed with the Chief Building Inspector and Inspections staff • A copy of the draft policy has been distributed to relevant industry groups with an explanation of the rationale for the policy and an invitation to submit any comments on it by a stated deadline 	<ul style="list-style-type: none"> • A final draft of the policy has been prepared, incorporating relevant input from the reviews • The new policy has been communicated to all relevant industry groups and individual customers on the Building Safety mailing list • The new policy has been implemented with customers have a two-month lead time to adapt to the changes 	
<p>3.5.9. Require the signature of project engineers on weekly reports submitted by the engineer's inspector to ensure that the engineers are reviewing these reports for compliance with codes and standards. Leads: T. Forsi</p>		<ul style="list-style-type: none"> • A draft policy statement has been prepared and reviewed with staff • A copy of the draft policy has been distributed to relevant industry groups and individual developers with an explanation of the rationale for the policy and an invitation to submit any comments on it by a stated deadline 	<ul style="list-style-type: none"> • A final draft of the policy has been prepared incorporating relevant input from the staff and customer reviews • The new policy has been communicated to all relevant industry groups and individual customers on the Building Safety mailing list • The new policy has been implemented with customers having a two-month lead time to adapt to the change
<p>3.5.10. Clarify the requirements for private on-site engineer inspectors in terms of their responsibilities and duration of their time on site. Lead: T. Forsi</p>		<ul style="list-style-type: none"> • A small group of staff and industry representatives has been invited to participate in an initial meeting to define the requirements for private on-site engineer inspectors 	<ul style="list-style-type: none"> • A meeting has been held and a draft statement of the responsibilities has been developed • A copy of the draft statement has been distributed to relevant industry groups and individual customers

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<ul style="list-style-type: none"> • A final draft of recommended changes has been prepared, incorporating the input from reviewer groups • A work session process has been initiated to introduce the recommended changes to the Assembly • The Assembly has conducted a public hearing on the change in the ordinance and voted on the change • Changes in code, policy and staff work assignments have been completed • The change from State to MOA as the regulating agency has been communicated to customers, with customers having a two-month lead time to adapt to the change • A final statement has been prepared, incorporating relevant input from the staff and customer reviews • The policy statement has been communicated to all relevant industry groups and individual 	<ul style="list-style-type: none"> • The Assembly has voted on the recommendations • Accepted changes have been communicated to staff and customers • Educational sessions have been conducted for the Planning Commission and the Assembly to clarify the role of zoning in implementing the Comprehensive Plan and discouraging the use of conditional uses • If the change has been accepted, this has been communicated to staff and customers 	<ul style="list-style-type: none"> • A revised edition of Title 21 has been published incorporating the recommended changes which have been accepted by the Assembly • If the change has been accepted, it is incorporated into the revised edition of Title 21 	<ul style="list-style-type: none"> • If the change has been accepted, the impact has been assessed and a decision made with respect to reducing or expanding the number of lots to be used as the limit.

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<p>3.5.11. Have Planning, Building Safety and Health & Human Services management provide information to the Mayor's Office and the Assembly about the cumulative impacts of recently mandated ordinances and directed programs on staff resources and ongoing operations. Leads: J. Fero, J. Posey, S. Selkregg, E. Christian</p> <p>3.6.1. Encourage Building Safety staff to consider flextime schedules to support extended permit counter and inspection hours. Leads: J. Waite, J. Posey, R. Watts, C. Rumfelt</p> <p>3.6.2. Communicate to customers that they have the option to charge their permitting fees to credit cards; inform customers of the options to use debit cards and "smart cards" as these options become available. Leads: J. Posey, J. Waite, S. Selkregg, D. Alspach</p> <p>3.6.3. Change the objectives and format of monthly meetings with AHBA to focus on problem-solving and continuous improvement on specific issues or parts of the process identified before each meeting; have a process consultant facilitate the meetings. Leads: J. Waite, J. Posey, R. Thompson</p>	<ul style="list-style-type: none"> • Management has asked staff to monitor and keep track of the impacts on resources and ongoing operations of mandated ordinances and directed programs during '97 • Discussions have been held with HR staff to understand the possibilities and constraints with respect to flextime policies within MOA • Discussions have been held with union leadership to explain the necessity for extending counter hours and obtain their concurrence with the process to be used to make decisions about flextime scheduling • A simple survey has been developed to poll different groups of customers about their needs for extended counter and inspection hours during construction season, as well as at other times during the year • A notice has been prepared and displayed at the Planning Permit Counter and the Building Safety Permit Counter informing customers of the option and procedures involved to charge permitting fees to their credit card • A meeting has been held with the leadership of the AHBA to agree on the use of a process consultant for future meetings, joint payment for the consultant's services, a convenient meeting for the monthly meetings to be scheduled, and the topic for the first meeting in the new series 	<ul style="list-style-type: none"> • Surveys have been distributed to customers at the counter and to relevant industry groups • Survey responses have been compiled and analyzed • Permit Counter and Inspections staffs have been polled for voluntary interest in flextime scheduling to meet the needs identified from the survey results • If there is sufficient voluntary interest, preliminary schedules have been developed to be tested out during April and May • If there is not sufficient voluntary interest, discussions have been held with Permit Counter and Inspections staffs, with HR staff participating, to determine the most equitable way to assign flextime scheduling • A schedule has been developed to be tested out during April and May • A process consultant has been retained to help design the agenda and facilitate the process for the meetings • One or two meetings in the new series have been held 	<p>on the Building Safety customer mailing list with an explanation of who was involved in developing the draft and the purpose for it, as well as an invitation to submit any comments on the draft by a stated deadline</p> <ul style="list-style-type: none"> • Management has checked with staff to ensure that they are following up on the request to keep track of these impacts • The preliminary flextime schedules have been tested out and modified as necessary in time to offer extended Permit Counter and Inspection hours during the construction season • As other options become available, customers are informed about the availability through a variety of communication channels, including the MOA home page and local bulletin boards, an announcement to groups and individual customers on the Building Safety customer list, meetings with industry groups, and notices displayed at the permit counters • Monthly meetings are continuing with agendas developed for the next meeting at the close of each meeting so that all participants can be focused on ideas for continuous improvement

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<p>3.6.4. Identify additional stakeholder groups with whom the Planning and Building Safety staffs should be meeting on a regular basis to collaboratively improve the codes, building permitting and inspecting processes. Leads: J. Posey, J. Waite, S. Selkregg, D. Alspach</p>		<ul style="list-style-type: none"> • Lists of the relevant stakeholder groups have been developed • Decisions have been made about which groups should be met with regularly, which groups should be met with on an occasional basis, and which groups should be kept informed primarily through mailings • Groups in the first two categories have been contacted about their interest in having meetings with Planning or Building Safety staff • For those groups interested in meeting, initial meeting dates have been scheduled 	<ul style="list-style-type: none"> • Initial meetings have been held with interested groups; purposes for the meetings, topics of interest, responsibilities for planning managing the meetings and a future meeting schedule have been agreed upon
<p>3.6.5. Use continuous improvement meetings, mailings and other outreach activities to keep all stakeholders informed of policy changes; obtain input from stakeholder groups before any final decisions re: new policies or changes are recommended or made; and keep stakeholders informed of the services and accomplishments of Planning and Building Safety staff with respect to improved processes. Leads: J. Posey, J. Watt, S. Selkregg, D. Alspach</p>		<ul style="list-style-type: none"> • A policy has been established about fees to charge individual customers who want to be included on the Planning and Building Safety customer mailing lists to cover mailing costs • A notice has been prepared and displayed at the Planning and Building Safety permit counters inviting customers who are interested to register for the departments' customer mailing lists by adding their names and addresses, including e-mail and fax numbers, to a list maintained at the counters and paying their nominal fees to cover mailing costs • Initial customer mailing lists have been prepared • A process has been established for counter staff to continuously add names to the mailing lists as additional customers register • Updated mailing lists have been developed for all relevant professional and industry groups, including e-mail and fax addresses 	<ul style="list-style-type: none"> • Meetings with stakeholder groups, mailings, electronic communications (home page, e-mail, faxed messages) are being used to obtain input on the various code and policy changes being considered (see recommendations in Section 3.5.); to problem solve concerns of customers and staff; and to keep stakeholder groups informed of the services and accomplishments of the departments
<p>3.6.6. Publicize the availability of the walk-through educational program on permitting; invite different stakeholder groups to participate in a walk-through as part of the continuous improvement meetings discussed in 3.6.4. and 3.6.5. Lead: J. Waite</p>		<ul style="list-style-type: none"> • The availability of the walk-through program has been publicized on the MOA home page 	<ul style="list-style-type: none"> • Plans have been made for interested groups to participate in the walk-through program as part of a planned meeting with Building Safety staff (refer to 3.6.4.)
<p>3.6.7. Conduct evening seminars on the permitting process and new or revised policies for builders, developers, contractors, etc. Lead: J. Waite, R. Thompson</p>		<ul style="list-style-type: none"> • Appropriate sites for evening seminars have been identified and arrangements made to use those sites (e.g. building supply companies, community centers) • Staff interested in participating in or conducting the seminars have been identified 	<ul style="list-style-type: none"> • Outlines have been developed to cover the most basic aspects of the permitting process • Copies of the flow charts from this <i>Report</i> and other informative materials have been prepared for copying and distribution • A date for the first seminar has been scheduled and the seminar has been publicized
<p>3.6.8. Develop a list of the most commonly asked questions about planning, permitting and inspecting processes and write up answers to</p>	<ul style="list-style-type: none"> • Staff have been asked to keep track of the most commonly asked questions and to report these at staff meetings 	<ul style="list-style-type: none"> • Initial question and answer lists have been drafted, based on staff input • Initial lists have been put on the Internet home page 	<ul style="list-style-type: none"> • Question and answer lists have been used in preparing for the evening seminars

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<p>them; put the questions and answers on the Internet home page and local bulletin board. Leads: C. Mathis, D. Alspach, B. Ordway</p> <p>3.6.9. Have Building Safety staff alert all industry associations by fax or e-mail (or regular mail if necessary) about any proposed changes or amendments to the Building Code which will impact on customers during the plan review and inspecting processes when such changes are proposed by the private sector or by Building Safety for the Municipality reviewing process. Leads: J. Waite, R. Watts, R. Thompson</p> <p>3.6.10. Take a more proactive approach and use different media to educate the public about the permitting and inspecting processes and how these processes benefit the community. Leads: J. Waite, B. Ordway (see 3.6.4., 3.6.5., 3.6.6., 3.6.7., 3.6.8., 3.6.11.)</p> <p>3.6.11. Make educational how-to video tapes dealing with specific planning and building permitting processes for distribution on the Internet, in libraries and to Community Councils. Leads: S. Selkregg, D. Alspach, J. Waite, B. Ordway</p> <p>3.6.12. Establish effective two-way communications between the Mayor's Office and the Director of the new department to provide all parties with "both sides of the story" when there are complaints about permitting or inspecting services: Leads: L. Crawford, G. Vakalis, J. Posey</p> <p>4.5.1. Have management clarify, communicate and enforce policies re: completeness of applications and submittal requirements for the land use permitting processes. Lead: S. Selkregg</p>	<ul style="list-style-type: none"> • A process has been agreed upon which will allow the Mayor to hear directly from the Building Safety Manager and involved staff whenever there is a complaint lodged by a customer of permitting or inspecting processes • Staff input has been obtained with respect : <ul style="list-style-type: none"> - Types of information most frequently omitted by applicants - Any changes which could be made in the application forms and submittal requirements to help applicants complete their applications more easily - Ways to communicate with applicants to help them understand the consequences of not submitting complete applications. 	<p>and local bulletin board</p> <ul style="list-style-type: none"> • Proposed changes or amendments are distributed to all relevant industry groups, as well as to individuals on the Building Safety customer mailing list • Any suggested changes have been incorporated into the application forms and submittal requirements • A notice has been prepared and displayed to remind applicants about the Planning Department's policy re: not accepting incomplete applications • Staff have been trained in how to communicate this policy in the most customer-oriented way 	<ul style="list-style-type: none"> • Proposed changes or amendments are discussed at meetings with stakeholder groups to obtain input

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<ul style="list-style-type: none"> • Topics have been identified on which staff will develop brief informative videos for customers • Decisions have been made on which topics will be focused on first 	<ul style="list-style-type: none"> • Staff who are interested in participating in the development and filming of the videos have been identified • Other MOA resources have been asked to assist in the project • Scripts have been drafted for the first video(s) • The first video has been filmed and edited 	<ul style="list-style-type: none"> • Additional videos have been filmed and edited 	<ul style="list-style-type: none"> • Equipment and instructions are available for customers to play the videos at the permit counters to educate themselves on different aspects of the permitting processes • Videos have been distributed for use in libraries and Community Council sites • Videos are shown on the MOA home page and local bulletin boards

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<p>4.5.2. Make computer terminals available at the Counter for customers to access information relevant to their permit applications. Lead: S. Selkregg</p> <p>4.5.3. Make Planning's informational handouts on land use permitting easier to use — less narrative and more graphics, flow charts, timelines, etc. Leads: S. Selkregg, S. Fison</p> <p>4.5.4. Construct an attractive kiosk to hold all informational handouts and place this by the Planning Permit Counter. Leads: S. Selkregg, S. Fison</p> <p>4.5.5. Have formal collaborative preliminary planning meetings on a consistent basis with applicants on all large or critical land use and development projects in which all relevant parties participate. Leads: D. Alspach, C. Mathis</p> <p>4.5.6. At the applicant's option, arrange a meeting for the applicant, Planning staff and any other interested MOA staff to review and discuss comments before the Planning staff prepares its report for the Board/Commission. If there is agreement on the conditions of approval, move the item to a consent list for Board/Commission action. Lead: D. Alspach</p> <p>4.5.7. Require staff to cite code, policy sources or accepted planning principles for comments and questions on plans. Leads: S. Selkregg, D. Alspach</p>	<ul style="list-style-type: none"> Discussions have been held with Building Safety management to decide whether to collaborate on using consultant services for this project Availability of internal MOA resources to consult on this project has been explored All relevant agencies and departments have been identified and individuals who will normally represent their agencies/departments have been identified Two lists have been developed for routing/meeting notification purposes, one including the names of all individuals who will be expected to participate routinely in the preliminary planning meetings and the other including the names of individuals who will be expected to participate in special meetings only The requirement to cite code, policy source or accepted planning principles when commenting on or questioning plans has been communicated to staff by management 	<ul style="list-style-type: none"> If external resources are to be used, an RFP has been prepared and distributed A consultant has been selected and the scope of work has been finalized Routine meeting dates have been agreed on by the individuals who will participate regularly A checklist of the various parameters which applicants will need to cover in the process has been compiled with input from the individuals representing the different agencies and departments The availability of these collaborative preliminary planning meetings has been publicized and applicants have been publicized and applicants have been encouraged to take advantage of them A briefing paper explaining the rationale and benefits of this recommendation has been prepared by staff The proposal has been discussed with the relevant Boards and Commissions to obtain their agreement The process to be used by staff in arriving at conditions of approval with applicants and submitting items for the consent list to Boards/Commissions has been discussed and agreed upon Staff comments on plans have been spot checked for compliance with the requirement Staff who have problems with citing sources have been offered appropriate assistance (e.g. coaching if the problem is one of knowing how to do this, close monitoring if the problem is one of not remembering to do this) 	<ul style="list-style-type: none"> Drafts of two or three handouts have been completed Feedback on the drafts has been solicited from a representative sample of customers, as well as from staff The availability of existing freestanding structures in MOA inventory which could be used for this purpose has been explored If none exist, arrangements have been made to construct a structure for this purpose Applicants are regularly participating in preliminary planning meetings with all relevant parties The opportunity for applicants to have agreed upon conditions of approval submitted for the consent list for Board/Commission meetings Applicants have begun to initiate meetings to take advantage of this opportunity Further spot checking has been done to ensure that all staff are complying with the requirement on a consistent basis

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<ul style="list-style-type: none"> • The new automated permit tracking system is operational and databases have been linked between Planning and Building Safety • A computer terminal has been ordered for use at the Planning Permit Counter • All of the informational handouts have been revised and final copies have been printed for distribution to customers • Copies of the most commonly used handouts are available on the Internet home page and local bulletin boards • The kiosk has been constructed and placed by the Planning Permit Counter • The new informational handouts have been organized and displayed in a way which helps applicants quickly select all of the handouts needed for his/her permitting needs 	<ul style="list-style-type: none"> • The terminal is available for customer use at the Counter • Easy to use instructions have been included in the programming • Staff have been trained in how to assist customer in using the terminal 		

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<p>4.5.8. Have Planning Department management clarify, communicate and enforce policy with respect to the appropriate timing for comments on plans with all reviewing agencies and staff. Leads: D. Alspach, S. Selkregg</p> <p>4.5.9. Have Planning staff provide face-to-face briefings to reviewers in different agencies/ departments about effective and appropriate ways to prepare review comments and questions. Leads: S. Selkregg, D. Alspach</p> <p>4.5.10. Use courier services to deliver plans more quickly to reviewing agencies and have reviewing agencies use e-mail to submit their comments to Planning staff. Leads: D. Alspach, C. Mathis, S. Fison</p> <p>4.5.11. When providing cumulative plan comments to project engineers, directly copy property owners or developers to ensure that they are kept in the communication loop. Lead: D. Alspach</p> <p>4.5.12. Initiate more joint meetings between Boards and Commissions. Leads: S. Selkregg, D. Alspach, C. Mathis, L. Wilbur</p> <p>4.5.13. Conduct annual orientation and refresher training for Boards and Commissions after the appointment memberships in February to establishing review Administration and Board Policy.</p>		<ul style="list-style-type: none"> • A policy statement has been developed explaining the rationale for requiring comments to be submitted by reviewing agencies on time and the future consequences of an agency's not submitting comments on time • The policy statement has been distributed to all reviewing agencies under the signature of the Municipal Manager • Staff have been asked to develop some guidelines for reviewing plans and writing questions and comments, based on the problems they have encountered with input from reviewing agencies in the past • Staff who are interested in participating in the face-to-face briefings have been identified • Management within each reviewing agency has been asked to designate the agency's lead reviewer • The most cost-efficient courier service has been identified and an account has been established for Planning to use the service • A process for ensuring internal coordination in using the service has been developed and staff have been instructed in this process • Courier service is being used routinely to distribute plans for review • Staff have been instructed to provide copies of cumulative plan comments directly to property owners or developers at the same time that comments are sent to project engineers • Clerical support has been made available to help with the copying and distribution of comments • The mission of each Board or Commission has been clarified • Areas of common concern or conflict which need collaborative attention have been identified • Priorities for joint meetings have been agreed upon among the various Boards • Former Board and Commission members and former Planning staff members have been contacted to determine their interest in assisting with the orientation and refresher training sessions 	<ul style="list-style-type: none"> • A transition "grace period" has been implemented during which Planning staff have called reviewers whose comments have not been received on time, asking them if they have any input and reminding them that as of June 1st comments and questions will not be accepted after the deadline (unless they involve life safety issues or in cases where the initial response of one agency has caused another agency to have a concern which they did not have originally) • The policy has been implemented • Reviewers have been contacted and asked to participate in a briefing session to discuss guidelines for preparing review comments and questions • One or two briefing sessions have been held <i>or</i> • One-on-one briefing sessions have been held with each of the identified reviewers • All reviewing agencies connected by e-mail to Planning have begun to submit their comments and questions on plans by e-mail • Joint messages have been scheduled between the Boards, based on agreed upon priorities • Sessions have been scheduled or already conducted with each of the Boards and Commissions

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<p>Leads: S. Selkregg, D. Alspach, C. Mathis, L. Wilbur</p> <p>4.5.14. Make information about Commission and Board meeting agendas and meeting results accessible to customers on computer and/or through the fax system currently being explored for this purpose. Leads: S. Fison, W. Rasmussen</p> <p>4.5.15. Provide automated information system linkages between Planning and Private Development Engineering to ensure that conditions of approval are accurately and completely reflected in Subdivision Agreements. Leads: D. Alspach, S. Fison, T. Knox</p> <p>4.5.16. Provide "walk-around" services for customers within Public Works with Private Development Engineering serving as the single point of contact and obtaining the Notice to Proceed from Right-of-Way once the applicant has provided all necessary submittals and fees. Lead: T. Knox</p> <p>4.5.17. In compliance with the MOA Subdivision Agreement Handbook, require the signature of project engineers on weekly reports submitted by contractors to ensure that the engineers are reviewing these reports for compliance with codes and standards. Lead: T. Forsi</p> <p>4.5.18. Stop work on projects where the contractor is not submitting weekly progress reports as required. Lead: T. Forsi</p> <p>4.5.19. Have Maintenance and Private Development Engineering jointly develop a maintenance inspection checklist which Private Development Engineering can use in final inspections. Lead: T. Knox</p>		<ul style="list-style-type: none"> • The availability of good videos or training sessions on meeting management has been explored • Staff interested in participating in the orientation and refresher training sessions have been identified • Topics to be covered in each of the sessions have been outlined <ul style="list-style-type: none"> • Requirements for making Commission and Board meeting agendas and results accessible to customers on computer have been determined • Costs and benefits of the fax system which would support this objective have been analyzed and a decision has been made re: whether or not to purchase this system <ul style="list-style-type: none"> • Meetings have been held between relevant Planning and Private Development Engineering staff to discuss how to improve the accuracy and completeness with which conditions of approval are reflected in Subdivision Agreements in the near term before automated information system linkages are in place <ul style="list-style-type: none"> • Discussions have been held between Private Development Engineering and Right-of-Way staff to agree on the procedures to be used in establishing Private Development Engineering as the single point of contact for applicants • Procedures have been explained to applicants on a case-by-case basis and are being followed <ul style="list-style-type: none"> • A policy statement has been developed explaining the rationale for these requirements and the consequences which will be enforced if projects are not in compliance with the requirements. <ul style="list-style-type: none"> • Initial discussions have been held between Private Development Engineering and Maintenance about what should be included on a maintenance inspection checklist 	<ul style="list-style-type: none"> • Resources have been assigned to work on developing the computer system • If the decision has been made to purchase the fax system, it has been ordered, received and installed <ul style="list-style-type: none"> • Requirements for linking the information systems have been determined <ul style="list-style-type: none"> • The policy statement has been communicated to all groups and individuals on the Building Safety customer mailing list • Public Works Engineering management has communicated about the policy requirement at relevant industry meetings <ul style="list-style-type: none"> • A draft inspection checklist has been developed and is being field-tested by Maintenance and Private Development Engineering during maintenance inspections on projects

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<p>4.5.20. Ensure that Private Development Engineering schedules Maintenance Inspections well before the final inspection date. Lead: T. Knox</p> <p>4.5.21. Evaluate mechanisms to establish an administrative tolerance rule which can be applied to all zoning dimensions. Lead: D. Alspach</p> <p>4.5.22. Enable customers to have direct access by computer to the status of their applications on file. Lead: S. Fison (Future Service Delivery)</p> <p>4.8.1. To encourage early submittals of plans before the peak plan review season, establish a graduated fee schedule for reviews and permits, with the lowest fees assessed during the slow months of the year and the highest fees assessed during the busy summer months. Lead: R. Watts</p> <p>4.8.2. Develop a "fast track" or expedited process for customers charging additional fees for this service and expanding staff to ensure that there is no negative impact in the quality and efficiency of regular service. Lead: R. Watts</p>		<ul style="list-style-type: none"> • As part of the discussions in 4.5.19. above, Private Development Engineering and Maintenance have agreed on the process by which Maintenance inspections will be scheduled to ensure that they are occurring a minimum of two weeks before the final inspection date for the project • Different possible mechanisms have been researched and input has been obtained from Legal and Planning staff with respect to a preferred option • Three or four jurisdictions with "fast track" programs have been identified and contact has been made to ask for information about how these programs work • Relevant local industry groups have been asked to give their input with respect to: <ul style="list-style-type: none"> - What kinds of expedited services they would like and 	<ul style="list-style-type: none"> • The process agreed to has been implemented • A draft policy statement has been developed and reviewed for input with involved staff, agencies, departments and Boards/Commissions • Input has been incorporated into a final policy statement • Change in policy has been publicized through communications on the MOA home page and local bulletin boards, announcements at meetings with relevant local industry groups, notices posted at the Planning permit counter and in one-on-one communications with applicants • Discussions have been held with staff and representative stakeholder groups to obtain input about the appropriate time frames and fee increments to use to encourage early submittals of plans • Data from other jurisdictions and from the survey of local industry groups has been analyzed • A draft outline of how the program might work has been prepared • The draft outline has been reviewed for input with staff, representatives of local industry groups and

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<p>Development Engineering on behalf of Maintenance</p> <ul style="list-style-type: none"> The checklist is being used by Maintenance when it comes on-site to conduct the Maintenance inspection and by Private Development Engineering in signing off for Maintenance at the final inspection date <ul style="list-style-type: none"> A work session process has been initiated, if necessary, to introduce any required code or ordinance changes to the Assembly <ul style="list-style-type: none"> A draft policy statement has been developed and reviewed with staff and stakeholder groups Input from staff and stakeholder groups has been incorporated into a final policy statement <ul style="list-style-type: none"> Additional staff has been hired in Plan Review, Plans Coordination and Permit Counter as discussed in recommendation 3.3.1. to support the expedited process A policy statement has been developed, detailing the purposes, procedures and requirements of the program 	<ul style="list-style-type: none"> The Assembly has voted on any such required changes Accepted changes have been communicated to customers <ul style="list-style-type: none"> The new policy has been publicized through communications at meetings with industry groups, advertising on the MOA home page and local bulletin boards, an announcement to all groups and individuals on the Building Safety customer mailing list, notices displayed at the Building Safety permit counter and through one-on-one communications with customers at the counter <ul style="list-style-type: none"> The draft policy and fee structure have been reviewed and approved by MOA legal and budget offices, the Municipal Manager and the Mayor A work session process has been initiated to obtain Assembly review and approval of the policy 	<ul style="list-style-type: none"> The availability of the "fast track" program has been publicized through communications at meetings with industry groups, advertising on the MOA home page and local bulletin boards, an announcement to all groups and individuals on the Building Safety customer mailing list, notices displayed at the Building Safety 	

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<p>4.8.3. Establish and implement a new policy requiring a fee deposit rather than total fees paid up front with the remaining fees to be paid prior to the issuance of the appropriate permit. Leads: R. Watts, C. Rumfelt</p> <p>4.8.4. Have differentiated service lines at the permit counter for industry and other customers. Leads: R. Watts, C. Rumfelt, R. Thompson, D. Hines</p> <p>4.8.5. Establish a "greeter and director" role to welcome customers, find out what they need and direct them to the appropriate service line or information source. Leads: J. Waite, C. Rumfelt</p> <p>4.8.6. Make Building Safety's informational handouts easier to use — less narrative and more graphics, flow charts, timelines, etc. Lead: R. Watts, R. Thompson</p> <p>4.8.7. Improve completeness of handouts, include information on requirements of Fire, Health & Human Services, utilities, ADEC, inspection checklists, etc.; wherever possible, include information on timelines for process requirements. Lead: R. Watts, R. Thompson</p>	<ul style="list-style-type: none"> • Discussions have been held with Planning management to decide whether to collaborate on using consultant services for this project • Availability of internal MOA resources to consult on this project has been explored 	<ul style="list-style-type: none"> - What they would be willing to pay for these services • A range of deposit fees have been determined based on total construction values • Ranges have been reviewed with staff and representatives of local industry groups to obtain their input • Signage has been prepared and installed to direct customers into different service lines • Two sets of numbers are available for customers to use when drawing a number for the service lines • Permit Counter staff have determined primary assignments among themselves for serving industry customers and other customers • Staff have been instructed in how to invite customers to cross over from one service line to the other when there are lulls in one line • Discussions have been held with Permit Counter staff to get their input on: <ul style="list-style-type: none"> - Who among staff is interested in serving in the role - How the role should be assigned or rotated among staff and - What the role responsibilities should be • If external resources are to be used, an RFP has been prepared and distributed • A consultant has been selected and the scope of work has been finalized • Each of the agencies or departments involved in the building permitting processes has been contacted and asked to submit copies of their latest handouts relevant to these processes • The scope of work in recommendations 4.5.3. and 4.8.6. above includes having the consultant review these handouts and make recommendations about 	<p>other stakeholders</p> <ul style="list-style-type: none"> • Final decisions have been made about the appropriateness of the range of deposit fees • Permit Counter staff has been trained in the application of the range of deposit fees • The change in policy has been communicated in meetings with local industry groups, through notices displayed at the Building Safety permit counter, advertising on the MOA home page and local bulletin boards, and through one-on-one communications with customers at the counter • The change in policy has been implemented • Role responsibilities and guidelines have been developed • A final decision has been made about how staff will be assigned and/or rotated in this role • Drafts of two or three handouts have been completed • Feedback on the drafts has been solicited from a representative sample of customers as well as staff • The consultant has reviewed the handouts submitted and made recommendations with respect to how they can be used as is and/or incorporated into the handouts being developed

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<ul style="list-style-type: none"> • Staff have received training in greeting and directing customers in line with the guidelines developed • The greeter and director role has been implemented • All of the informational handouts have been revised and final copies have been printed for distribution to customers • The most commonly used handouts have been made available on the MOA home page and local bulletin boards • Relevant informational handouts from other agencies and departments are displayed along with Building Safety handouts at the kiosk 		<p>permit counter and through one-on-one communications with customers at the counter</p>	<ul style="list-style-type: none"> • Separate service areas have been established in the new facility for serving industry customers and others

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<p>4.8.8. Change the title of the building permit to clarify what the permit is actually for, i.e. structural permit. Lead: R. Watts, C. Rumfelt</p> <p>4.8.9. Construct an attractive kiosk to hold all informational handouts and locate this by the Public Counter. Lead: J. Waite</p> <p>4.8.10. Make computer terminals available at the Building Safety permit counter for customers to use to access information relevant to their permit applications. Lead: B. Ordway</p> <p>4.8.11. Have Building Safety management clarify, communicate and enforce a policy re: completeness of applications, submittal requirements and resubmittal requirements. Lead: J. Waite</p> <p>4.8.12. Develop and implement a formal policy for preliminary plan review and other types of appointments with Plan Review staff. Lead: R. Thompson</p>	<ul style="list-style-type: none"> • Staff input has been obtained with respect to: <ul style="list-style-type: none"> - Types of information most frequently omitted by applicants - Any changes which could be made in the application forms and submittal/resubmittal requirements to help applicants complete their applications more easily - Ways to communicate with applicants to help them understand the consequences of not submitting complete applications • Input has been obtained from Plan Review and Permit Counter staff about the types of appointments needed, how they should be scheduled, the procedures which should be followed and the range of fees which should be charged • A draft policy statement has been prepared covering: <ul style="list-style-type: none"> - The types of appointments available with Plan Review staff - The schedule of fees, and - The procedures involved in setting up and preparing for a preliminary plan review meeting • The draft has been reviewed with staff, Building Safety management and other stakeholder groups for input 	<p>how they can be incorporated into the information handouts to be developed and/or displayed at the Planning and Building Safety permit counters</p> <ul style="list-style-type: none"> • The title on application forms for a structural permit been changed from "building permit" to "structural permit" <ul style="list-style-type: none"> • Any suggested changes have been incorporated into the application forms and submittal/resubmittal requirements • A notice has been prepared and displayed to remind applicants about the Building Safety Department's policy re: not accepting incomplete applications • Staff have been trained in how to communicate this policy in the most customer-oriented way <ul style="list-style-type: none"> • The policy statement has been finalized, incorporating input from the reviewing groups • Discussions have been held between Plan Review and Permit Counter staff about procedures for scheduling appointments • The availability of scheduled appointments has been publicized through meetings with industry groups, advertising on the MOA home page and local bulletin boards, notices displayed at the permit counter and one-on-one communications with customers at the counter 	<ul style="list-style-type: none"> • The availability of existing freestanding structures in MOA inventory which could be used for this purpose has been explored • In none exist, arrangements have been made to construct a structure for this purpose

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<ul style="list-style-type: none"> • The change from "building permit" to structural permit" has been made in all relevant informational handouts and policy documents • The kiosk has been constructed and placed by the Public Counter in the front of the Public Works building • The new informational handouts have been organized and displayed in a way which helps applicants quickly select all of the handouts needed for his/her permitting needs 	<ul style="list-style-type: none"> • Databases have been linked between Building Safety and other departments/agencies which have information relevant to completing permit applications — e.g., tax identification numbers, lot numbers • Computer terminals for the permit counter have been included in the '98 budget 	<ul style="list-style-type: none"> • Computer terminals have been ordered, received and installed • Easy-to-use instructions have been included in the programming • Staff have been trained in how to assist customers in using the terminals 	

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<p>4.8.13. Install an intercom on the permit counter so that the Counter staff can page designated Plan Review staff when needed. Leads: B. Ordway, C. Rumfelt</p> <p>4.8.14. Require any results from preliminary plan review meetings between Plan Reviewers and applicants to be documented by the applicant for review and approval by the involved Plan Reviewer(s); the documentation would then be submitted by the applicant with his/her application. Leads: J. Waite, C. Rumfelt</p> <p>4.8.15. When developers apply for permits without having solutions to Platting conditions of approval, accept their application with the solutions with the understanding that their permit will not be issued until the conditions of approval have been met. Leads: J. Waite</p> <p>4.8.16. Amend the process for phased permitting to make the level of review commensurate with the level of permit required. Communicate process requirements for phased permitting more widely. Lead: R. Watts</p> <p>4.8.17. Review and revise the master plan policy. Leads: J. Waite, R. Watts, J. Posey</p>	<ul style="list-style-type: none"> Proposed change in policy has been discussed with Permit Counter and Plan Review staff to obtain their input 	<ul style="list-style-type: none"> Intercom has been ordered, received and installed A draft policy statement has been prepared and reviewed with staff for input The policy statement has been finalized incorporating input from staff Plan Review staff have been instructed to ask applicants to take notes of any key points agreed to by the Plan Review staff in preliminary meetings with applicants and to submit these notes for review and sign-off approval by the Plan Reviewer prior to the applicant submitting them as part of the permit application process <ul style="list-style-type: none"> Ask applicants to summarize agreements made after the meeting and submit a copy to the Plan Review staff members to sign Remind applicants that these signed notes must be submitted to the Permit Counter staff with the rest of the applicant's submittal The policy has been implemented Policy statement has been developed Change in policy has been communicated in meetings with relevant industry groups and in one-on-one communications with customers at the counter Revised policy is being implemented Input has been obtained from staff on: <ul style="list-style-type: none"> Areas for which permits could be pulled by users to perform work prior to the full permit application and approval process The level of staff effort involved in review or inspection for these "phased" areas Appropriateness of fees for each "phased" area A draft policy statement has been developed and reviewed for input with staff, Building Safety management and a representative sample of customers The policy statement has been finalized, incorporating input from reviewers A draft policy statement has been developed incorporating the points recommended in the text of 4.8.17., and reviewed with staff for input The policy statement has been finalized, incorpo- 	<ul style="list-style-type: none"> The availability of phased permitting and what is involved has been communicated through meetings with industry groups, advertising on the MOA home page and local bulletin boards, notices displayed at the permit counter, announcements to groups and individuals on the Building Safety customer mailing list, and one-on-one communications with customers at the counter The industry groups which will have the most problems with the policy change have been identified and meetings have been scheduled to discuss the rationale for the change and what will be involved

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<ul style="list-style-type: none"><li data-bbox="180 1759 540 1790">• The policy is being enforced			

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<p>4.8.18. Establish a policy for pre-approved standard details. Leads: R. Watts, R. Thompson</p> <p>4.8.19. Establish a policy defining the information requirements for acceptable software for computing beam sizes, lateral loads and other structural design items. Leads: R. Watts, R. Thompson</p> <p>4.8.20. Develop a policy requiring appropriate levels of detailing on approved plans so that inspectors will have drawings which show all required structural elements and details to inspect against. Leads: R. Watts, R. Thompson, J. Posey</p> <p>4.8.21. Color code resubmittal forms and phased permit applications. Leads: C. Rumfelt, D. Hines</p>	<ul style="list-style-type: none"> • Three or four other jurisdictions have been contacted and asked for information on the levels of detailing required on approved plans 	<p>rating input from reviewers</p> <ul style="list-style-type: none"> • Options are being explored with AHBA, AIA, ICBO, SEAC, engineers from private practice, etc. with respect to what currently exists and is available for public use, and processes for keeping details updated • Relevant suppliers have been identified and contacted to obtain demos of available software • Plan Review and Inspections staff have been asked for input on what should be required as appropriate levels of detailing • A draft policy statement has been developed, incorporating the input from other jurisdictions and the recommendations from staff • The draft policy statement has been reviewed with staff and Building Safety management for their input • Options for differentiating resubmittals and phased permit applications have been explored with staff • A decision has been made about which option will work best • Supplies have been ordered to support the decision • All resubmittal forms and phased permit applications have been differentiated as planned 	<ul style="list-style-type: none"> • Meetings have been held and the most frequently-voiced questions and concerns have been tracked • If appropriate, a question and answer handout has been prepared for distribution to customers at the counter, through the MOA home page and local bulletin boards and in an announcement to the groups and individuals on the Building Safety customer mailing list • Customers have also been informed, through these same communication channels, that there will be a three-month transition period before the new policy will be strictly enforced • A draft policy statement has been developed based on the results of the exploration of options • The draft policy has been reviewed with staff and relevant industry groups for input • Demos have been reviewed by staff to increase their awareness of what is typically covered in such programs • A policy statement has been developed on information requirements for acceptable software programs • The policy statement has been finalized, incorporating the input from the reviewers • The industry groups which will have the most problems with the policy change have been identified and meetings have been scheduled to discuss the rationale for the change and what will be involved • Meetings have been held and the most frequently voiced questions and concerns have been tracked • If appropriate, a question and answer handout has been prepared for distribution to customers at the counter, through the MOA home page and local bulletin boards and in a mail-out to the designers on the Building Safety customer mailing list • Customers have also been informed, through these same communication channels, that there will be a three-month transition period before the new policy will be strictly enforced

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<p>4.8.22. Hold cross-functional discussions with Plan Reviewers, Zoning, Fire Review, Counter Supervisor, Plans Coordination Supervisor, Code Enforcement Manager and the Chief Building Inspector participating to develop reasonable criteria for express review of uncomplicated resubmittals; develop, communicate and implement a policy for express reviews. Lead: R. Watts</p> <p>4.8.23. Have management clarify, communicate and enforce a policy with respect to the plan review process. Leads: J. Waite, R. Watts</p> <p>4.8.24. Require plans with structural systems in non-exempt structures to be reviewed by a Plan Reviewer who is a licensed architect or engineer or is under the supervision of a licensed architect or engineer. Lead: R. Thompson</p> <p>4.8.25. Have the Elevator Inspector review elevator equipment room and plans with the Structural Plan Reviewer continuing to review structural components on projects involving elevators. Lead: J. Waite (already initiated)</p> <p>4.8.26. Have Building Safety management clarify, communicate and enforce a policy with respect to the appropriate timing for comments</p>	<ul style="list-style-type: none"> • Supervisory discretion is being used in the assignment of structural reviews to staff • On a case-by-case basis, appropriate PE reviews are occurring before a package is sent out 	<ul style="list-style-type: none"> • Cross-functional meetings have been held to discuss the concerns involved and agree on: <ul style="list-style-type: none"> - What constitutes an express review (i.e. reviewed on the spot? ... reviewed before any other plans? ... reviewed within 24 hours?) - What criteria to use in determining which resubmittals qualify for express review • A draft policy statement has been developed and reviewed with staff for input • The policy statement has been finalized, incorporating input from reviewers • A draft policy statement has been developed incorporating the recommended points in this <i>Report</i> • The draft policy has been discussed with Plan Review and counter staff to obtain their concerns and suggestions • Staff input has been incorporated into a revised draft policy statement • A policy statement has been developed about this requirement, including procedures to be followed by staff in ensuring appropriate PE reviews on plans which they have been assigned • A policy statement has been developed explaining the rationale for requiring comments to be submitted by reviewing agencies on time and the future 	<ul style="list-style-type: none"> • Customers are informed of the policy on express reviews in one-on-one communications with Counter staff • The policy is being implemented • The industry groups which will have the most problems with the policy change have been identified and meetings have been scheduled to discuss the rationale for the changes and what will be involved • Meetings have been held and the most frequently voiced questions and concerns have been tracked • If appropriate, a question and answer handout has been prepared for distribution to customers at the counter, through the MOA home page and local bulletin boards and in a mail-out to the groups and individuals on the Building Safety customer mailing list • Customers have also been informed, through these same communication channels, that there will be a three-month transition period before the new policy will be strictly enforced • A final policy statement has been developed incorporating input from the meetings with industry groups • A transition "grace period" has been implemented during which Building Safety staff have called reviewers whose comments have not been received

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<ul style="list-style-type: none"><li data-bbox="180 626 553 657">• The policy is being enforced			

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<p>on complete and accurate plans with all reviewing agencies and staff. Leads: J. Posey, J. Waite</p> <p>4.8.27. Have management clarify, communicate and enforce expectations re: Fire making decisions about signage, fire extinguisher placement, exits, etc. at the time of plan review vs. final inspection. Leads: G. Vakalis, J. Waite, R. Taylor</p> <p>4.8.28. Have a list of "Field Verify" comments for one- and two-family single family dwelling projects. Leads: R. Thompson, J. Gray</p> <p>4.8.29. Clarify which standards are to be used with respect to UBC or CABO 1 & 2, and under what conditions; ensure that inspectors are not inspecting to both, depending on which has the stricter requirements. Lead: R. Watts</p> <p>4.8.30. Clarify which standards are to be used with respect to NFPA 13 and the UBC. Leads: R. Taylor, J. Waite</p>	<ul style="list-style-type: none"> • Meetings have been held with Plan Reviewers and Inspections staff to discuss the appropriate areas for field verification and the procedures to be used in communicating the requests for, and results of, field verification between Plan Review and Inspections staff • Discussions have been held with Inspections staff to explain the rationale and objectives for clarifying policy in this area; staff concerns and suggestions have been identified and discussed 	<p>consequences of an agency's not submitting comments on time</p> <ul style="list-style-type: none"> • The policy statement has been distributed to all reviewing agencies under the signature of the Municipal Manager • Plan Review, Plans Coordination and Inspections staff have been asked for input about the areas which are most problematic in terms of timely input on plan reviews on Fire • A policy statement has been drafted which specifies the expectations for Fire Plan Reviewers in terms of timeliness of input and the areas to be covered in reviewing plans, as well as how deferred submittal requests will be handled • The draft policy statement has been reviewed with Fire Plan Review staff for input • The policy statement has been finalized, incorporating input from staff • The policy is being implemented • A draft policy statement has been developed, incorporating input from staff • The policy has been implemented • As part of the "Ride Along Program" recommended in 4.8.34., spot checking has been done to insure that inspectors are inspecting to the standards specified in the new policy • A draft policy statement has been developed, incorporating the results of these discussions • The draft has been reviewed with staff and their input has been incorporated into a final policy statement • Discussions have been held with Fire Plan Reviewers and Inspections staff to explain the rationale and objectives for clarifying policy in this area; staff concerns and suggestions have been identified and discussed • A draft policy statement has been developed incorporating the results of these discussions 	<p>on time, asking them if they have any input and reminding them that, as of June 1st, comments and questions will not be accepted after the deadline (unless they involve life safety issues or in cases where the initial response of one agency has caused another agency to have a concern which they did not have originally)</p> <ul style="list-style-type: none"> • The policy has been implemented • Inspections staff have been field testing the newly established procedures for field verification • Meetings have been held between plan review and Inspections staff to discuss the results of the field tests • Any suggested changes or additions have been incorporated into a final policy statement • The policy has been implemented

24B: September 30, 1997	December 31, 1997	June 30, 1998	December 31, 1998 +

25A: Recommendations	January 31, 1997	March 31, 1997	June 30, 1997
<p>4.8.31. Use faxing or e-mailing instead of regular mail to expedite communications with applicants wherever possible; ensure coordination through Plans Coordination. Leads: B. Ordway, R. Watts, D. Hines</p> <p>4.8.32. Include Health & Human Services on routing list for permit change orders in areas that pertain to their jurisdiction. Leads: D. Hines, K. Johnson, B. Ordway</p> <p>4.8.33. Institute a software program to fully automate the call-in inspection request program. Until the call-in program can be fully automated, include the warning on the message to callers that incomplete requests for inspections cannot be honored without providing certain specific information. Ensure that the pacing and articulation of instructions on the message tape are slow and clear enough to be easily understood by customers unfamiliar with the process. Leads: R. Watts, B. Ordway, C. Rumfelt</p> <p>4.8.34. Initiate a "ride-along program" for the Chief Building Inspector to become more familiar with the approach taken by different inspection groups and/or individual inspectors and determine how to ensure increased consistency of practices. Lead: R. Watts</p> <p>4.8.35. Have management communicate that all project inspections are to be done using the code under which the project plans were reviewed, with no new code requirements allowed in the field. Lead: R. Watts</p>	<ul style="list-style-type: none"> • Discussions have been held with Plans Coordination and Plan Review staff to identify the types of communications with reviewing agencies and customers which should routinely be handled by fax or e-mail whenever possible • The current message recording system has been transferred over to a voice-mail system which allows more options for recording of, and listening to, instructions • The instructions on the message tape have been rerecorded and are easily understandable to customers unfamiliar with the process • Available software program options have been identified • Discussions have been held with Inspections staff to explain the objectives of the program and solicit their input about how to implement it • A schedule has been established for the Chief Building Inspector to spend two to four hours every two weeks on the "Ride Along Program" <p>A policy statement has been developed and distributed covering this directive</p>	<ul style="list-style-type: none"> • The draft has been reviewed with staff and their input has been incorporated into a final policy statement • With the installation of additional faxing equipment (3.4.5.) and expanded capacity for e-mail communications between MOA agencies and departments, staff are using fax and e-mail communications whenever possible • Discussions with Health & Human Services staff have been held to identify the indicators which should be used to determine if permit change orders are in areas that pertain to their jurisdiction • Adjustments have been made to the automated permit tracking system to ensure that H&HS is included on the routing list whenever the indicators are involved on a change order • Options have been analyzed for reliability, ease of operations and cost effectiveness and a decision has been made about which program to use • Program has been ordered, received and installed • Staff have been trained in how to use the new program • Program is being used • Using input from staff, a process has been established for selecting the types of inspections to observe and determining different individual inspectors to ride with • The program has been implemented • Questions and observations with respect to consistency of practices have been brought up and discussed at functional staff meetings with Inspections staff • At functional staff meetings with Inspections staff, the Chief Building Inspector has discussed this policy directive to ensure understanding and support • The plan approval stamp has been modified to include space for the code and edition date under which the plans were reviewed, to be written in by the Plan Reviewers • Plan Review staff have been directed to write in the code and edition date 	<ul style="list-style-type: none"> • Monitoring of Inspections staff compliance with this policy is occurring as part of the "Ride Along Program" (4.8.34.)

25B: September 30, 1997	December 31, 1997	June 30, 1998	December 31, 1998 +

26A: Recommendations	January 31, 1997	March 31, 1997	June 30, 1997
<p>4.8.36. Develop inspection checklists and procedures. Lead: R. Watts</p> <p>4.8.37. Have management clarify, communicate and enforce stricter policies re: maintaining legible permits and posting subcontractor permits on construction sites. Provide vinyl covers for permits with the MOA logo on them. Lead: J. Waite</p> <p>4.8.38. Improve the legibility and format of the permit card. Leads: C. Rumfelt, B. Ordway</p> <p>4.8.39. Install a direct telephone line into Building Safety for exclusive use of internal staff, especially Inspectors out in the field; rotate responsibility for ensuring that this line is answered at all times during working hours. Lead: J. Posey</p> <p>4.8.40. Have management clarify, communicate and enforce expectations re: obtaining sign-offs by Health & Human Services and Fire before COs are issued. Leads: C. Rumfelt, B. Ordway</p> <p>4.8.41. Establish a policy re: issuance of CCOs. Identify and apply appropriate levers to enforce this policy. Lead: J. Waite</p> <p>4.8.42. Reduce the limit for not requiring permits to projects on which construction is valued at under \$1,000. Lead: J. Posey</p>	<ul style="list-style-type: none"> • Inspections staff have been asked for input with respect to what functional area should be responsible for answering the line for maximum efficiency 	<ul style="list-style-type: none"> • At functional staff meetings with Inspections staff, discussions are held to determine what should be included in inspection checklists and procedures for each Inspections area • As agreements are arrived at, these are recorded to form the basis of written procedures for each area • A policy statement has been developed with respect to requirements for maintaining legible permits and posting subcontractor permits • An order has been placed for production of vinyl permit covers with the MOA logo on them • The format and legibility of the permit cards have been significantly improved by the new automated permit tracking system • Staff in the functional area identified have agreed on how responsibility for answering the line will be rotated • The line has been installed and is being used by field staff • The new automated permit tracking system has been coded not to issue COs until sign-offs have been obtained from Health & Human Services and Fire • Input has been obtained from staff about any additional points to be included in the policy • A draft policy statement has been developed, incorporating the recommended points in this <i>Report</i> and any additional points suggested by staff • The policy statement has been reviewed and approved by Building Safety management • Input has been obtained from staff with respect to the appropriateness of the \$1,000.00 limit • A draft policy statement has been developed 	<ul style="list-style-type: none"> • First drafts of inspection checklists have been developed for each functional area and are being field tested by Inspectors as they conduct on-site inspections • A supply of permit covers with the MOA logo on them is available • At meetings with relevant industry groups, the rationale for this policy statement has been explained and the new permit covers have been distributed • The new permit covers are distributed to customers with their permits by Counter staff, along with a copy of the policy statement • Meetings have been held with relevant industry groups to explain the rationale and procedures involved in this policy change • The policy change has also been communicated to groups and individuals on the Building Safety customer mailing list and through notices displayed at the permit counter • The rationale for the policy has been discussed with relevant industry groups and their concerns and suggestions have been solicited • The policy statement has been finalized, incorporating input from the industry groups

27A: Recommendations	January 31, 1997	March 31, 1997	June 30, 1997
<p>4.8.43. Develop and implement an automated remote operation for acquiring building permits for simple projects. (Future Service Delivery) Lead: B. Ordway</p> <p>4.8.44. Enable customers to have direct access by computer to application status on file. (Future Service Delivery) Lead: B. Ordway</p> <p>4.8.45. Explore the applicability of the permitting process currently being used by the City of Oakland on their home page at http://www... Lead: B. Ordway</p> <p>4.9.1. Hold cross-functional discussions with Permit Counter staff, Plans Coordination, Plan Reviewers, Zoning Plan Review, Flood Plain Review, Fire Review, Public Works Engineering and the Chief building Inspector to agree on project categories and procedures for a true over-the-counter permit process. Leads: R. Watts, R. Thompson</p> <p>5.1.1. Ensure that the appropriate personnel in Property Appraisal have copies of all monthly</p>	<ul style="list-style-type: none"> • All relevant agency and department stakeholders have been identified and a first meeting has been scheduled • Three or four jurisdictions have been contacted and asked for information on their over-the-counter permit process <ul style="list-style-type: none"> • Property Appraisal management has been contacted to determine the individual(s) to whom copies of the 	<ul style="list-style-type: none"> • Meetings have been held with relevant stakeholders to review information received from other jurisdictions and discuss and agree on: <ul style="list-style-type: none"> - The categories of projects which should be included in the process - Information which should be required on the application form - The process that will be used by Permit Counter staff in accepting and reviewing over-the-counter applications - How problems will be handled by Counter staff <ul style="list-style-type: none"> • A follow-up phone call has been made to Property Appraisal management to ensure that the appropri- 	<ul style="list-style-type: none"> • The intention of implementing this policy by October 1, 1997 has been communicated on the MOA home page and local bulletin boards, in an announcement to all groups and individuals on the Building Safety customer mailing list, in notices displayed at the permit counter and in one-on-one communications with customers at the counter • Communications about this policy have also emphasized that a true over-the-counter permitting process will be implemented at the same time that this policy takes effect <ul style="list-style-type: none"> • A policy statement has been developed and reviewed with Building Safety management for approval • Over-the-counter permit application forms have been developed • Staff is being trained in how to administer the over-the-counter permit process • The intention of implementing this policy by October 1, 1997 has been communicated on the MOA home page and local bulletin boards, in an announcement to all groups and individuals on the Building Safety customer mailing list, in notices displayed at the permit counter and in one-on-one communications with customers at the counter • Communications have clearly specified the requirements involved for same-day permitting

27B: September 30, 1997	December 31, 1997	June 30, 1998	December 31, 1998 +
<ul style="list-style-type: none">• Plan Review staff have been assigned on a one-month rotating basis to work with Counter staff on over-the-counter permitting as required• The policy has been implemented			

28A: Recommendations	January 31, 1997	March 31, 1997	June 30, 1997
<p>permit activities lists to determine whether there is new construction for inclusion in the tax base. Lead: R. Watts</p> <p>5.1.2. Develop fee assessment policies and mechanisms for: excessive demands on plan checking, preliminary reviews, phased permitting, expediting requests, fast-track permitting, and providing full-time MOA resident inspectors on-site for large projects. Lead: R. Watts</p> <p>5.1.3. Review, revise, communicate and implement a consistent policy with respect to reinspection fees. Leads: J. Waite, R. Watts</p> <p>5.1.4. Train appropriate staff to determine valuation (estimate costs of construction). Leads: R. Watts, R. Thompson</p> <p>5.1.5. Review current practices with respect to charging a per hour fee for research, interpretations and reports on code items requested by lawyers, realtors, appraisers, etc. Consider upgrading the fee currently charged to be more in line with the fees charged by other jurisdictions. Communicate and implement a consistent policy. Leads: J. Waite, S. Ellis</p>	<p>activities lists should be sent</p> <ul style="list-style-type: none"> Names and fax/mailing addresses for these individuals have been provided to the Permit Counter Supervisor 	<p>ate individuals are receiving copies of monthly permit activities lists</p> <ul style="list-style-type: none"> Other jurisdictions have been contacted to request information about their fee policies and procedures in these areas Discussions have been held with Inspections staff about: <ul style="list-style-type: none"> Their concerns and suggestions with respect to current reinspection fees Criteria and guidelines for determining whether a site is ready for inspection or not A draft policy statement has been developed covering the criteria by which the need for a reinspection is determined and the fees involved The draft policy has been reviewed with staff and Building Safety Management Other jurisdictions have been contacted to request information about their per hour fees for research, etc. Staff have been asked for their input with respect to how much time they typically spend on research, etc. requests and what they would consider to be reasonable fees for these services 	<ul style="list-style-type: none"> Representative customer groups have been asked for their input on the desirability of these services and what they would be willing to pay for them Staff has been asked to calculate and provide input on the time requirements involved in preliminary reviews, phased permitting and expediting requests <p><i>If the fee structure has not been revised:</i></p> <ul style="list-style-type: none"> The draft policy statement has been reviewed and discussed with representative customers at meetings with local industry groups and input has been incorporated as appropriate The intention to implement the revised policy on reinspection fees as of September 30th has been communicated through an announcement to the groups and individuals on the Building Safety mailing list, advertising on the MOA home page and local bulletin boards, notices displayed at the permit counter and one-on-one communications with contractors during on-site inspections An RFP has been developed and published for a vendor to teach the basics of determining valuation A vendor has been selected and the objectives and topics to be covered in the training sessions have been determined A draft policy statement has been developed, incorporating the input from staff and other jurisdictions The draft has been reviewed with Building Safety management for approval

28B: September 30, 1997	December 31, 1997	June 30, 1998	December 31, 1998 +
<ul style="list-style-type: none"> • Fee structures and remittal processes have been defined for each of the specified services <p><i>If the fee structure has been revised:</i></p> <ul style="list-style-type: none"> • The policy statement has been reviewed and approved by MOA legal and budget offices, the Municipal Manager and the Mayor <ul style="list-style-type: none"> • Basic concepts of determining valuation have been taught in in-house training sessions to all Plan Review staff and interested Permit Counter staff • The need for more advanced training for selected staff has been determined <ul style="list-style-type: none"> • The proposed fee structure has been reviewed and approved by MOA legal and budget offices, the Municipal Manager and the Mayor 	<ul style="list-style-type: none"> • The fee structures and remittal processes have been reviewed and approved by MOA legal and budget offices, the Municipal Manager and the Mayor • A work session process has been initiated with the Assembly to provide information about the proposed fee structures <p><i>If the fee structure has been revised:</i></p> <ul style="list-style-type: none"> • The new fee structure has been proposed to the Assembly for review and approval • (If the proposal is approved) the intention to implement the revised policy and reinspection fees as of March 31st has been communicated <p><i>If a need for more advanced training has been identified:</i></p> <ul style="list-style-type: none"> • Options for more advanced training have been identified and assessed for quality, accessibility and cost effectiveness • An option has been selected for advanced training • (An) interested and capable staff member(s) has/have been selected to receive the advanced training <ul style="list-style-type: none"> • The fee structure has been proposed in the Assembly for review and approval • The intention to change the fee structure for these services as of March 31, 1998 has been communicated at meetings with industry groups, and through announcements on the MOA home page and local bulletin boards, an announcement to all groups and individuals on the Building safety customer mailing list, notices displayed at the Building Safety permit counter and one-on-one communications with customers at the counter 	<ul style="list-style-type: none"> • The fee structures have been proposed to the Assembly for review and approval • The availability of approved services has been publicized through communications at meetings with industry groups, advertising on the MOA home page and local bulletin boards, an announcement to all groups and individuals on the Building Safety customer list, notices displayed at the Building Safety counter and one-on-one communications with customers at the counter <ul style="list-style-type: none"> • Staff members are qualified to determine valuation <ul style="list-style-type: none"> • The change in fee structure for research, etc. services has been implemented 	

7.4 Matrix of Prerequisites

Explanation

The numbers listed on the left hand side of each column indicate recommendations which must be completed first in order to support implementation of the recommendations listed to the right.

Complete before →	Complete before →	Complete before →
3.1.1 → 3.1.2	3.3.9 → 3.3.18	3.3.2 → 4.5.13
3.1.1 → 3.1.3	3.3.9 → 3.3.19	3.3.1 → 4.5.16
3.1.1 → 3.1.4	3.3.9 → 3.3.20	3.3.1 → 4.8.2
	3.2.1 → 3.4.8	3.3.3 → 4.8.5
3.2.1 → 3.2.3	3.2.2 → 3.4.9	3.3.1 → 4.8.12
3.2.1 → 3.2.4	3.2.2 → 3.4.10	3.3.1 → 4.8.19
		3.4.5 → 4.8.31
3.3.1 → 3.2.5	3.3.1 → 3.6.1	3.3.19 → 4.8.36
3.3.1 → 3.2.6	3.3.1 → 3.6.5	3.3.1 → 4.9.1
3.3.1 → 3.2.7	3.3.1 → 3.6.7	
3.3.1 → 3.3.4	3.3.1 → 3.6.8	
3.3.13 → 3.3.7	3.3.1 → 3.6.10	
3.3.13 → 3.3.10	3.3.1 → 3.6.11	
3.3.13 → 3.3.12	3.3.1 → 4.5.5	
3.3.11 → 3.3.14	3.3.2 → 4.5.9	
3.3.9 → 3.3.15	3.3.2 → 4.5.12	
		3.3.2 → 4.5.12

7.5 Ongoing Training and Managerial Support for Continuous Improvement

The recommendations in this Report, when implemented, will constitute a major step in improving customer satisfaction, cost effectiveness, and quality of work life for municipal staff involved with the land use permitting, building permitting and inspection/enforcement processes.

As the transition progresses to where new work processes are in place, staff, working with those processes, should be trained in a continuous improvement philosophy along with tools and techniques, so that they can continue to be involved in upgrading their work processes for efficiency, customer satisfaction and the quality of their work life.

Total Quality (TQ), the standard intervention for continuous improvement, comes in many forms. The project team recommends that the TQ program chosen for the Municipality include the following characteristics:

- Introduced into the Municipality by organization development and management change consultants who have successfully developed implementation and training strategies in similar organizations (TQ specialists often do not understand organizational systems nor organizational change dynamics)
- The TQ approach balances three “bottom lines:” customer satisfaction, cost effectiveness/productivity and the quality of work life for staff (Early TQ programs often focused only on customer satisfaction)
- The program requires that Municipal leadership thoroughly understand and integrate a TQ philosophy into their managerial behaviors and that they are comfortable with, and use the major tools and techniques
- The program requires that Municipal leadership thoroughly understands the time and resources required to successfully implement TQ and are willing to expend the time and resources necessary
- The program recognizes that TQ requires a major cultural change and Municipal leadership is willing to support a three-year implementation plan which utilizes employee input as a major contribution to developing support for cultural change
- The implementation plan focuses on real work processes with just-in-time training rather than massive upfront classroom training efforts
- As the implementation plan rolls out, specific measures of the three bottom lines are used to determine the quality of TQ activity in work groups, sections and divisions

- As a part of the implementation plan, internal personnel are trained and given experience in part-time training and facilitation of TQ groups
- As part of the implementation plan, an internal communications instrument, such as a newsletter, is established to promote the program

While not exhaustive, these criteria do provide a picture of what it will take to successfully implement a TQ program to promote continuous improvement.

A

Appendix A — Individuals Interviewees for Management Review

Don Alspach, Deputy Director	Zoning & Platting
Ella Arabaca, Permit Counter	Building Safety
Doug Askermal	Anchorage Home Builders Association
Mary Autor, Senior Planner	Zoning
Dianne Barth	Anchorage International Airport
Bob Bell	Anchorage Assembly
Wayne Bennett	AAWU
Paul Bergeron, Structural Inspections	Building Safety
Mitch Blackburn, Structural Inspector	Building Safety
Dan Bolles, Zoning Plan Review	Building Safety
Bruce Brown	Builders & Developers Task Force
Daphne Brown	Planning & Zoning Commission Member
Denise Brown, Plans Coordination	Building Safety
Bridget Bushue, Fire Plan Review	Fire Department
Larry Cash	Builders & Developers Task Force
Gil Chambers, Electrical Inspections	Building Safety
Elaine Christian	Health & Human Services
David Cole, Chair	Geo-Tech Commission
Jim Coleman	Builders & Developers Task Force
Dewaine Collins, Mechanical/Plumbing Inspections	Building Safety
JoAnn Contreras, Associate Planner	Platting
Sam Coomes	AIA
Larry Crawford, Municipal Manager	MOA
Jim Cross	Health & Human Services
Cathy Courtney, Licensing	Building Safety
Roger Courtney, Mechanical/Plumbing Inspections	Building Safety
Jim Cross, On-Site Wastewater	H&HS
Bill Davis, Plan Review Engineers	Building Safety
Brian Dean, Zoning Enforcement	Building Safety
Patty DeMarco	Anchorage Economic Development Council
John DeVries, Public Counter	Building Safety
Ron Dunston, Permit Counter	Building Safety
Eugene Dusek, Budget Director	MOA
Lou Ellis, Code Abatement	Building Safety
Jim Ferguson	Builders & Developers Task Force
Jim Fero, Director	Public Works
Susan Fison, Research and Technical Services	Community Planning
Ted Forsi	Public Works
Jack Frost, Zoning Enforcement	Building Safety
Rob Gamel	Carr-Gottstien Properties
Ted Garten, Traffic Engineering	PW
Ron Goughner	Public Works
James Gray, Plan Review Engineer	Building Safety
C. Lex Gregory	TCB Inc.
Tom Grenier, Permit Counter	Building Safety
Scott Haan, Plan Review Engineer	Building Safety
Marty Haber, Food Services	Health & Human Services

Cathy Hammond	Community Planning
Bill Heffron	Development Tech, Inc.
Gary Hile, Mechanical/Plumbing Inspections	Building Safety
Dari Hines, Plans Coordination	Building Safety
Marnie Issack	MOA Operations
Bud Jackson	T.J. Homes
Todd Jacobsen	Builders & Developers Task Force
Kathy Johnson, Zoning Plan Review	Building Safety
Shirley Johnson, Permit Counter	Building Safety
Don Keefer	AAWU
Michael Kerr	Land Use Permitting
Keven Kleweno, P.E.	ADEC
Tom Knox	Public Works
Chuck LaGasse	Building Safety
Bill Lamoreaux, P.E.	ADEC
Martha Lee	Spinell Homes
Kelly Loran, Electrical Inspections	Building Safety
Michael Lu, Environmental Engineer	ADEC
Ev Mabry	Public Works
Doug Main	Alaska Development Group
Michael Mason, Plan Review Engineer	Building Safety
Jo Masters, Building Safety Secretary	Building Safety
Caren L. Mathis, Physical Planning Manager	Community Planning
Colin Maynard	BBFM Engineers
John McCool	Architect
Peggy McNee	Anchorage International Airport
Lyman Meacham, Mechanical/Plumbing Inspections	Building Safety
Kevin Meyer	Anchorage Assembly
Paul Michelsohn, Jr.	Michelsohn-Daughter Construction, Inc.
Tom Middendorf	Anchorage International Airport
Janet Morrow, Public Counter	Building Safety
Mark Nardini	Design Suite
Tom Nelson, Planning Supervisor	Physical Planning
Sam Newby	Newby Construction
Margaret O'Brien, Associate Planner	Zoning
Barbara M. Ordway, Administrative Officer	Building Safety
Karen Pendleton, Chair	Urban Design Commission
Mike Pinkston	Building Safety
Clai Porter	NCP Construction
Jim Posey, Manager	Building Safety
Tim Potter	DOWL Engineering
Mark Premo	AAWU
Jack Puff, Flood Plain Review	DPW
Bill Rassmussen, Director	MIS
Bill Reeves, Chair	Planning & Zoning Commission
Howard Romig, Structural Inspector	Building Safety
Greg Romack, Pres.	Builders & Developers Task Force
Pam Ronning, Plan Review Engineer	Building Safety
Randy Ross, Drainage	PW Engineering
Connie Rumfelt, Permit Counter	Building Safety

Norm Savage
Jim Sawhill, Chair
Carol Saxby, Computer Technician
Dave Schwab, Right-of-Way
Sheila Selkregg, Department Director
Michael Smith, Elevator Inspection
Andy Stember, Sr. Plan Review Engineer
Christine Steward
Joe Stimpson
Jim Stubbs, Structural Inspections
Bill Taylor
Bob Taylor, Fire Plan Review
Elaine Taylor
Ron Thompson
Rick Thornton, Electrical Inspections
Thede Tobish, Senior Planner
John Ungar
George Vakalis, Operations Manager
S. G. "Jerry" Waite, Building Official
Robin Ward, Homebuilder
Ron Watts, Chief Building Inspector
Jerry Weaver, Platting Officer
Ron Wilde, Plan Review Engineer
Rich Wilson
Greg Wolf
Beverly Woosy, Program Manager

AS&G
Zoning Board of Examiners & Appeals
MIS
Public Works
Community Planning
Building Safety
Building Safety
Health & Human Services
DOWL Engineering
Building Safety
Colony Builders, Inc.
Fire Department
AHBA
Building Safety
Building Safety
Wetlands
Anchorage International Airport
MOA
Building Safety
AHBA
Building Safety
Community Planning
Building Safety
Anchorage International Airport
Anchorage Economic Development Council
Environmental Sanitation

Appendix B — Documents Reviewed

- Electric Service Standards Requirement; Chugach Electric Association, Inc., Rev March 1996
- CABO 1 and 2 Family Dwelling Code; Building Official Conference of America, 1992 edition
- Uniform Building Code; International Conference of Building Officials, 1994 edition
- Uniform Plumbing Code; International Conference of Building Officials & International Association of Plumbing Officials, 1994 edition
- Uniform Mechanical Code; International Conference of Building Officials & International Association of Plumbing Officials, 1994 edition
- The Home Rule Charter, Anchorage Area Charter Commission (September 16, 1975)
- Anchorage Municipal Charter, Code and Regulations; Land Use Planning; Municipal code Corporation, Rev 1996
- Anchorage Bowl Comprehensive Development Plan; MOA, September 28, 1982
- Master Plan Update, Anchorage International Airport; Leigh Fisher Assoc., July 1995
- Girdwood Master Plan; MOA, February 1995
- Girdwood Community Land Use Code; MOA, draft May 8, 1996
- Statutes and Regulations, Construction Contractors; State of Alaska, Department of Commerce and Economic Development, March 1991
- 1996 Anchorage Indicators; MOA, March 1996
- Anchorage, North to the Future; Anchorage Economic Development Corporation, (undated)
- Management and Operational Review Report; International Conference of Building Officials, 1985
- Ergonomic Study Bid Proposals, by Marty Griffith, MOA, DPW (undated)
- Building Plan Review Committee Report; Alaska Professional Design Council, 1994
- Planning & Code Study; Koonce Pfeffer, February 7, 1996
- Permit Process Review, City of Grand Prairie, Alberta Canada, September 28, 1995
- Development guide, Pasadena Permit Center; City of Pasadena, (undated)
- Effectiveness and Productivity of the Anchorage Police Department; International Association of Chiefs of Police, July 1996
- Subdivision Agreement Application Handbook; MOA, undated
- Construction Information Package; State of Alaska, Department of Transportation, April 1996

Appendix C — Format for Staffing Request

In requesting approval for additional staffing it may be helpful to use the following format to provide management with the kinds of information they need to make informed decisions about staffing requests.

Job Title/Position Classification:

Description of Major Responsibilities:

Explanation of Why the Position is Needed:

- Increase in volume of work in terms of additional percentages of staff time required
- Causes of increase in work volume if known
- How long the increased workload has been experienced and is expected to continue
- Description of new programs or services which the work unit is expected to handle
- Origin of the new programs or services in terms of customer requirements, new ordinances, directed programs, etc.
- When the new programs/services began or are planned to begin
- What options have already been tried to address the increase or expansion using existing staffing

Discussion of Impact on Work Unit Outcomes if additional staff is not obtained:

- Current backlogs
- Potential impacts on service levels
- Potential impacts on current day-to-day operations of taking on mandated new programs
- Priorities to be renegotiated

Appendix D — Survey

The Project Team developed a survey for general distribution in Anchorage concerning a number of dimensions important to customers. Most local and state agencies involved in the study processes were listed so that the comments could be agency specific. The surveys were distributed at each counter of Planning and Building Safety together with an invitation, printed twice in the Anchorage Daily News, to obtain a survey from the project manager in City Hall. All surveys contained a self-addressed, stamped envelope directed to the Project Team in California.

Approximately 250 surveys were made available to the Project Manager for distribution. Unfortunately, only 53 were returned. This small number, given the large customer base in Anchorage, does not provide enough information to derive any sound conclusions from a statistical analysis. On the other hand, a summary of the 53 responses was developed and is presented in Appendix E. It is important to note that no generalizations should be made from these individual ratings or responses. They do, however, give a flavor of the wide variety of customer perceptions.

MUNICIPALITY OF ANCHORAGE

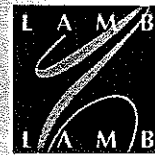


CUSTOMER SURVEY
OF THE
**PLANNING, PERMITTING AND
INSPECTION PROCESS**



MORTON/PHILLIPS, INC.

420A Tesconi Circle
Santa Rosa, CA 95401-4681
Phone: (707) 527-8500
Fax: (707) 527-0338



Making Change Work

LAMB & LAMB

P.O. Box 1001
Tiburon, CA 94920
Phone: (707) 435-8045
Fax: (707) 435-1344

**The Municipality of Anchorage
Planning, Building Safety, Permitting and Inspecting Process
Customer Survey**

Introduction:

Morton/Phillips Inc., together with Lamb & Lamb are under contract to review and make recommendations to improve the land use entitlement, permitting and inspecting process of the Municipality of Anchorage. We would like to receive your input as a process "customer" as we conduct our analysis and develop recommendations.

Would you please take the time to complete the following short survey and mail it, using the self-addressed, stamped envelope to:

Morton/Phillips Inc.
420A Tesconi Circle
Santa Rosa, CA 95401

Feel free to use additional sheets for comments or to add documents you think we should see in our analysis. Thank you for your cooperation!

Instructions:

For each of the survey items, we have listed all of the agencies and departments which have a role to play in the granting of land use approvals, construction/building permits, inspections and certificates of occupancy. Please rate only those departments with which you regularly interact. For each item, circle the appropriate number to indicate whether you agree or disagree with the statement as follows:

- 5 = Strongly Agree
- 4 = Agree
- 3 = Neither Agree nor Disagree
- 2 = Disagree
- 1 = Strongly Disagree

1. The physical locations of the government units generally involved in my project(s) are accessible and convenient for me:

Alaska Department of Environmental Conservation.	1	2	3	4	5
Anchorage School District	1	2	3	4	5
Anchorage Water & Wastewater Utility	1	2	3	4	5
Building Safety Division	1	2	3	4	5
Community Planning and Development	1	2	3	4	5
Dept of Health & Human Services	1	2	3	4	5
Fire Prevention Division	1	2	3	4	5
Parks and Recreation	1	2	3	4	5
Public Works Engineering	1	2	3	4	5
State DOT/PF	1	2	3	4	5
Street Maintenance	1	2	3	4	5
Traffic Engineering	1	2	3	4	5
Other? _____	1	2	3	4	5
Other? _____	1	2	3	4	5

Comments:

2. The staff members are available as needed for meetings or phone consultations on my projects:

Alaska Department of Environmental Conservation Staff	1	2	3	4	5
Anchorage School District Staff	1	2	3	4	5
Anchorage Water & Wastewater Utility Staff	1	2	3	4	5
Building Safety Division Staff	1	2	3	4	5
Community Planning and Development Staff	1	2	3	4	5
Dept of Health & Human Services Staff	1	2	3	4	5
Fire Prevention Division Staff	1	2	3	4	5
Parks and Recreation Staff	1	2	3	4	5
Public Works Engineering Staff	1	2	3	4	5
State DOT/PF Staff	1	2	3	4	5
Street Maintenance Staff	1	2	3	4	5
Traffic Engineering Staff	1	2	3	4	5
Other? _____ Staff	1	2	3	4	5

Other?_____Staff 1 2 3 4 5

Comments:

3. I receive clear, understandable and complete information about the process requirements upfront – No surprises in the middle of a project

Alaska Department of Environmental Conservation.	1	2	3	4	5
Anchorage School District	1	2	3	4	5
Anchorage Water & Wastewater Utility	1	2	3	4	5
Building Safety Division	1	2	3	4	5
Community Planning and Development	1	2	3	4	5
Dept of Health & Human Services	1	2	3	4	5
Fire Prevention Division	1	2	3	4	5
Parks and Recreation	1	2	3	4	5
Public Works Engineering	1	2	3	4	5
State DOT/PF	1	2	3	4	5
Street Maintenance	1	2	3	4	5
Traffic Engineering	1	2	3	4	5
Other?_____	1	2	3	4	5
Other?_____	1	2	3	4	5

Comments:

4. Staff members are helpful in eliminating or minimizing problems as they arise:

Alaska Department of Environmental Conservation Staff	1	2	3	4	5
Anchorage School District Staff	1	2	3	4	5
Anchorage Water & Wastewater Utility Staff	1	2	3	4	5
Building Safety Division Staff	1	2	3	4	5
Community Planning and Development Staff	1	2	3	4	5

Dept of Health & Human Services Staff	1	2	3	4	5
Fire Prevention Division Staff	1	2	3	4	5
Parks and Recreation Staff	1	2	3	4	5
Public Works Engineering Staff	1	2	3	4	5
State DOT/PF Staff	1	2	3	4	5
Street Maintenance Staff	1	2	3	4	5
Traffic Engineering Staff	1	2	3	4	5
Other?_____Staff	1	2	3	4	5
Other?_____Staff	1	2	3	4	5

Comments:

5. I have found staff to be courteous and friendly in their interactions with me:

Alaska Department of Environmental Conservation Staff	1	2	3	4	5
Anchorage School District Staff	1	2	3	4	5
Anchorage Water & Wastewater Utility Staff	1	2	3	4	5
Building Safety Division Staff	1	2	3	4	5
Community Planning and Development Staff	1	2	3	4	5
Dept of Health & Human Services Staff	1	2	3	4	5
Fire Prevention Division Staff	1	2	3	4	5
Parks and Recreation Staff	1	2	3	4	5
Public Works Engineering Staff	1	2	3	4	5
State DOT/PF Staff	1	2	3	4	5
Street Maintenance Staff	1	2	3	4	5
Traffic Engineering Staff	1	2	3	4	5
Other?_____Staff	1	2	3	4	5
Other?_____Staff	1	2	3	4	5

Comments:

6. The information I receive from various staff members during the process has been accurate, complete and consistent:

Alaska Department of Environmental Conservation Staff	1	2	3	4	5
Anchorage School District Staff	1	2	3	4	5
Anchorage Water & Wastewater Utility Staff	1	2	3	4	5
Building Safety Division Staff	1	2	3	4	5
Community Planning and Development Staff	1	2	3	4	5
Dept of Health & Human Services Staff	1	2	3	4	5
Fire Prevention Division Staff	1	2	3	4	5
Parks and Recreation Staff	1	2	3	4	5
Public Works Engineering Staff	1	2	3	4	5
State DOT/PF Staff	1	2	3	4	5
Street Maintenance Staff	1	2	3	4	5
Traffic Engineering Staff	1	2	3	4	5
Other?_____Staff	1	2	3	4	5
Other?_____Staff	1	2	3	4	5

Comments:

7. The time required to complete these stages in the process is generally reasonable:

Development Planning (all agencies involved)	1	2	3	4	5
Building permitting (all agencies involved)	1	2	3	4	5
Inspecting (all agencies involved)	1	2	3	4	5

Comments:

8. The level of automated technology used in the process suits my needs

1 2 3 4 5

Comments:

What would you most like to see improved or changed about the process to meet your current and future needs?

Anything else you'd like us to consider?

Please check the category which best describes your role:

<input type="checkbox"/> Architect	<input type="checkbox"/> Engineer	<input type="checkbox"/> Other
<input type="checkbox"/> Home Builder	<input type="checkbox"/> Home Owner	<input type="checkbox"/> Other
<input type="checkbox"/> Commercial Contractor	<input type="checkbox"/> Remodeler	<input type="checkbox"/> Other
<input type="checkbox"/> Developer	<input type="checkbox"/> Sub-Contractor	

**Appendix E —
Summary of Responses**

Appendix E — Summary of Responses

- More knowledgeable building safety and fire prevention staff, with respect to codes.
- Clearer procedures for obtaining a permit.
- Faster permit turnaround times.
- More public involvement in oversight of building safety and fire prevention.
- Building safety and community planning development should be together.
- Too much running around is required for zoning issues.
- Alaska Department of Environmental Conservation and Anchorage Community Planning Development are in close proximity to our office, everyone else is spread around.
- Community Planning and Development seem not to be able to coordinate with Building Safety staff.
- Community Planning and Development seem to think they are always right and tolerate no other opinions.
- MOA Building and Safety division personnel have always been helpful and courteous, the same for fire, parks & rec., and public works. Community Planning & Development are the worst. They have an ivory tower syndrome being in the City Hall building with the Mayor rather than with the rest of the Building Safety division.
- Building Safety need to have a path of review. Everything seems to flit about and it is difficult to track the review process.
- The last review process as discussed, took over five months, as previously stated.
- A review disk passed from one reviewer to the next and then available to me would allow me to track the review process better. Papers seem to get lost, faxes get lost at building safety, and on and on.
- The ability to complete the review process in a more timely manner would be very helpful.
- For the most part this is true, (*I receive clear, understandable and complete information...etc.*) but not always. There are many things that change and we do not find out until after they affect us.
- Some staff have bad days — heavy public contact will do that. Mostly very helpful and most really care.
- Mostly this is true (*The information I receive from various staff membershas been accurate...*) but there are some things that change, depending on who it is that you talk to.
- The recent efforts at Building Safety are wonderful. Please continue to upgrade and integrate new technologies further. Being able to fax inspection requests was a good idea.
- I would like to be able to charge permits.
- I would like to be able to obtain simple permits by fax.
- I wish Building Safety was open on Wednesday afternoons!!!
- Municipal policies should be accessible by computer, as well as Municipal amendments, handouts, etc.
- Expanded computer capability might let us e-mail questions, responses and such to inspectors in the field. Inspection reports and other such things could easily be e-mailed.

- My inspection requests sometimes don't seem to come through the fax or phone lines—how can a professional agency lose my requests?
- Can't understand why the Anchorage Builders Club has so much push with the Building Safety department. Talk about your Special Interest Groups. Bunch of whiners.
- Some surprises, but lots of good help from inspectors. Mostly plumbing problems.
- Don't understand why Eagle River people don't have to have inspections.
- Fire prevention is in the same building, that's convenient — but they never are able to talk to you — you have to submit paperwork through channels.
- At ADEC of the two people available, if the person you dealing with isn't there, you have to come back later when they are. The other person will refuse to talk to you! These people are Nazis!
- Fire Prevention Division — These people give you a correction list. You fix it, then they give you a totally new list. It goes like that three or four times before they get tired of reviewing it and approve it to get it off their desk.
- ADEC — Very unhelpful and not very nice I may add.
- Building Safety division staff — These people definitely have a holier than thou attitude.
- The right hand doesn't know what the left hand is doing at this building department.
- Accuracy on policies that are in place varies depending on which department your talking to. Nobody really seems to know what's going on no matter what agency your dealing with.
- There is no automated technology so far, so I can't even answer this (*The level of automated technology....suits my needs.*), building permits are done by hand.
- Could send our completion statement through the mail to us and to the bank.
- Whole process could be speeded up with computer and fax systems.
- Would like to see more cooperation between Health & Human Services and Building Safety.
- Anchorage School District projects are always late and information is incomplete. ASD is always trying to design things which conflict with safe construction and building codes.
- The staff at the Muni gives me the feeling they will tell you whatever they need to until it's time to approve something. At that time they become arbitrary and capricious.
- I would like a leader at Building Safety who follow through with promises. We've been promised a system for preapproved plans since 1984. Although the(y) now say they have one, they continue to re-review preapproved plans. What that amounts to for a volume builder is that I have had plans reviewed 40-70 times in the last 2-3 years. These plans, because of such close scrutiny, end up with more hold downs and resubmittals for ridiculous items, i.e.. note requiring "patio door to be tempered glass" (its the only type of door available.
- Community Planning and Building Safety should be in the same office. They both want to approve permits yet they're miles apart and expect us to run between them.
- There is a general feeling that professional builders and developers should be held to a different standard than the average individual. Consequently we are being invaded by projects of substandard construction and design. Generally the employees of these departments begin to feel they have personal standards that are unrelated to current codes or ordinances.

- One consistent standard from all inspectors at AWWU would be nice.
- They (staff) are hard to reach by phone, and when you do get through, you get the impression, why are you calling me and what do you want?
- Sometimes it seems like the inspectors are not clear on codes, and they will send one inspector out who will call one item, then another one comes out to reinspect & call the same item a totally different way. No one seems to be on the same page.
- I will be working on an inspection and will only have one item left to do and they (inspectors) will fail the reinspect even though they know I will do the item. Job security and a waste of taxpayers time and money.
- They (staff) act like they are god and when you talk to them its like who are you to talk to me.
- (*The information I receive has been accurate, complete...*) Not at all, sometimes the items written up are unclear and don't make any sense. The items called are changing on an inspection by inspection basis. One inspector will call it one way, another will call it another way.
- Too much bureaucratic red tape. The process takes entirely too long.
- I would like to see inspectors who are willing to work with us as builders to make the process much quicker and easier for everyone involved.
- Being a little more human. (*Anything else you'd like us to consider?*)
- ADEC is a very serious bottleneck taking 6-8 weeks from submission to approval. With our short building season this time is intolerable.
- I have found building safety staff very helpful and considerate of my needs, particularly Connie Rumpfolt and plan reviewer James Gray.
- (*What would you most like to see improved or changed...?*)
 1. Consistency on the requirements
 2. Consistency on the applications of Muni Title 21.
 3. Fire the AWWU general manager. He brings his own opinions of the (what) the rules should be, instead of applying existing rules as they exist.
- Building permits division handouts need to be changed to reflect the requirements needed to obtain a building permit, specifically, residential permits require an engineered set of prints. This is not mentioned in the handout. Had I known this, I would have my house built by now; as it is I am renting through the winter because my prints won't be due till Sept. 20th. Permit #96-0561
- Building Safety is quick to take your \$2268 permit fee only to tell you two weeks later that I need to start over.
- When I met with them (staff) they were skittish from being hollered at so much, but they were helpful in telling me to start over. All could have been avoided if the handouts were correct.
- When a requirement is not met they should fax the contractor as soon as it is reviewed.
- Each person applying for a permit initially should get a few minutes with a Municipal Plans Reviewer, just to briefly go over the prints. As it is now you hand over your bundle of prints to a clerk who just wants to take your money.
- (*Anything else you'd like us to consider?*) Have the site inspectors give a survey similar to this one to their customers all next summer.

- Living in Girdwood and using the telephone to save time sounds like a good idea. Except there are different rules for Girdwood (land use permit for example) although it is part of the Municipality of Anchorage. The building permit people are uneducated in general about all the different facets of their geographical responsibilities. They are contemptful also.
- (*The physical locations ...are accessible and convenient.*) They are all accessible but they are scattered all over anchorage. One central location please!
- One should be able to get in writing an answer to a question regarding the Girdwood Area Plan.
- The Girdwood Area Plan and the new Design Standards currently being written up, should have seven to eight different examples and the hoops one might have to go through during the permit process. This way hopefully the MOA will catch any illogical mistakes or ambiguities and also give the petitioner an idea of how the process works up front.
- Improve permitting process at building safety.
- Have Building Safety stop being design people they (some) are not registered and making comments about registered designers incomplete or would like different design approach. The engineer who stamps drawings is liable not reviewer.
- I live and work in Eagle River. Only two extensions of government units are located here. All other offices require a 45 mile round trip.
- Info is not always complete or understandable. Alternatives are seldom presented — explanations are practically nonexistent.
- Lower positions staff generally are user-friendly. The higher you go, the more you meet resistance and “us against them” attitude.
- If alternatives exist, inform me of them. If time frames aren’t absolute, tell me so. I shouldn’t have to wonder whether I asked the “right questions”.
- (Better) internal coordination between Building Safety, Fire, Planning and Traffic during the permit process. The consultant should not have to shuttle paperwork between MOA departments — they should be able to communicate with each other directly.
- A comprehensive and accurate review of projects at the preliminary level is important. MOA departments should commit in writing at the preliminary stage, not reserve the right to change their minds as is currently happening.
- The government offices on Tudor are difficult to reach, especially before 9 AM and after 4 PM. They are not convenient to downtown.
- Fire and Planning seem particularly understaffed and difficult to reach by phone.
- Their inability of the Building Safety division to accept responses by fax and the physical location of the office makes timely response and coordination more difficult.
- If the variance calendar is booked three to four months in advance, perhaps they should consider having more frequent meetings, especially during the rush of summer construction.
- (*Anything else you’d like us to consider?*) Single point for decision, interpretation, permits over Building, Fire, Planning. Not individual, in series, comments which sometimes conflict.
- Parking is difficult at Health & Human Services and Parks & Recreation.

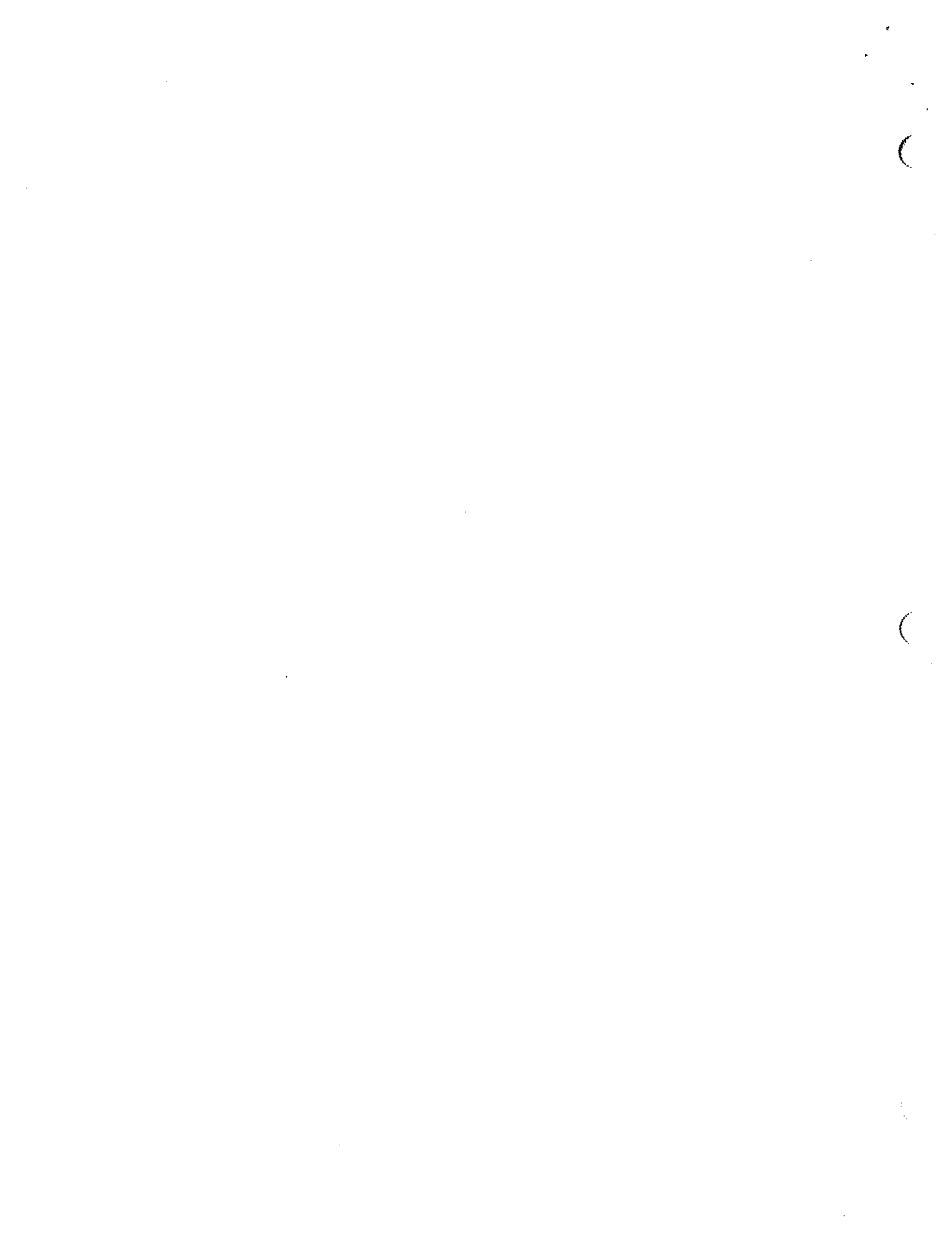
- Special inspection requirements are poorly defined.
- Building Safety Plan Review often falls behind approximately three months on large commercial construction.
- Building Safety offering standard details for seismic ties/bracing in residential and small commercial projects would improve the quality and consistency of plans coming in.
- Clearly define requirements of special inspections per UBC Chapter 17. What items must be submitted, what are requirements for qualification?
- (*MOA employees*) Do not understand their jobs and its relationship with the private sector.
- (*What would you most like to improve...*) Leadership — a process that can be easily understood by both sides.
- Better location — sometimes you have to go all over town for associated items.

**Appendix F —
ISO Schedule and Questionnaire**

BUILDING CODE EFFECTIVENESS GRADING SCHEDULE

INSURANCE SERVICES OFFICE, INC.

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BUILDING CODE EFFECTIVENESS GRADING SCHEDULE

INTRODUCTION

10. PURPOSE:

The purpose of this Schedule is to review the available public building code enforcement agencies, and to develop a Building Code Effectiveness Classification for insurance underwriting information and rating purposes.

15. SCOPE:

The Schedule measures the resources and support available for building code enforcement. It also evaluates how those resources apply to the mitigation of the natural hazards common to the specific jurisdiction. These measurements are then developed into a Building Code Effectiveness Classification number on a relative scale from 1 to 10, with 10 representing less than the minimum recognized protection.

The Schedule is an insurance underwriting information and rating tool. It is not intended to analyze all aspects of a comprehensive building code enforcement program. It should not be used for purposes other than insurance underwriting information and rating.

20. BUILDING CODE EFFECTIVENESS CLASSIFICATION:

The Building Code Effectiveness Classifications developed through the use of this Schedule are only one of several elements used to develop insurance rates for individual properties. Other features specifically relating to individual properties such as construction, occupancy, and exposures have similar importance in the development of these rates.

25. JURISDICTION:

The word "jurisdiction" as used in this Schedule includes cities, towns, villages, districts, counties, or other political boundaries.

30. FORMAT:

This Schedule is divided into 3 sections:

I. Administration of Codes:

This section evaluates the administrative support available in the jurisdiction for code enforcement. It looks for adopted building codes and modifications of those codes through ordinance, code enforcers qualifications, experience and education, zoning provisions, contractor/builder licensing requirements, public awareness programs, the building department's participation in code development activities and the administrative policies and procedures.

II. Plan Review:

This section assesses the plan review function to determine the staffing levels, personnel experience, performance evaluation schedules, review capabilities, and level of review of construction documents for compliance with the adopted building code for the jurisdiction being graded.

III. Field Inspection:

This section evaluates the field inspection function to determine the staffing levels, personnel experience, performance evaluation schedules, review capabilities, and level of review of building construction for compliance with the adopted building code for the jurisdiction being graded.

35. CALCULATIONS:

Whenever in this Schedule it is necessary to prorate credits, or to make any calculation using less than a whole percent or point, the following rules apply unless otherwise directed:

- A. All calculations with a 3 or more decimal place figure will be rounded to a 2 decimal place figure, promoting 0.005 or more, and dropping 0.004 or less (e.g., 2.285 = 2.29; 2.284 = 2.28).
- B. All values are proratable except where noted.
- C. If a portion of this Schedule does not apply due to an inapplicability to the jurisdiction being graded, the maximum points for that subsection will be given. For example, jurisdictions whose identified natural hazard(s) does not lend itself to mitigation by zoning regulations would receive maximum credit under Section 140. "ZONING PROVISIONS" even though there were no zoning provisions in place.
- D. When documentation is not provided to substantiate an item of review within this Schedule, and it is reasonable to assume that credit for the item is justified, a maximum of 75% of the credit points possible can be given to the item under review.
- E. The final score will be determined by a relationship between Item 105 and the balance of the Schedule.

$$\left[\left(\text{Section I} + \text{Section II} + \text{Section III} \right) - \text{Item 105} \right] \times \frac{\text{Points Achieved in Item 105}}{\text{Points Possible in Item 105}} + \text{Item 105}$$

40. MINIMUM CONDITIONS FOR APPLYING THIS SCHEDULE:

In order to develop a Building Code Effectiveness Classification other than Class 10, the following minimum conditions must exist:

A. Organization:

The building department will be organized on a permanent basis under applicable state or local laws. The organization will include one person responsible for the operation of the department, usually with the title of Building Official.

The department must serve an area with definite boundaries. If the jurisdiction is not served by a building department operated solely by or for the governing body of that jurisdiction, the building department providing such service will do so under a legal contract or resolution. When a building department's service area involves one or more jurisdictions, a contract should be executed with each jurisdiction served.

B. Building Code:

A building code addressing the structural strength and stability necessary to provide resistance to natural hazards attributed to the built environment will be adopted and enforced.

C. Plan Review and Inspection:

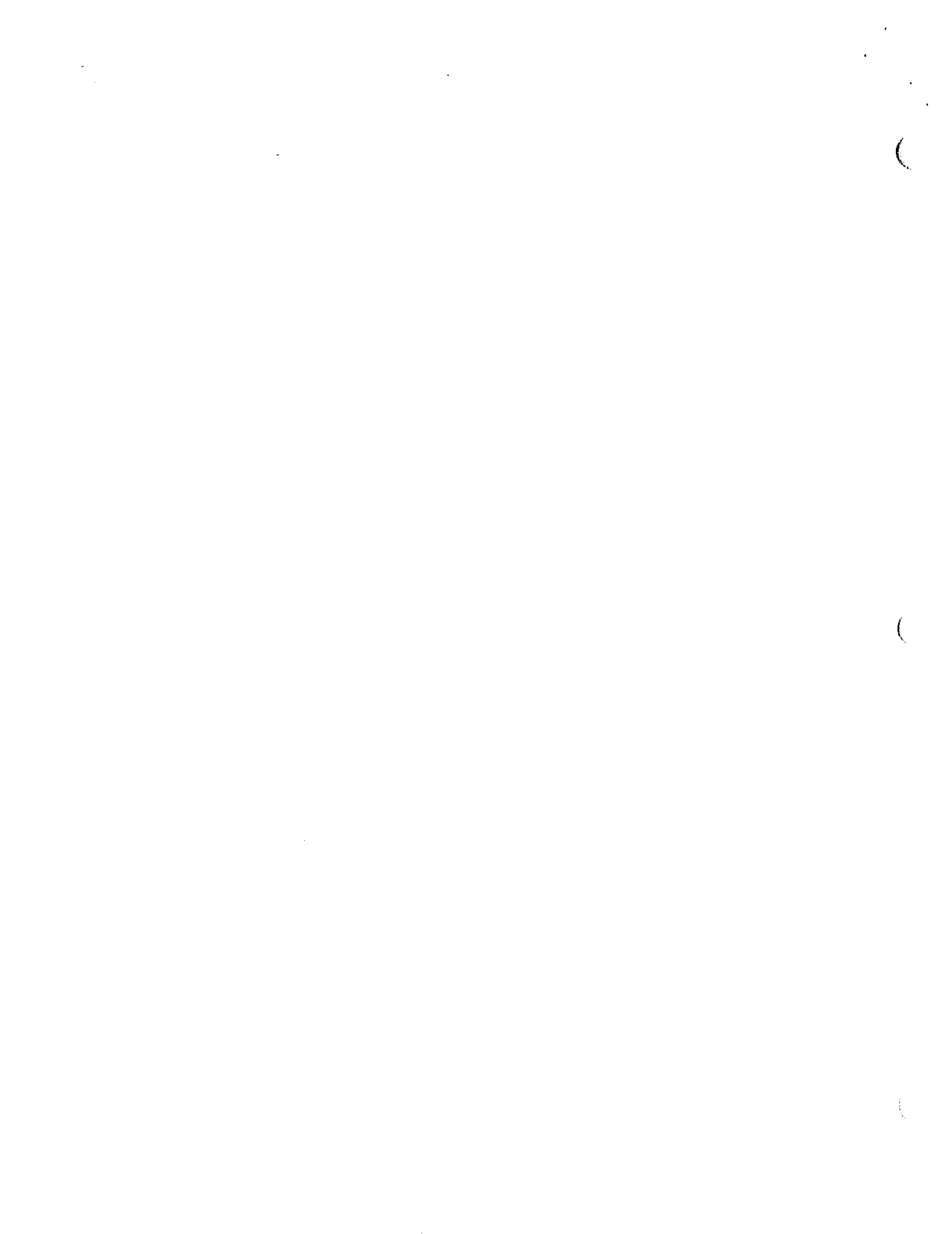
Review of construction documents and field review of building construction for compliance with the adopted building code will be done for building construction within the jurisdiction being graded.

D. Training:

Training for code enforcement personnel will be conducted at least 6 hours every 6 months.

CLASSIFICATION TABLE

CLASSIFICATION	POINT SPREADS
1	93.00 - 100.00
2	85.00 - 92.99
3	77.00 - 84.99
4	69.00 - 76.99
5	61.00 - 68.99
6	51.00 - 60.99
7	39.00 - 50.99
8	25.00 - 38.99
9	10.00 - 24.99
10	0.00 - 9.99

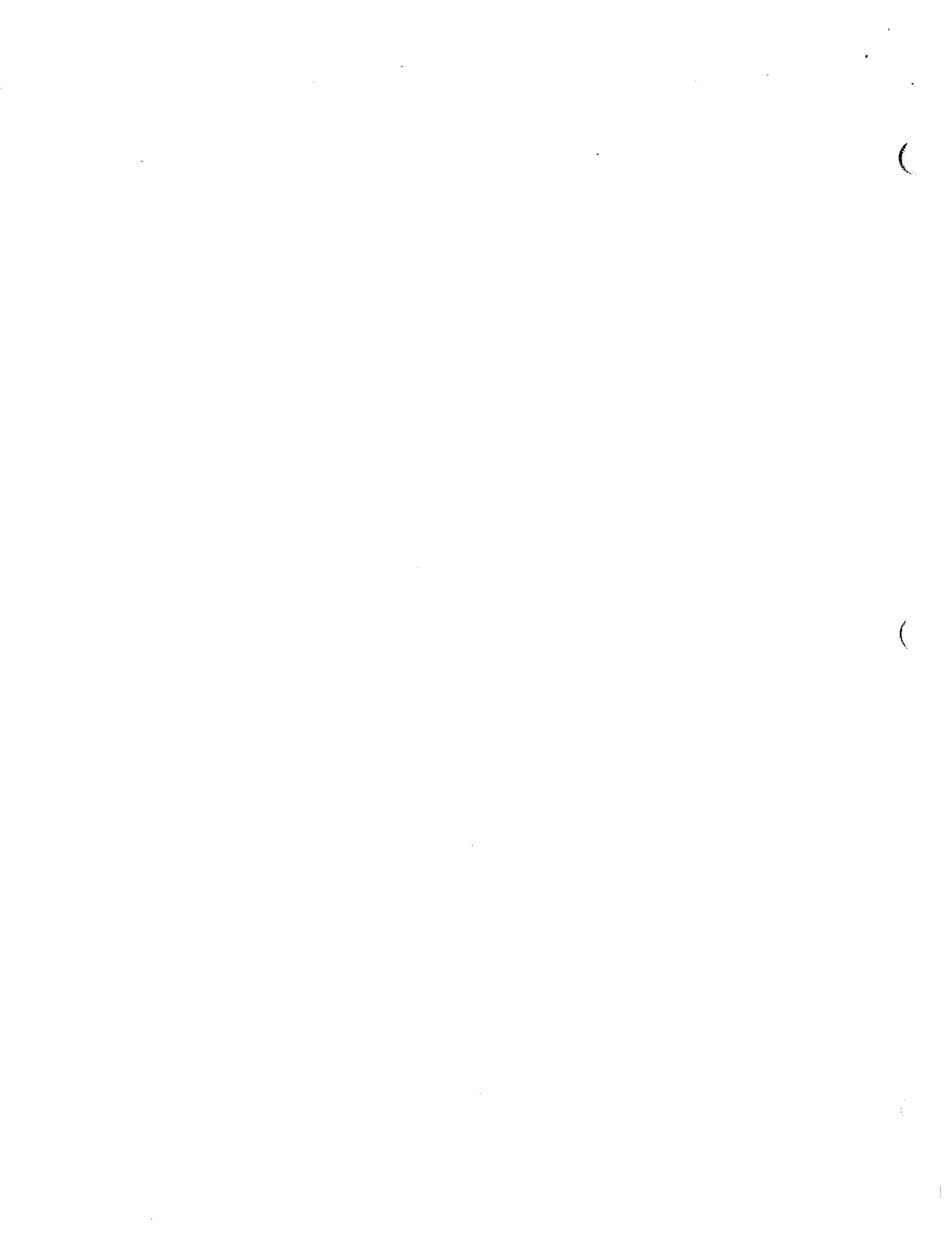


SECTION I

ADMINISTRATION

OF

CODES



SECTION I

100. GENERAL:

This section evaluates the administrative support for code enforcement within the jurisdiction -- the adopted building codes and the modifications of those codes through ordinance, code enforcers qualifications, experience and education, zoning provisions, contractor/builder licensing requirements, public awareness programs, the building department's participation in code development activities, and the administrative policies and procedures.

105. ADOPTED CODES: 10.0 POINTS

The latest edition of the model codes should be adopted and enforced by the jurisdiction. Use of codes other than the model codes, the National Electric Code, or the CABO 1 & 2 Family Dwelling Code may prorate the points available in Item 105.

If the latest edition of the listed codes were adopted within 1½ years of the published date, and the published date of the listed codes is within 3 years of the date of the grading:

Building Code	7.75 points
Electrical Code	0.75 point
Mechanical/Gas Code	0.75 point
Plumbing Code	0.75 point
1 & 2 Family Dwelling Code	4.00 points*

If the above does not apply, or the previous edition of the listed codes is adopted, and the published date of the listed codes is within 5 years of the date of the grading:

Building Code	4.65 points
Electrical Code	0.45 point
Mechanical/Gas Code	0.45 point
Plumbing Code	0.45 point
1 & 2 Family Dwelling Code	2.40 points*

If the next previous edition of the listed codes is adopted, and the published date of the listed codes is within 10 years of the date of the grading:

Building Code	3.40 points
Electrical Code	0.30 point
Mechanical/Gas Code	0.30 point
Plumbing Code	0.30 point
1 & 2 Family Dwelling Code	1.60 points*

If an earlier edition of the listed codes is adopted:

Building Code	1.70 points
Electrical Code	0.15 point
Mechanical/Gas Code	0.15 point
Plumbing Code	0.15 point
1 & 2 Family Dwelling Code	0.80 point*

*If a building code is adopted and enforced, this value will equal 0.00 points.

110. MODIFICATION TO ADOPTED CODES

5.0 POINTS**

There should be no modifications to the structural design provisions of the adopted codes and referenced standards that would weaken the intent for construction mitigation of natural hazards as defined in the model codes and referenced standards. No proration is permitted in this item.

** MAXIMUM ALLOWABLE POINTS = (POINTS CREDITED IN ITEM 105) X 0.1 X 5.0

115. TRAINING:

13.0 POINTS

The credit for training is as follows:

- A. Amount of expenditures for training equaling at least 2% of the annual operating budget for all building department related activities 3.00 points
- B. Each code enforcement person receiving the following amount of training per year:

Administration	12 hours	1.25 points
Legal	12 hours	1.25 points
Mentoring	12 hours	1.25 points
Technical	60 hours	4.25 points
- C. Incentives provided by the jurisdiction for continuing education, outside training, certification and certification maintenance 1.50 points
- D. Education of elected officials or governing authorities in building codes and building code enforcement a minimum of 3 hours per official per year 0.50 point

120. CERTIFICATION:

12.0 POINTS

The credit for certification is as follows:

- A. Certification of code enforcement personnel (applicable to the position requirements) through a comprehensive examination representative of the performance area for which certification is sought..... 8.00 points
- B. State or local jurisdiction mandated program for certification..... 1.00 point
- C. State or local jurisdiction mandated program of certification maintenance through continuing education at least once every 3 years 2.00 points
- D. Program of employee certification in the field they are employed (prior to employment or within one year of date of hire or advancement) 1.00 point

125. BUILDING OFFICIAL'S QUALIFICATION / EXPERIENCE / EDUCATION 4.0 POINTS

The following is reviewed:

- ♦ Building official's qualifications
- ♦ Certification as a building official
- ♦ Education, including a designation as a registered design professional
- ♦ Work experience in the fields of construction and code enforcement
- ♦ Experience as a building official

130. SELECTION PROCEDURES FOR BUILDING OFFICIAL 0.5 POINT

The selection process for a building official is designed to select the most qualified candidate.

135. DESIGN PROFESSIONALS: 4.0 POINTS

The credit for design professionals is as follows:

- A. If supervisory plan review staff are graduate or registered architects or engineers 2.00 points
- B. If non-supervisory plan review staff are graduate or registered architects or engineers 1.50 points
- C. If supervisory field inspection staff are graduate or registered architects or engineers..... 0.50 point

140. ZONING PROVISIONS 1.0 POINT

Where possible, special (through ordinance or code amendment) zoning provisions that address mitigation measures for buildings subject to local natural hazards.

145. CONTRACTOR/BUILDER LICENSING AND BONDING 1.0 POINT

Contractors/builders licensed and bonded to work in the jurisdiction being graded. The licensure dependance upon examination and experience.

150. DESIGNER LICENSING VIOLATION REPORTING 0.5 POINT

Reporting of licensing violations in contract documents to the appropriate state professional licensing board.

155. PUBLIC AWARENESS PROGRAMS

2.0 POINTS

The credit for public awareness programs is as follows:

- A. The amount of expenditures for public awareness programs equaling a minimum of 0.5% of the annual operating budget for all building department related activities 1.00 point
- B. The amount of hours spent by code enforcers on public awareness programs, equaling a minimum of 3 hours per code enforcement employee per year 1.00 point

160. PARTICIPATION IN CODE DEVELOPMENT ACTIVITIES

0.5 POINT

The building department involvement in code development activities and associations with groups or organizations that assemble building enforcement personnel for the purpose of education and advancement of effective building codes.

165. ADMINISTRATIVE POLICIES AND PROCEDURES

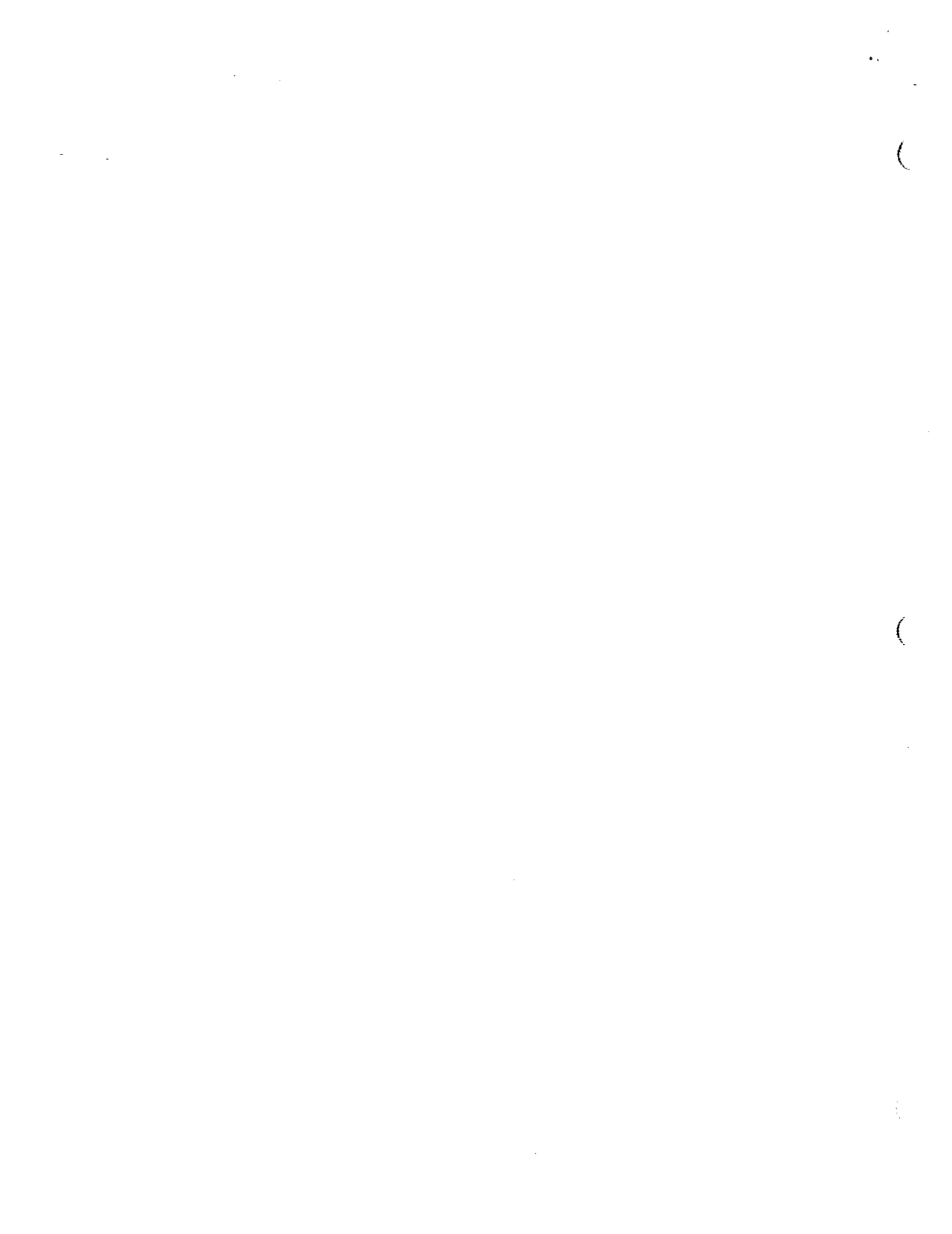
0.5 POINT

The credit for "Policies and Procedures" is as follows:

- A. A formal appeal process that a contractor/builder or architect/design professional can utilize as recourse to a building official's interpretation of the adopted building code/zoning regulations 0.30 point
- B. A policies and procedures guide for employees..... 0.10 point
- C. Where the policies and procedures guide covers technical code requirements (such as approved products listings) that would assist a designer or builder, publicizing the guide as available to the public..... 0.10 point

SECTION II

PLAN REVIEW



SECTION II

200. GENERAL:

This section evaluates the plan review function to determine the following:

- ♦ Staffing levels
- ♦ Personnel experience
- ♦ Performance evaluation schedules
- ♦ Review capabilities, and level of review of construction documents for compliance with the adopted building code for the jurisdiction being graded.

205. EXISTING STAFFING:

9.0 POINTS**

Staffing levels sufficient to assure comprehensive reviews of construction documents for compliance with the adopted building codes.

** MAXIMUM ALLOWABLE POINTS = $\frac{\text{POINTS ACHIEVED IN ITEM 215}}{\text{POINTS POSSIBLE IN ITEM 215}} \times \text{ITEM 205}$

210. EXPERIENCE OF PERSONNEL:

1.5 POINTS

5 years or greater experience in plan review of plan review staff.

215. DETAIL OF PLAN REVIEW:

11.5 POINTS

The credit for the comprehensiveness of plan review is as follows:

- A. Plan reviews conducted on all proposed 1&2 family dwelling construction or dwelling additions/modifications 5.00 points
- B. Comprehensive review of plans performed even if they were prepared and sealed by a registered design professional certified in the appropriate field of work 1.50 points
- C. Structural plan reviews conducted for all proposed building construction or building additions/modifications including a review of engineering calculations 2.00 points
- D. A means to evaluate, or reference evaluation service reports, for substitute products and/or materials for conformance with the intent of the structural portions of the adopted building codes 1.00 point
- E. A detailed checklist used with each plan review to assure all pertinent building code issues have been considered. The checklist becomes a part of the permanent record of the project address 2.00 points

220. PERFORMANCE EVALUATIONS FOR QUALITY ASSURANCE

1.0 POINT

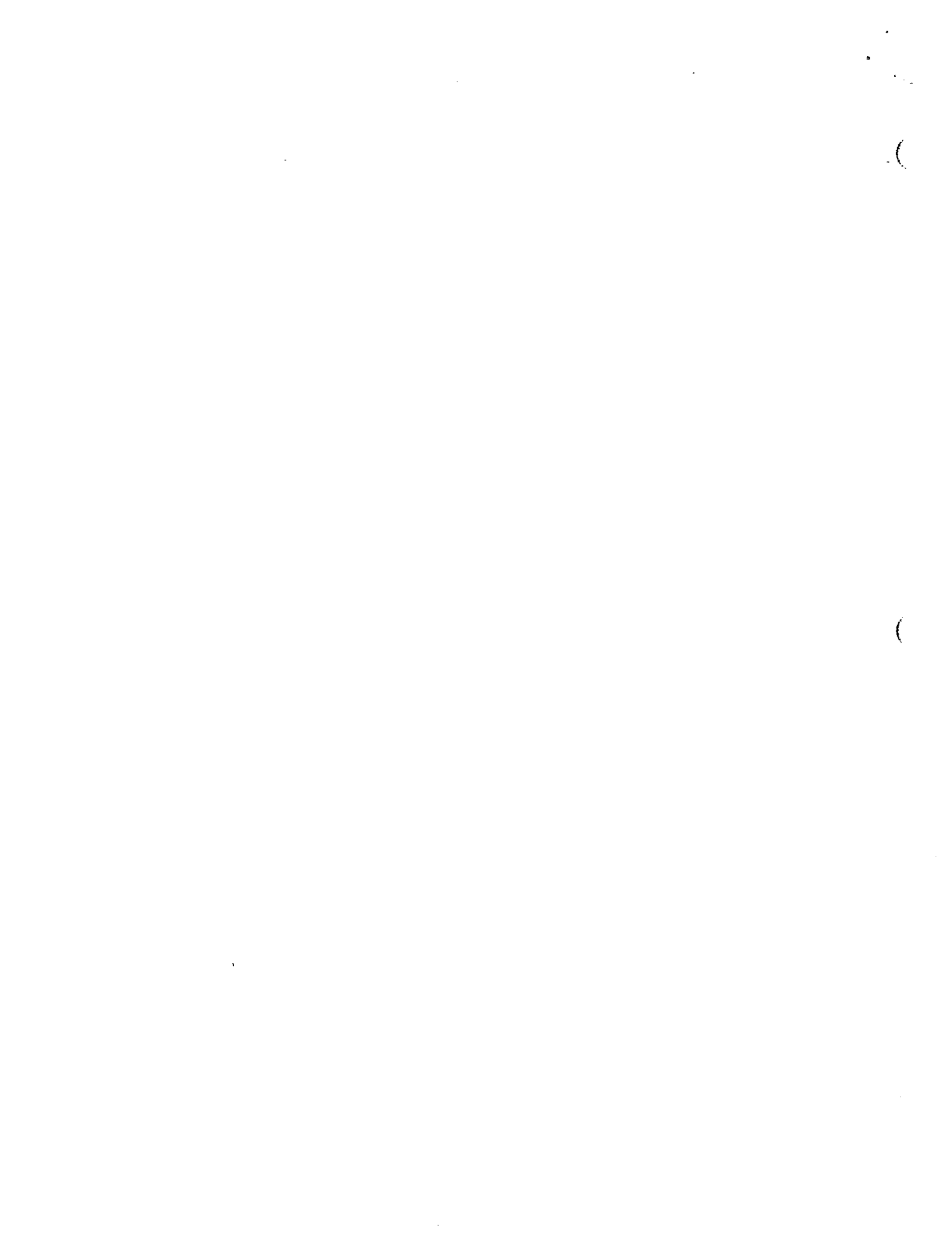
Credit for quality assurance programs for plan reviewers is as follows:

- A. Annual employee performance evaluations 0.50 point
- B. "Follow-up" plan reviews by a different plan reviewer conducted
semiannually 0.50 point

SECTION III

FIELD

INSPECTION



SECTION III

300. GENERAL:

This section evaluates the field inspection function to determine the following:

- ♦ Staffing levels
- ♦ Personnel experience
- ♦ Performance evaluation schedules
- ♦ Review capabilities and level of review of building construction

305. EXISTING STAFFING: 9.0 POINTS

Staffing levels sufficient to assure comprehensive reviews of building construction for compliance with the adopted building codes.

310. EXPERIENCE OF PERSONNEL: 3.0 POINTS

5 years or greater experience in field inspection and prior construction related experience of 2 years or greater.

315. CORRECTION NOTICES AND STOP WORK ORDERS: 0.5 POINT

Building department authority to issue correction notices and stop work orders for non-compliant construction.

320. INSPECTION CHECKLIST: 2.0 POINTS

A detailed checklist completed for each building construction project to assure that all pertinent building code issues have been considered. The checklist becomes a part of the permanent record of the project address.

325. SPECIAL INSPECTIONS: 1.5 POINTS

Where necessary to assure structural integrity, the building department requirement for special inspections for specific structural elements conducted by professional inspectors who have been certified for such work by a combination of: 1) an interview by the building official to assess qualifications, 2) examination and, 3) experience in the field of inspection they will be performing.

330. INSPECTIONS FOR NATURAL HAZARD MITIGATION: 1.5 POINTS

When there are construction mitigation measures defined in the adopted building code for the natural hazard(s) peculiar to the area being graded, special inspections that focus on compliance with the provisions of the code.

335. FINAL INSPECTIONS: 2.5 POINTS

Final inspections performed on all buildings after the construction is completed and the building is ready for occupancy.

340. CERTIFICATE OF OCCUPANCY: 2.0 POINTS

Certificates of occupancy issued by the building department after the construction is completed and prior to the building being occupied.

345. PERFORMANCE EVALUATIONS FOR QUALITY ASSURANCE 1.0 POINT

Credit for quality assurance programs for field inspectors is as follows:

- A. Annual employee performance evaluations 0.50 point
- B. "Follow-up" field inspections by a different field inspector conducted semiannually 0.50 point

**BUILDING CODE EFFECTIVENESS GRADING SCHEDULE
QUESTIONNAIRE**

The intent of this questionnaire is to measure the resources and support made available and applied to building code enforcement, as well as the utilization of those resources, as applicable to the mitigation of the natural hazards common to the jurisdiction being measured.

BUILDING CODE EFFECTIVENESS GRADING SCHEDULE GLOSSARY

Jurisdiction - the common name for the area, with defined political boundaries, which is served by the Building Department. It includes, but is not limited to, city, town, township, borough, village, county, parish, etc.

Building Official - the head of the department which performs construction inspection and plan reviews.

General Fund - a financial situation where building department expenses and budgets are provided for from a common money "pool" shared with other departments in the jurisdiction. Building department fees are deposited into this common financial "pool". (also see Enterprise Fund).

Enterprise Fund - a financial situation where building department expenses and budgets are provided for from fees collected by the department. (also see General Fund)

Inspection - a construction site visit to determine compliance of construction for a single trade with the permit which was issued. A cross-trained inspector can perform multiple inspections during a single site visit. For the purposes of this program, the number of inspections is being tracked, not the number of site visits. The inspection count should include those performed for remodel / addition projects as well as new construction.

Special Inspections (sometimes called "threshold" inspections) - inspections which are normally performed by private inspection agencies due to the required expertise being outside of that which is normally present in the average building department. These inspections include, but are not limited to, soils compaction testing, concrete testing, steel frame bolt torque testing, testing the welding of structural assemblies, etc. as defined by the model codes. It is commonly required that a written report (which indicates the status of the inspection) be provided to the building department. Special Inspections most frequently are required/occur in commercial construction.

Training, Administration - receiving education in the internal workings of a building department including permit processing and tracking, budgeting and staffing, supervising and managing, public service issues, etc.

Training, Legal - receiving education in the aspects of code enforcement affected by, and pertaining to, the legal rights, obligations, liabilities, immunities, etc. of code enforcement staff, building owners, and contractors.

Training, Technical - receiving education in those aspects of code enforcement which relate to interpreting and enforcing specific technical requirements as defined in the text of the various model codes.

Training, Mentored - receiving one-on-one education in any of the above aspects of code enforcement. A common means of mentoring is where a senior field inspector rides along with a junior field inspector to provide construction site instruction (vs classroom instruction) on specific issues and conditions to be addressed during the course of performing inspections.

Date Completed: _____

BUILDING CODE EFFECTIVENESS GRADING SCHEDULE

BACKGROUND DATA

1. Name of jurisdiction _____

1a. Name of County _____

2. National Flood Insurance Program (NFIP) community number _____

3. When was the jurisdiction incorporated/established? _____

4. When was the building department established? _____

5. Chief Administrative Officer (Mayor, City Manager, etc.)

Name _____

Title _____

Address _____

Telephone _____

6. Name of building official _____

Title _____

Address _____

Telephone _____

7. Size of jurisdiction in square miles _____
Please provide a current map indicating the boundaries of the area serviced by the building department.

8. Base population served by the Building Department (most recent available or 1990 census- circle which) _____
Seasonal population, if applicable _____

9. Total fair market value of all buildings in the jurisdiction served by the Building Department _____

Indicate if the above figure does not include:

- | | |
|---|---|
| <input type="checkbox"/> land value | <input type="checkbox"/> religious buildings |
| <input type="checkbox"/> educational facilities | <input type="checkbox"/> military buildings |
| <input type="checkbox"/> hospitals | <input type="checkbox"/> government buildings |
| <input type="checkbox"/> other _____ | |

9a. Indicate the source of the above figure:

- tax assessor
note: If the above value is not reflective of fair market value, show the percentage of fair market value used _____ %
- other _____

10. Jurisdiction Structure

- City County/Parish Township
 Town State Other _____

11. Type of Government

- Mayor/Council Fire District
 City Manager County Commission
 Committee Other _____

12. How many permits that require inspection were issued for the most recent recorded 12 month period? _____ Indicate the period _____

- A. Building _____
B. Electrical _____
C. Plumbing _____
D. Mechanical _____
E. Other (i.e.- pools, signs, fences, etc.) _____

13. Of those indicated above, indicate the breakdown of **building** permits:
Note that (13A + B + C + D = 12A)

- A. new buildings (including modular homes) _____
B. renovations/add-ons _____
C. mobile homes _____
D. Other (i.e.- roofing, siding, decks, demolition, house moving, etc.) _____

14. Indicate the number of building permits issued in the community within the most recent 12 month period for which statistics are available in each of the two following categories (including new construction and additions/renovations):
Note that (14A + B = 12A)

- A. Residential
1&2 Family _____ Multi-Family _____ Mobile Homes _____
B. Commercial/Industrial _____
Indicate the period _____

15. How many building permits have been issued in the floodplain in the past 12 months? _____

16. How many variances have been issued in the floodplain in the past 12 months?

17. What natural hazards is your area subject to?

- | | | | |
|--|-------------------------------------|--------------------------------------|------------------------------------|
| <input type="checkbox"/> earth failures | <input type="checkbox"/> floods | <input type="checkbox"/> tsunamis | <input type="checkbox"/> volcanoes |
| <input type="checkbox"/> earthquake | <input type="checkbox"/> tornadoes | <input type="checkbox"/> hurricanes | <input type="checkbox"/> lightning |
| <input type="checkbox"/> brush/forest fires | <input type="checkbox"/> high winds | <input type="checkbox"/> snow loads | <input type="checkbox"/> hail |
| <input type="checkbox"/> adverse soil conditions | | <input type="checkbox"/> other _____ | <input type="checkbox"/> none |

18. Which of the below identified natural hazards are addressed in additions, deletions or modifications to your adopted building codes?

- | | | | |
|--|-------------------------------------|--------------------------------------|------------------------------------|
| <input type="checkbox"/> earth failures | <input type="checkbox"/> floods | <input type="checkbox"/> tsunamis | <input type="checkbox"/> volcanoes |
| <input type="checkbox"/> earthquake | <input type="checkbox"/> tornadoes | <input type="checkbox"/> hurricanes | <input type="checkbox"/> lightning |
| <input type="checkbox"/> brush/forest fires | <input type="checkbox"/> high winds | <input type="checkbox"/> snow loads | <input type="checkbox"/> hail |
| <input type="checkbox"/> adverse soil conditions | | <input type="checkbox"/> other _____ | <input type="checkbox"/> none |

19. Is there a written mitigation plan or strategy which pursues mitigation activities following a natural disaster affecting the community?

- Yes No

What is the name of the plan? _____

20. Indicate the permit valuation (construction value) in the community within the most recent 12 month period for which statistics are available in each of the two following categories:

A. Residential

1&2 Family _____ Multi-Family _____ Mobile Homes _____

B. Commercial/Industrial _____

Indicate the period _____

21. How is permit valuation established?

- Model Building Code table without revision
- Model Building Code table with revisions
- Builder/Contractor
- Local
- Other

If other, describe: _____

22. How are the operations of the building code enforcement department funded?

- General Fund
- Enterprise System (supported by building department revenue)
- Combination of the above
 General Fund _____% Enterprise System _____%
- Other

If other, describe; _____

23. Are there provisions in your adopted code that require demolition and disposal of a structure when it has suffered substantial damage?

- Yes No

What percentage of damage must occur for this provision to be enacted? _____%

- Building Official's determination on case by case basis

Are the provisions provided for by local ordinance?

- Yes No

Ordinance number _____

Are the provisions peril specific?

- Yes No

Identify the peril(s) _____

23a. What percentage of addition/remodeling work would require any building to be brought up to current building code requirements? _____%

24. Please complete "Attachment A" (included at the end of the questionnaire) for each code enforcement employee or contract inspector/plan reviewer.

Indicate how many "Attachment A's" you have completed and submitted (i.e. how many code enforcement employees or contract plan reviewers/inspectors are in your department) _____

I. ADMINISTRATION OF CODES

1. Indicate the model codes used as your adopted code and show when adopted.

	BOCA	ICBO	SBCCI	LOCAL	OTHER*	EDITION/ REVISION YEAR	YEAR ADOPTED
A. Building Code	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
B. Electrical Code	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
C. Mechanical/Gas Code	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
D. Plumbing Code	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
E. CABO 1&2 Family Dwelling Code					<input type="checkbox"/>	_____	_____
* F. Other					<input type="checkbox"/>	_____	_____

* If "Other" is indicated in items A through E or if item F applies, describe:

2. If using Model Codes, have the technical (**structural design**) provisions of the code been amended locally?

Yes No

3. If answer to question #2 is "Yes", provide a copy of the local amendments to the structural design provisions of the model code (attach additional sheets, if necessary).

Briefly explain the reasons for the amendments: _____

4. What was the operating budget for all Building Department related activities for the previous recorded 12 months or previous fiscal year (including all salaries and overhead)?

12 month period of time or last fiscal year \$_____

5. Indicate the amount of training expenditures in the previous recorded 12 months or previous fiscal year: \$_____

6. Does your department pay certification examination fees?

Yes No

7. Does your department provide an incentive for an employee to obtain outside training/certification (i.e.- spot bonuses, salary increases, promotions)?

- Yes No

If "Yes", describe: _____

8. Does your department fund continuing education activities or provide financial incentives for continuing education?

- Yes No

9. Does your jurisdiction have a formal appeal process?

- Yes No

If "Yes", does it differ from that in the model code?

- Yes No

If "Yes", explain: _____

10. Indicate the governing authority that would commonly act upon appeals to the Building Official's code interpretations:

- City Manager
 Mayor
 Board of appeals
 Other

If "Other", describe: _____

11. Of the governing authority(s) indicated above, show the number of hours (in the previous recorded 12 months) each spends receiving code enforcement education:

Name/Occupation _____	Hours _____
Name/Occupation _____	Hours _____
Name/Occupation _____	Hours _____
Name/Occupation _____	Hours _____
Name/Occupation _____	Hours _____
Name/Occupation _____	Hours _____
Name/Occupation _____	Hours _____
Name/Occupation _____	Hours _____
Name/Occupation _____	Hours _____

12. Does your state or local jurisdiction have a mandated program for code enforcers of:

- certification/licensing: Yes Not Required
continuing education: Yes Not Required

If required, how often must the continuing education be obtained in order to maintain certification? _____

13. Are code enforcement personnel required to be certified in the field they are employed prior to employment or advancement?

- Yes No

If "No", must they achieve certification within a fixed period of time?

- Yes No

If "Yes", specify the time period: _____

14. Indicate the qualifications of the current Building Official:

- Licensed Engineer/Architect
 CABO Certification as Building Official
 Other

If other, describe: _____

Education:

- High School Diploma
 College Degree
 Associates Degree
 Bachelors Degree
 MBA
 MPA
 Other type of degree: _____

Construction Related Work Experience (excluding work as a Code Enforcement Officer):

- none
 less than two years
 two to five years
 more than five years

Code Enforcement Work Experience:

- none
 less than two years
 two to five years
 more than five years

Building Official Work Experience:

- less than two years
- two to five years
- more than five years

15. How is the Building Official selected?

- Examination
- Peer Review
- Promotional
- Other

If other, please explain: _____

16. Is there a Building Official's job description?

- Yes
- No

If "Yes", attach a copy.

17. Which department reviews floodplain construction/development for compliance with minimum local National Flood Insurance Program (NFIP) standards?

- Building Department
- Zoning Department
- Other

If other, please explain: _____

18. What standard(s)/ordinance(s) are used for floodplain construction/development?

- Building Code
- NFIP Model
- Zoning/subdivision ordinance
- Other
- None

If other, please explain: _____

19. Does your jurisdiction have special zoning provisions in response to local natural hazards?

- Yes
- No
- Does not apply

If "Yes", describe: _____

20. Are contractors/builders/tradespeople in your jurisdiction required to be licensed?

- Yes No

If "Yes", which trades require licensing? _____

21. Are contractors/builders/tradespeople in your jurisdiction required to be licensed by examination and/or experience?

- Yes No

If "Yes", indicate whether examination experience

Explain the examination and/or experience requirement: _____

22. Are there bond requirements for contractors by the state, county or city?

- Yes No

23. If bonds are required, indicate the type:

- surety
 performance
 other

24. If licensing violations in submitted drawings are detected, is it the policy of the department to report the designer to the appropriate state professional licensing board?

- Yes No

25. Does the jurisdiction/Building Department have a Public Awareness Program for natural hazard mitigation (wind, seismic, etc.) for new construction?

- Yes No Done by another department

a) If "Yes", in which of the following areas?:

- presentation to civic groups
 presentations to architects/contractors
 newsletters
 pamphlets for general public
 newspaper - daily
 newspaper - weekly
 TV/radio
 other: _____

b) Indicate the budget expenditures for this activity in the previous 12 month period of record or previous fiscal year: \$ _____

c) Indicate annual number of hours of staff time involved in this activity in the previous 12 month period of record or previous fiscal year: _____ hrs

26. Does the Building Department participate in the code change activities?

Yes No

A. BOCA CABO ICBO
 SBCCI State Other _____

B. Mid-year meetings
 Annual meetings
 Chapter meetings

C. Submit changes

27. Is there an active Building Officials Association or Model Code Chapter in the jurisdiction's area?

Local State None

28. Which of these associations does your jurisdiction participate in?

Local State None

29. Does the Building Department have written administrative policies and procedures?

Yes No

30. Do the policies and procedures cover technical code requirements?

Yes No

Are they publicized as available to the public?

Yes No

II. PLAN REVIEW

- 1. How many plan reviews are performed annually? _____
- 2. Indicate the breakdown of the total number of plan reviews performed:

- A. Building
 - 1 & 2 Family Dwelling _____
 - Multi-family Residential _____
 - Mobile Homes _____
 - Commercial/Industrial _____

B. Electrical _____

C. Plumbing _____

D. Mechanical _____

E. Other _____

Explain "Other" (i.e.- signs, pools, fire protection, etc.) _____

- 3. Are plans required for 1&2 family dwellings?

Yes No Some - _____%

If some, explain: _____

- 4. Does the Building Department conduct a plan review on all 1&2 family dwellings?

Yes No Some - _____%

If some, explain: _____

- 4a. Does the Building Department conduct a plan review on all multi-family residential and commercial/industrial buildings?

Yes No Some - _____%

If some, explain: _____

- 5. Does the Building Department perform a plan review when plans are signed and sealed by a registered design professional certified in the field of work submitted?

Yes No

6. Does the Building Department conduct structural plan reviews including review of calculations?

- Yes No Some - _____%

If some, explain: _____

7. Are Federal Emergency Management Agency (FEMA) Elevation Certificates required for construction/development in the floodplain?

- Yes No

If the FEMA Elevation Certificate is not being used, what elevation data is being collected during the permit process?

- Flood Zone Base flood elevation Lowest floor elevation
 Lowest adjacent grade elevation None

8. Are the following special design certifications required for new or substantially improved construction/development in the floodplain:

1. FEMA V-zone design certification -- CFR 60.3 e (4)

- Yes No Does not apply

2. Non-residential floodproofing design certification

- Yes No Does not apply

9. Does the community enforce and implement state regulations affecting construction/development in the floodplain ?

- Yes No Does not apply

If "Yes", indicate some examples:

- Freeboard More restrictive floodway Erosion setbacks
 Other

If "Other", describe: _____

10. Does the Building Department rely on Model Code Evaluation Reports in approving new products?

- Yes No

If "Yes", check applicable boxes:

- BOCA/ES ICBO/ES SBCCI/ES NES

If "No", how are new products evaluated? _____

11. Is it department policy to use a detailed checklist in the plan review process?

- Yes No

If other than a model code checklist, please attach.

If "Yes", does the checklist become a part of the permanent record?

- Yes No

12. How is the performance of plan reviewers evaluated? (check all applicable)

- | | |
|---|-----------|
| | how often |
| <input type="checkbox"/> general employee performance | _____ |
| <input type="checkbox"/> follow-up plan review | _____ |
| <input type="checkbox"/> other: _____ | _____ |

13. Does the Building Department use any outside plan review service?

- Yes No

If "Yes", explain reasons:

- time constraints
 complexity
 special features
 other: _____

Name of contract review service(s) _____

III. INSPECTION - ENFORCEMENT

1. Indicate the number of inspections completed (all types) in the last 12 months: _____

2. Indicate the breakdown of the total number of inspections performed:
 - A. Building _____
 - B. Electrical _____
 - C. Plumbing _____
 - D. Mechanical _____
 - E. Other _____Explain "Other" _____

3. Indicate the average number of **building** inspections performed per day per inspector the most recent 12 month period for which statistics are available:

- A. Residential
 - 1&2 Family _____ Multi-Family _____ Mobile Homes _____
- B. Commercial/Industrial _____
- C. Existing Structures _____
- D. Department average of **all** building inspections performed per day per inspector _____

3.1 Does the building department conduct **building** inspections on 1 & 2 family dwellings?

- Yes Some - _____% 1 & 2 family dwellings not inspected

If "Some," explain: _____

3.2 Does the building department conduct **building** inspections on multi-family dwellings?

- Yes Some - _____% Multi-family dwellings not inspected

If "Some," explain: _____

3.3 Does the building department conduct **building** inspections on commercial/ industrial buildings?

- Yes Some - _____% commercial/ industrial buildings not inspected

If "Some," explain: _____

4. Are contract inspectors employed?

- Yes No

If "Yes", how many hours per week? _____

How many inspections per week? _____

If "Yes", also explain reasons:

- time constraints
 complexity
 special features
 other: _____

Name of contract inspection service(s) _____

5. Does your jurisdiction have the authority to issue "stop work orders"?

- Yes No

If "No", explain: _____

If "Yes", how many were issued in the last 12 months? _____

If none were issued in the last 12 months, date of last one issued. _____

6. In the last 12 months, what approximate percentage of construction inspections received correction notices requiring reinspection? _____%

7. In the last 12 months, what approximate percentage of construction inspection correction notices resulted in stop work orders? _____%

8. Is it department policy for a written checklist to be used for on-site inspections?

- Yes No

If "Yes", please attach.

If "Yes", does the checklist become a part of the permanent record?

- Yes No

9. Does the Building Department require special (sometimes referred to as threshold) inspections for specific structural elements?

- Yes No

If "Yes", explain: _____

(Attach additional sheets if necessary)

10. Are the special or threshold inspectors required to be:

- Certified in the field of the required special inspections
 Certified, by:
 exam experience interview
 No certification required

11. Are there any special inspectors or inspection programs (such as sheathing fastener inspections) that focus on construction mitigation for the natural hazards common to your area?

- Yes No

If "Yes", explain: _____

12. Are final inspections performed after the building is completed and ready for occupancy?

- 1&2 family Yes No
Other Yes No

13. Are "Certificates of Occupancy" for new buildings required to be issued prior to the building being occupied?

- Residential (1&2 Family): Yes No
Other: Yes No

14. How is the performance of inspectors evaluated? (check all applicable)

- | | how often |
|---|-----------|
| <input type="checkbox"/> general employee performance | _____ |
| <input type="checkbox"/> field follow-up inspection | _____ |
| <input type="checkbox"/> other: _____ | _____ |

IV. EXISTING BUILDINGS

1. Indicate the model codes used as your adopted code for existing buildings and show when adopted.

	BOCA	ICBO	SBCCI	LOCAL	OTHER*	EDITION/ REVISION YEAR	ADOPTED
A. Fire Prevention Code	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
B. Existing Structures							
1&2 Family Residential	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
Multi-Family, Industrial, Commercial	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
C. Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
D. None	<input type="checkbox"/>						

* If "Other" is indicated in items A or B; or if item C applies, describe:

Please attach any local amendments to the above indicated model codes.

2. Provide a historical record of the adoption of the following codes (attach separate sheets for each code showing the code edition date and the date of adoption -- it is not necessary to provide copies of the codes):

- | | |
|-------------------------|----------------------------------|
| A. Fire Prevention Code | E. Building Code |
| B. Plumbing Code | F. Existing Structures |
| C. Electrical Code | G. CABO 1&2 Family Dwelling Code |
| D. Mechanical/Gas Code | H. Other |

3. Does the jurisdiction/Building Department have a Public Awareness Program for natural hazard mitigation (wind, seismic, etc.) for existing construction?

Yes No

a) If "Yes", in which of the following areas?:

- publicized service of auditing a building for natural hazard(s) mitigation and code compliance
- presentation to civic groups
- presentations to builders/contractors
- newsletters
- pamphlets for general public
- newspaper
- TV/radio
- other: _____

b) Indicate annual number of hours of staff time involved in this activity in the previous 12 month period of record or previous fiscal year: _____ hours

c) Indicate the budget expenditures for this activity in the previous 12 month period of record or previous fiscal year: \$ _____

4. Does the Building Department or another department in your jurisdiction have a program for inspections of existing 1 & 2 family residential buildings?

Yes No

If "Yes", what would initiate the inspection?

- "Change of tenancy" inspection
- "Time of sale" inspection
- homeowner request
- lessee request
- fire/life safety requirement
- hazardous condition
- mandate by ordinance requiring natural hazard mitigation
- other: _____

If "Yes", does it include a review of structural integrity in regards to natural hazard mitigation?

Yes No

If "Yes", explain: _____

5. Does the Building Department or another department in your jurisdiction have a program for inspections of existing multi-family residential, commercial and industrial buildings?

- Yes No

If "Yes", what would initiate the inspection?

- "Change of occupancy" inspection
- "Change of tenancy" inspection
- "Time of sale" inspection
- owner/lessee request
- fire/life safety requirement
- hazardous condition
- mandate by ordinance requiring natural hazard mitigation
- other: _____

If "Yes", does it include a review of structural integrity in regards to natural hazard mitigation?

- Yes No

If "Yes", explain: _____

6. Does your jurisdiction have a local law or ordinance that addresses mitigation for damages resulting from natural hazards?

- Yes No

If "Yes", do you have:

- Structural mitigation program(s) such as:

Hurricane/Wind

- Protection of glazed openings (windows and skylights)
- Structural tie down
- Other

Explain other: _____

Seismic

- Securing hot water heater to structure
- Seismic reinforcement for structure
- Other

Explain other: _____

Wildfire

- Fire resistant roofing materials
- Chimney spark arrester
- Other

Explain other: _____

- Non-structural mitigation program(s)

Hurricane/Wind

- Tree reinforcement or removal where potentially damaging to structure
- Zoning restrictions that prevent further construction in high hazard or repetitive (twice) loss areas
- Other

Explain other: _____

Seismic

- Portable multi-purpose fire extinguisher
- Other

Explain other: _____

Wildfire

- Debris/brush removal program during fire season
- Fire resistive plants within 30 feet of structure
- Other

Explain other: _____

7. Does your jurisdiction offer incentives (such as tax relief/credits, shared financial participation, etc.) to encourage bringing substandard structures up to current building code requirements?

- Yes
- No

If "Yes", explain: _____

8. Does your jurisdiction have a program whereby the Fire Department notifies the Building Department of fire damaged buildings?

- Yes
- No

If "Yes", explain: _____

9. If the answer to the above is "Yes", please explain what action the Building Department takes in respect to the notification: _____

10. If the information is available, indicate the percent of the total buildings within the jurisdiction that were built prior to the adoption of a building code:

1&2 family dwellings _____%

All other buildings _____%

Indicate the percent of the total buildings within the jurisdiction that were built prior to the adoption of a building code that have been brought into compliance with the intent of the natural hazard mitigation measures outlined in the current building code:

1&2 family dwellings _____%

All other buildings _____%

**Please complete the following for each code enforcement
employee or contract inspector/plan reviewer
(do not include support/clerical staff):**

Name _____ Title _____

Full time employee

Indicate percent of time working as a code enforcement official _____ %

Part time employee

If part time employee, indicate the number of hours worked per week _____ hours

Time Allocation (use the previous 12 months or annual compilation):

If supervisory position, indicate percentage of time devoted to supervising plan review staff _____ %

If supervisory position, indicate percentage of time devoted to supervising field inspectors _____ %

Training (use the previous 12 months or annual compilation):

Indicate the amount of time spent being trained in the administration of codes _____ hours

Indicate the amount of time spent being trained in legal aspect of code enforcement _____ hours

Indicate the amount of time spent being mentored in the application of codes _____ hours

Indicate the amount of time spent being trained in technical aspect of code enforcement _____ hours

Experience:

Indicate the years of experience in performing plan reviews _____ years

Indicate the years of experience in conducting field inspections _____ years

Indicate the years of working experience in the construction industry
(excluding work as an enforcement officer) _____ years

Responsibilities (indicate the percentage of time worked in each field, including supervision in that field)

____% Administration (Building Official only)

____% 1&2 Family Dwelling Building Inspector

____% 1&2 Family Dwelling Electrical Inspector

____% 1&2 Family Dwelling Plumbing Inspector

____% 1&2 Family Dwelling Mechanical Inspector

____% Building Inspector

____% Electrical Inspector

____% Plumbing Inspector

____% Mechanical Inspector

____% Building Plans Reviewer

____% Electrical Plans Reviewer

____% Plumbing Plans Reviewer

____% Mechanical Plans Reviewer

Certified by: State Model Code Other

Certified by: State Model Code Other

Certified by: State Model Code Other

Certified by: State Model Code Other

Certified by: State Model Code Other

Certified by: State Model Code Other

Certified by: State Model Code Other

Certified by: State Model Code Other

Certified by: State Model Code Other

Certified by: State Model Code Other

Certified by: State Model Code Other

Certified by: State Model Code Other

100% = Total

Note: Circle any certifications which are "temporary",
"probationary" or "provisional".

CABO Certified Building Official

Graduate or licensed Architect

Graduate or licensed Engineer

Please explain "Other" _____

**Appendix G —
Community Responses to Draft Recommendations**

davis constructors and engineers inc

740 Bonanza Avenue • Anchorage, Alaska 99518 • (907) 562-2336 • Fax (907) 561-3620

November 18, 1996

The Phillips Group
420A Tesconi Circle
Santa Rosa, CA 95401

Attention: Daryl Phillips

Subject: Draft Report on Land Use, Building Permitting, and Inspection Processes

Dear Mr. Phillips:

The following are my comments concerning the referenced report.

3.1.1 I was under the impression this was what this task force was attempting to accomplish.

3.1.2 A very serious commitment would have to be made to make this effective

3.2.1 A very good idea

3.2.3 I agree with eliminating redundancy

3.2.4 This appears to be a good idea

3.2.6 A very good idea

3.2.9 A good idea

3.3.1 I am not in agreement about additional positions at this time. I believe there is significant inefficiency that should be looked at first. Also, the scope of services provided needs to be addressed. For instance, I believe the structural review is to be in depth considering all commercial projects are designed by registered structural engineers. Are we reviewing for code compliance or checking calculations? Where does the ultimate liability rest?

3.3.5 I agree with this statement

3.3.8 Ditto

3.3.13 Ditto

3.4 While I agree, people need to have the tools to do their job. I believe "amenities" should be more specific.

General • Commercial • Industrial
Construction Management



Contractor's License
AAS295



The Phillips Group
November 18, 1996
page 2 of 3

- 3.4.1 I don't understand what the terminals are for. See above comment.
- 3.4.4 I was under the impression inspectors had cell phones.
- 3.4.7 This seems like a good service to out source
- 3.5 I agree there are significant problems here.
- 3.5.1 I agree with these statements. As an example, we have a landscape review board for the
- 3.5.2 downtown area. Should this extend to outlying areas?
- 3.5.7 I agree with this suggestion
- 3.5.8 Ditto. However, we need to clarify the scope and responsibilities of special inspections.
- 3.6 Why is Anchorage Home Builders Association singled out and not Associated General Contractors which is more representative of commercial contractors.
- 3.6.1 I agree and would suggest it would be appropriate to be organized in a fashion where building inspectors could commence field work at 8:00 am.
- 3.6.9 I heartily agree with this statement. Too often, industry associations are left out of the loop.
- 4.5.5 I strongly agree with this statement.
- 4.5.6 Ditto
- 4.5.7 Ditto
- 4.5.8 Ditto
- 4.5.17 This needs to be clearer—who is the project engineer; what format? Stopping projects
- 4.5.18 in our short season is a very serious matter.
- 4.8.1 A great idea
- 4.8.5 Sounds expensive
- 4.8.13 A good idea

dc&e

The Phillips Group
November 18, 1996
page 3 of 3

4.8.35 A good idea

4.8.37 Ditto

This report has a lot of issues contained within it, and I believe equally important is an implementation plan including timing and person(s) responsible.

Sincerely,

R. Greg Romack/emp

R. Greg Romack
President

RGR/emp

Anchorage Development Council
affiliated with the
Anchorage Home Builders Association
8301 Schoon Street, Suite 200
Anchorage, AK 99518

November 18, 1996

Howard & Sue Lamb
Fax: 415-435-1344

Daryl Phillips & Al Longo
Fax: 707-527-0338

Subject: Comments to final report for Municipality of Anchorage

Dear Consultants:

Thank you for the opportunity to review and comment on the "draft" final report. Members of our Council have reviewed your recommendations and are quite pleased with the considerable thought and detail that has gone into your report.

We are in agreement with all of your recommendations that apply to subdivision development issues. There are a few we would like to comment on and others where we have a question or two. Finally there are a few additional recommendations that we would like to request be included in the final report. Our comments in order of there presentation in the report are as follows:

- 1) 3.2.1 and 3.2.2 You have recommended that Building Safety and Community Planning be merged into one department. It was unclear to us where you envisioned the remaining three divisions of the Dept. of Public Works to operate, specifically, Private Development Engineering, Right-of-Way and Street Maintenance. Was it your intent to recommend for there still to be a Dept. of Public Works comprised of these three remaining divisions?
- 2) 3.5.1 We would enjoy the opportunity to identify and resolve inconsistencies and differences to the respective Municipal Ordinances where it involves subdivision design and construction. However, we were unsure of whether your focus in this section was with building construction concerns versus subdivision development, or whether your were addressing both areas

3) 3.5.3. First we were not aware of a current plan to announce a Request for Proposals to develop a comprehensive streetscape policy for the Municipality. Earlier this year we offered to participate in a Committee made up of representatives of the Planning Dept. and Public Works. Our primary goal was to explore more cost effective street designs and subdivision improvements. Our subdivision design standards have not been updated in many years. They are long overdue, especially with the changing demographics of Anchorage, involving fewer upper income resource development jobs to more of a service economy offering on average lower paying jobs. Both the Administration and private sector recognize the need to provide more affordable housing within Anchorage. Otherwise, more and more residents will likely move to the Mat Su Valley and commute to Anchorage, thereby lowering the property tax basis while still using many of the Municipal services and infrastructure.

In your recommendation, it was unclear to us what was meant by the phrase "to develop a comprehensive streetscape policy for the Municipality". Please broaden the definition to include our concerns about the need to explore more cost effective street designs with the goal of being able to build more affordable homes. We are concerned that the phrase may have been intended to deal mainly with urban beautification, i.e. landscaping issues. In particular, Street Maintenance's unbending focus on efficient snow removal, appears to have stalled any real efforts to explore alternative residential street design standards.

4) 3.6.4, 3.6.5 & 3.6.9 We were especially pleased to see your endorsement of our previous recommendations to increase communication between the various departments and the private sector. Especially your comments regarding keeping stakeholders informed of policy changes and obtaining input before any final decisions are made re: new policies and/or changes.

5) 4.5.6, 4.5.7 & 4.5.8 Again we were especially pleased to see you have incorporated these recommendations into the platting process for new residential subdivisions.

6) 4.5.9 through 4.5.22 All excellent suggestions to improve communication, consistencies in project reviews and operating procedures.

- 7) 6.5.1 Please consider adding at the end of the sentence, "and possibly instituting a flat fee policy except for in extenuating conditions."
- 8) In the final report it would be helpful if you could separate the residential development issues from those related to housing and commercial construction.
- 9) Regarding Fire Marshall plan review. Would you consider recommending that the review of plans for conformance with fire safety be removed from the jurisdiction of the fire Marshall and instead placed under the control and authority of the Dept. of Public Works? This is a very sore subject for both builders and developers, as too much control rests with the Fire Marshall. The person's placed in that position often appear to be unaware of and unresponsive to concerns of AWWU, Building Safety and Private Development.
- 10) We would like be part of a committee to review subdivision agreement standards for subdivision development. These standards have not been looked at in many years. For instance, there appears to be conflicting standards during the warranty period for projects administered by the Municipality, such as when they build a new road, or re-build an existing road, than what is required of the private development sector. We would like to have representatives of AWWU, ATU and the Dept. of Public Works Private Development and Maintenance Divisions involved on the committee. Items to review would include the subdivision boiler plate language, design requirements, inspection procedures and warranty requirements.

Our greatest emphasis will be on the warranty requirements. Our goal is to come up with standards and conditions that recognize the normal wear and tear experienced with subdivision utilities and roads that are consistent with arctic conditions. We are currently often held liable for items completely out of our control, such as damage by third parties during the warranty period and harsh winter conditions that sometimes cause water and sewer mains to freeze.

Furthermore, since it has come to our attention that AWWU is owned by the Municipality, see attached report, and because they were not in your original scope of work, we would like to have the ability to work with them. They need to be brought into the process along with the Municipal telephone utility, ATU.

**Appendix H —
Miscellaneous**



Building Services



Building Services combines all operations related to development, inspection and enforcement under the building, planning and housing codes within the City of Oakland. This provides a one-stop information and processing location for all development applications.

Operations

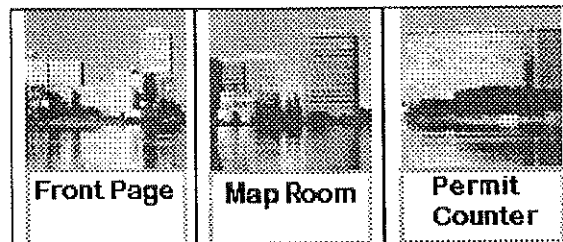
- [General Information](#)
- [Building Permit Information](#)
- [Zoning Information](#)

Building

- [Engineering](#)
- [Plan Check/Seismic Safety](#)
- [Inspection](#)
- [Code Compliance](#)

For questions and comments about this, or another Building Services page, [email the web development team](#)

Go to [City of Oakland Directory of Services](#)



Operations

Information

The Permit Counter hours of operation are:

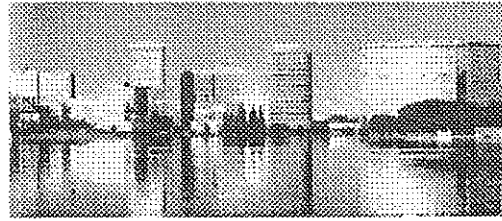
- Mon, Tues, Thurs, Fri -----8:00 am - 4:00 pm
- Wednesday -----9:00 am - 4:00 pm

Further information can be obtained by calling (510) 238-3443.

For questions and comments about this or another page [Send email to our web development team.](#)

Go to [Building Permit Information](#)

Go to [Building Services Home Page](#)



City of Oakland

Building Services

Building permit information

BUILDING PERMITS

WHEN A PERMIT IS NOT NEEDED

BUILDING WITHOUT A PERMIT

HOW TO APPLY

OBTAINING A PERMIT

PLAN CHECK

INSPECTIONS

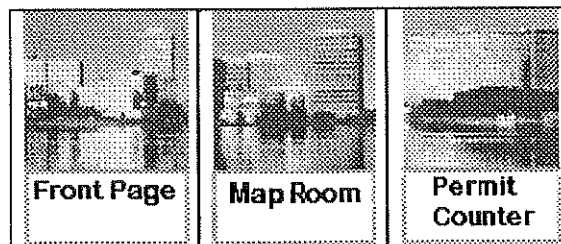
FEES

TERM OF PERMIT

GENERAL INFORMATION

For questions and comments about this page **email our web development team**

Go to **Operations Home Page**



Go to **Building Services Home Page**



Community and Economic Development Agency

On-line Permit Counter

[Click this line to register for on-line permitting.](#)

[Click this line for Building Services information.](#)

[Click this line to return to front page.](#)

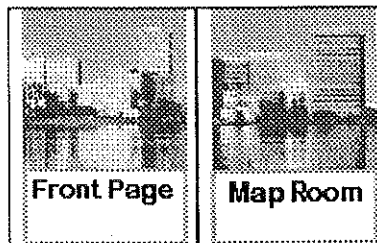
By clicking on the links below you can browse a variety of documents under development.

NON-RESIDENTIAL:

- [Resource Information](#)
- [Apply for a permit](#)

RESIDENTIAL:

- [Resource Information](#)
- [Apply for a permit](#)



Please submit the following information to indicate your needs for on-line permitting.

If your Web Browser has a problem displaying this form, try using the following email link for your comments: web development team. Viewing Tip: We recommend using the latest version of your Web Browser to view all pages at this site. To download the latest software available, choose one of the following sites: Netscape Navigator or Microsoft Explorer, or contact your internet service provider.

Name

Company

Mailing Address

Zip code

Email address

Phone number

Select the types of permits you need most frequently.

- Building
- Electrical
- Plumbing
- Mechanical
- Engineering
- Planning

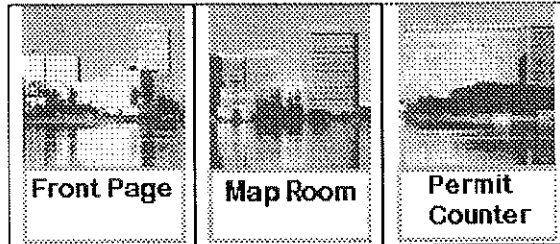
Please enter any additional information that might assist us in

building the type of on-line service you would find most useful.

Thank you for your assistance.

Reset

Submit



February 7, 1996

Municipality of Anchorage
Dept of Public Works
Division of Building Safety

Attn. Andy Stember

Re: Planning and Code Study
MOA Dept. Of Public Works
3500 Tudor Road

Dear Andy

Thank you for asking KPI to perform this evaluation and analysis of the facility at 3500 Tudor Rd.. Our task was to look at costs associated with bringing this facility up to code and look at other issues and choices associated with this project.

We have evaluated the code deficiencies and associated costs for the facility and have broken down our analysis into 4 solutions

Solution 1

To comply with basic code upgrades issues and to meet current life safety compliance requirements with the UFC ,UBC and other codes, the building will require dividing office space into areas less than 3,000 Sf. or 30 occupants, fire rating corridors not currently in compliance, and fire rating exterior walls and openings adjacent to other walls of buildings less than 20 ft. , see attached drawing for a graphic representation and code study information.

Solution 2

Upgrade the entire facility to "City hall" standards by phasing tenant move out/in and construction, upgrading the fire alarm system, adding a sprinkler system, new interior offices and finishes, mechanical systems and electrical distribution reconfiguration.

Solution 3

Building a new 42,450 SF facility

Solution 4

Leasing or relocating to other lease space either within current MOA owned facilities or Privately owned facilities in the Anchorage bowl.

The preliminary costs associated for each solution was developed by establishing project scope in a meeting with HMS, the cost estimation firm, historical information in our office , current industry standards and practices and Mechanical engineering information provided by RSA, Engineers. We have attached cost estimates for solutions 1, 2, & 3 with this report, solution 4, the lease space option, was developed by interviews with Jeff Thon of Pacific Tower Properties.

Costs

Solution 1

Upgrade basic code deficiencies	\$ 461,918
Design and other in house soft costs 20%	\$ 83,383
Total	\$ 545,301

Solution 2

City Hall finishes and upgrades	\$5,730,983
Design and other in house soft costs 20%	\$1,146,196
Total	\$6,877,179

Solution 3

New facility	\$6,117,842
Design and other in house soft costs 20%	\$1,223,568
Total	\$7,341,410

Solution 4

Lease space 42,450 sf. @ \$1.40/sf. 5 years	\$3,565,800
Design, moving and other in house soft costs 2.5%	\$ 89,145
Total	\$3,654,945

Lease space 42,450 sf. @ \$1.40/sf. 10 years	\$7,131,600
Design, moving and other in house soft costs 1.25%	\$ 89,145
Total	\$7,220,745

In summary, the most cost effective capital expenditure solution is to preform the basic code upgrades "band-aid fix ", without resolving the more pressing functional problems of the facility.

Page 3
Stember
Feb. 7, 1996

By performing the basic upgrades the general public, who utilizes the services of Public Safety, will not notice any difference in the way they perceive this dept., nor will the Depts. Plan to computerized and develop the "one stop permit" concept be able to be implemented without the relationships of the interior offices, public spaces, storage rooms and departments resolved.

The bigger issue at hand is what does the Public Works dept. want to achieve and what are the limitations to resolving the basic problems addressed in this study.

Sincerely
Koonce Pfeiffer Inc.



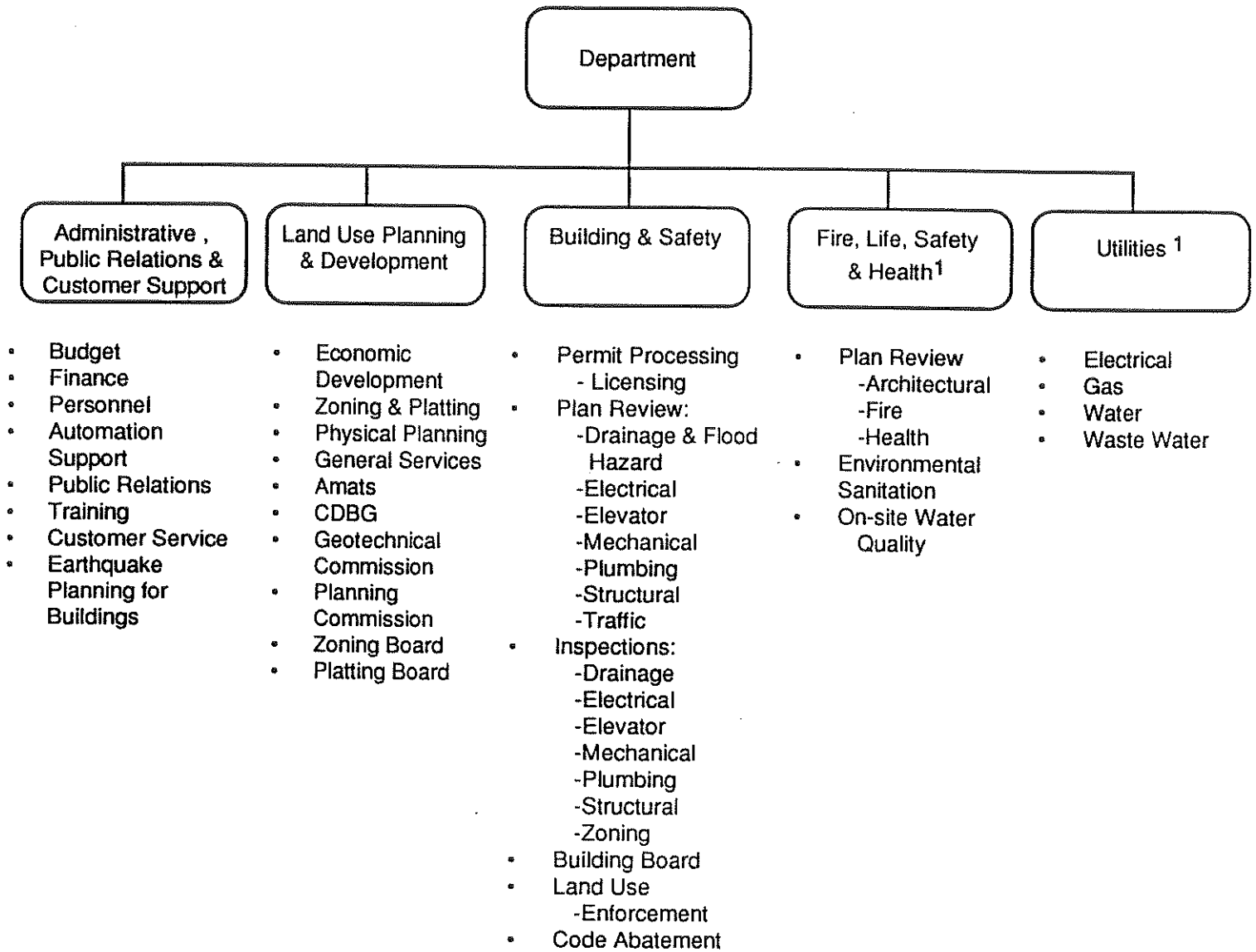
Jeffrey P. Koonce, AIA

Attachments

1. Overall floor plan and code analysis
2. HMS Cost estimation Upgrading the existing facility
3. HMS Cost estimation "City Hall" type renovation and new building
4. RSA Engineers report on the existing mechanical problems

**Appendix I —
Community Planning and Building Safety
Functional Model**

Functional Model of Proposed Department



1. Personnel in this section matrixed to the new department from their functional home on a rotational basis.