

Safe. Secure. Strong.



**Reports from Issues Working Groups for
Mayor Ethan Berkowitz's Transition Team**





The Transition Process

On May 5th, 2015, the people of Anchorage elected Ethan Berkowitz to be their next mayor, and to lead Alaska's largest city into its next centennial.

Within two weeks, Mayor-elect Berkowitz announced a transition team to create a blueprint for a safe, secure and strong Anchorage. The charge was to create a forward thinking transition report that recognized the unique challenges and opportunities we have, while identifying the steps his administration could take to more effectively address the critical issues that face Anchorage.

To reach this end, he assembled a team of three co-chairs, ten sub-committee co-chairs, along with over 125 community and business leaders, practitioners and end-users, organized into five issues specific working groups. Each committee hosted 18 to 25 people, and the rosters were comprised of a diverse group of participants, from a wide range of backgrounds and cultures.

The five committees were tasked with examining Mayor-elect Berkowitz's key areas of concerns, and developing a collaborative and comprehensive approach to addressing the specific area of focus. The five areas included Public Safety, Homelessness, Administration, Jobs/Economy, and Live. Work. Play.

- **PUBLIC SAFETY** – How can we improve public safety and strengthen Anchorage neighborhoods?
- **HOMELESSNESS** – How can we eradicate homelessness and improve the health of the community?
- **ADMINISTRATION** – How can we make city government more efficient, accessible and responsive to the citizens of Anchorage?
- **JOBS/ECONOMY** – How can we build a city that attracts and retains a talented workforce, the most innovative companies and provides a strong environment for economic growth?
- **LIVE. WORK. PLAY.** – How can we integrate diversity, education, arts, trails and housing into making Anchorage the number one city in America by 2025?

To ensure even greater public participation, Mayor-elect Berkowitz hosted four town hall meetings and a community diversity celebration over a two-week period in June. These public events drew almost 1,000 people combined, and gave Anchorage residents an opportunity to share their thoughts on the future with the next mayor.

By the end of June, each committee had produced a final draft of their recommendations arising from the presentations they'd received from the outgoing administration, committee discussions and public conversations. During the committee deliberation process there were many lively conversations about the recognition that it is time to take a new approach to old community problems that have continued to persist. With the state's fiscal situation inevitably going to impact local government, the committees recognized that in order to successfully address the challenges laid out in the transition report, the city must improve collaboration with state government, business and non-profits, along with sharing and using data more effectively.

One of the clearest takeaways that was garnered from both the extensive committee and public input, was that all of the challenges that Anchorage faces are closely interwoven. The public inebriate and homelessness problem is impacting both education and neighborhood economic development. The lack of transparency and public process within local government is impacting Anchorage residents' ability to ensure their voice is heard, and residents can easily access their city government.

**“Think creatively
and broadly.
Be visionary.”**

– Mayor-elect Ethan Berkowitz

During the five weeks the transition team executed their work, a high degree of energy, enthusiasm and dedication to moving Anchorage forward was visible at every committee meeting and in every conversation. In presenting this report to the residents of Anchorage we would like to thank once again all of those who participated in the transitions process, whether as Co-Chairs, Working Group members, town hall attendees, staff and volunteers.



Andrew Halcro, Executive Director, ACDA



Joelle Hall, Director of Operations, AFL/CIO



Ethan Schutt, Senior VP Land & Energy, CIRI



Thank You!

A special thanks to all of those who invested their time, talent and hospitality to the transition team process for Anchorage Mayor-elect Ethan Berkowitz.

VOLUNTEERS:

Joshua Spring
Brian Britt
Darrian Traw
Roberta Goughnour
Colin Palmer

MEETING FACILITIES:

Anchorage Chamber
of Commerce
Visit Anchorage
Neighbor Works
SPAWN
CIRI
Alaska Native Tribal
Health Consortium
Shiloh Baptist Church

Beans Café
Covenant House
YWCA
Spenard Rec Center
Chugiak-Eagle River
Senior Center
Fairview Rec Center
Abbott Loop Elementary

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Public Safety 1 – APDEA
Public Safety 2 – APDEA
Homelessness 1 – Bean's Café

Homelessness 2 – Bean's Café
Administration 1 – Visit Anchorage
Economy/Jobs 1 – Visit Anchorage
Live. Work. Play 1- Visit Anchorage
LWP 2 – Visit Anchorage
LWP 3 – Visit Anchorage

Diversity 1 – John Aronno
Diversity 2 – John Aronno
Diversity 3 – John Aronno
Town Hall 1 – John Aronno
Town Hall 2 – John Aronno

A photograph of an Anchorage Police officer, a woman with blonde hair in a bun, wearing a dark blue uniform with a 'POLICE ANCHORAGE ALASKA' patch. She is leaning over a yellow table, interacting with a young child. The child is wearing a yellow and black jacket with 'U.S. MARINE' on the sleeve and a colorful helmet. The officer's hand is on the child's head. The background is a grassy area.

Anchorage: Public Safety

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Public Safety

Co-Chairs

Carmen Gutierrez, Retired criminal defense attorney and Deputy Commissioner, Alaska Department of Corrections

Craig Goodrich, Retired Chief of the Anchorage Fire Department

Transition Team Staff

Nora Morse

Subcommittee Team Members

Miriam Aarons, Bering Straits Native Corp., Corporate Communications Dir.

Antonio Anderson, Owner, Northstar Security Agency

Chris Anderson, Owner, Glacier BrewHouse

John Angle, Retired Anchorage Police Department

Robin Bronen, Executive Director and co-founder, Alaska Institute for Justice

Cory Evans, Security Director, Anchorage Downtown Partnership

William Hogan, Dean, UAA College of Health

George Martinez, Global Block Foundation

Keeley Olson, Program Director, STAR

Everett Robbins, Retired Anchorage Police Department officer

Andre Rosay, Director, UAA Justice Center

Derrick Slaughter, Owner, Unique Blends Barbershop

Steve Williams, Chief Operating Officer, Alaska Mental Health Trust Authority

Purpose

- 1** To determine the top four or five critical public safety issues, the solution of which would improve public safety in Anchorage.
- 2** Identify strategies or action steps that would solve the issue.
- 3** Indicate which issues and strategies could reasonably be implemented by the Mayor's office within 60 days, 6 months, and 3 years.

Process

The team first met on June 18. Mayor-elect Berkowitz welcomed the group and encouraged team members to think out of the box when it came to strategizing on how to improve public safety in Anchorage. The team then heard from Chief Mark Mew, Deputy Fire Chief James Vignola and Director Melinda Freemon, Department of Health and Human Services who spoke on the strengths and challenges facing their departments.

Transition staff explained the process the team would use to determine its priority needs/wants to improve public safety in the greater Anchorage area. Citizens in attendance were invited to place notes on poster paper with their comments.

The team then broke into several small groups to identify the issues they believed compromise public safety in Anchorage and to brainstorm on the strategies to overcome those issues. Upon completion of that process, the team reconvened as a whole and organized the issues and strategies into a comprehensive list. The team discussed each issue and strategy and edited for clarity and brevity.

On June 15, 2015, the Subcommittee reconvened. The members discussed the issues raised during the last meeting, and agreed to add several additional issues. The team then voted on the 15 different issues

identified as impacting public safety in Anchorage. Each team member had four green dots to place on his/her top priority issues. Once the voting had concluded, the top four issues identified below had garnered the most team member votes.

Public Safety Subcommittee's Top Four Priority Issues:

1. COMMUNITY INCLUSIVENESS/COMMUNITY POLICING

a. 60 Days

- i. Work with AK Language Interpreter Center to get interpreters at Anchorage Fire Department (AFD), Anchorage Police Department (APD) and Health and Human Services (HHS).
- ii. Investigate safety protocols on buses, including contracting options outside of APD.

b. 6 Months

- i. Conduct a "self-assessment" of language access and develop a language access plan.
- ii. Implement cultural and linguistic professionalism training for first responders in coordination with the Department of Justice.

c. 3 Years

- i. Create Community Panels including beat officers, state probation officers, clergy, the business community members, and community councils members to improve crime prevention and prisoner re-entry outcomes by helping struggling individuals who need community support. This would be a pilot program as a part of implementing community policing.
- ii. Encourage and support community engagement and empowerment so communities feel empowered to partner and solve problems by;
 1. Creating Neighborhood Watch type programs, avenues for more diverse recruitment, Public Safety academy in schools to expose kids to public safety possibilities,

employ more School Resource officers in middle schools and implement programs such as Coaching Boys into Men.

2. Inviting interpreters to meet with top city officials. Start a media campaign of "I Am Anchorage" where diverse individuals in government and in the community highlight and expand already existing bridges.

- iii. Establishing a once a quarter meeting with a diverse group of community leaders, interpreters, and the Mayor to discuss community issues/needs. This group would be tasked with creating community cohesiveness and cooperation.
- iv. Restructure APD resources, and create a clear definition of "community" to implement community policing.

2. SUBSTANCE ABUSE/HOMELESSNESS

a. 6 Months

- i. HHS should coordinate with municipal grant writers to initiate and fund a treatment program for opiate/heroin addicts using non-addictive Vivitrol.

b. 3 Years

- i. Create joint screening services for the homeless between hospitals, APD, and AFD.
- ii. Create a medical substation at Beans Café staffed by volunteers or others.
- iii. Facilitate a mobile medical unit run by ANHC or ANTHC in contract with a local hospital.
- iv. Adapt zoning changes to increase detox beds and substance abuse treatment facilities.

3. ADDRESSING THE HIGH NUMBER OF FORMER PRISONERS RETURNING TO ANCHORAGE

a. 60 Days

- i. Encourage HHS to partner with Partner's Reentry Center (PRC) and the Alaska Native Justice Center (ANJC) to apply for federal grants to fund these nonprofits' efforts to provide reentry supports to newly released former prisoners.
- ii. Privatized halfway houses operated under contract with DOC should be reviewed to reduce walkaways and improve victim notification
- iii. Create and establish a relationship with the DOC Commissioner.

b. 6 Months

- i. Support the PRC and the ANJC and other effective models in their efforts to assist former inmates in their reentry efforts when either entity applies for funding from state or federal government.



4. DOMESTIC VIOLENCE AND SEXUAL ASSAULT

a. 60 Days

- i. Retain the municipal Prosecutor with Alaska Institute for Justice steering committee to provide comprehensive civil/legal services to crime victims in Anchorage.

b. 6 Months

- i. Sufficiently fund Alaska Domestic Violence & Sexual Assault Intervention Program (ADVSAIP).
- ii. Endorse Green Dot Program city wide – All municipal employees and contractors and Anchorage School District employees are trained in Green Dot and University adopts Green Dot.
- iii. Implement Erin's Law and Bree's Law in Anchorage School District.

Team members were told that all 15 issues with their attendant strategies would be forward to the Mayor-elect for his consideration.

Anchorage: Solving Homelessness

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Homelessness

Co-Chairs

Hilary Morgan, CEO YWCA Alaska

Celeste Hodge Growden, Executive Director,
Shiloh Community Development

Transition Team Staff

Amy Coffman

Subcommittee Team Members

Jim MacKenzie, Assistant VC Development, UAA

Corrine O'Neill, Executive Director, Rural CAP

Allison Kear, CEO, Covenant House Alaska

Lisa Sauder, Executive Director, Bean's Café

Christopher Constant, Director of Grants, Contracts and Marketing,
Akeela Inc.

Nancy Burke, Senior Program Officer,
Alaska Mental Health Trust Authority

Lottie Michael, Senior Vice President, Commercial Real Estate Alaska

Trevor Storrs, Executive Director, Alaska Children's Trust

Diane DiSanto, Community Facilitator

Carma Reed (*Ex-officio Member*), Director, Community Planning
and Development, Anchorage Field Office at U.S. Department of
Housing and Urban Development

Bill Woodland, Owner, Snow White Linen

Rebecca Ling, Director of Recovery Services, Cook Inlet Tribal Council

Colleen DeVincenzi, Community Activist and resident at BFS

We had active participation from the public, with 5-10 people showing
at each meeting. At the last meeting, the public was invited to join the
roundtable discussions.

Process

We met four times during the week of June 8-12, 2015.

- *Monday, June 8th, 12noon to 4pm, YWCA Conference room*
- *Wednesday, June 10th, 12noon to 1:30pm, Beans Café*
- *Thursday, June 11th, 12noon to 1:30pm, Covenant House of Alaska*
- *Friday, June 12th, 12noon to 4pm, YWCA Conference room*

Goals

60 Days

Priority One: Improving Transportation and Access

- Complete Needs Assessment
- Free and Reduced bus passes
 - Make disability application for bus passes on-line
 - Lower prices for youth
- Review other successful projects, including East High school program
- Focus on safety and comfortability of transport

Priority Two: Homeless Coordinator at the municipality

- Housed in the Mayor's office, reports directly to the mayor
- Look at all the money that's being spent on homelessness, local state and federal in Anchorage [including alternative costs like APD, hospital, jail, etc.]
- Responsive to community needs, facilitates relationships between programs and neighborhoods
- Actively coordinates with Anchorage Coalition to End Homelessness
- Familiar with state and federal programs and dollars, private sector dollars
- Ensure affordable housing is safe and comfortable
- Broker mergers and partnerships between service providers
- If SOA doesn't expand Medicaid, have Anchorage expand Medicaid

Priority Three: Housing

- Establish a committee from Planning & Zoning who will be responsible to make recommendations of zoning changes
- Coordinate reports and groups that are working on this issue, continue work with transition teams
- Affordable housing – mechanisms for subsidies, non-cash assets
- Minimize co-location of low income projects in low income neighborhoods
- Creative solutions to encourage landlords to have affordable housing

Priority Four: All municipal employees trained on Green Dot Bystander Intervention

- 1 hour, or 30 minute trainings for all staff and executive team

Priority Five: Keep Safe Harbor buildings in use

- Leverage money to support the program
- Advocate, increase public awareness around importance of this program
- Work with RuralCAP

6 Months

Priority One: Employment and Job training options

- Workforce development through municipal jobs [youth doing watering for municipal gardens]
- Develop public/private partnership to provide job trainings
- Micro loans and investment in small business efforts of individuals experiencing homelessness
- Support development of meaningful use of time programs
- Find creative end to backlog of public assistance applications

Priority Two: Address the societal perspective on homelessness

- Public awareness
- Increase humanity toward people experiencing homelessness

Priority Three: Maximize existing potential detox and substance abuse treatment

- Fund existing vacant beds
- Advocate for changing the Nursing board policy of only RNs being able to fill out intake form

Priority Four: Find resources to devote to Homelessness Programs

- Assess ability for enterprises, utilities, ACDA, etc. to pool resources for this solution
- Reduce taxes and/or other tax credits to landlords that rent to people with housing vouchers
- Increase the supply of land and buildings for permanent supported housing

“In order for our community to truly make a difference in addressing the issue of homeless Alaskans we must work together.”

– Lisa Sauder, Bean’s Café

Priority Five: Establish recommendations on housing based on existing inventory

- Commission entity to conduct the assessment
- Compile existing data

Priority Six: Sign on to, and complete Mayor’s challenge to end veterans’ homelessness

- Permanent supportive housing units for hardest to serve
- Identify the current list of veterans not housed

3 Years

Priority One: Housing First Programs

- Support projects around affordable housing and permanent supported housing
- Dialogue with communities and neighborhoods to build programs
- Set goal of 1000 Units built during Mayor Ethan Berkowitz's term
- Sale of John Thomas building for Housing First program within six months
- Mayor is active with the Anchorage Coalition to End Homelessness
- Funding support for unified case management across agencies

Priority Two: Implementing conditions for city funding to create programs with multiple providers under one umbrella

- Share data with the public on a regular basis
- Encourage 100% participation in HMIS
 - Including Anchorage Safety Center
 - Incentivize/score programs based on participation
- Coordinated entry

Priority Three: Reduce the barriers to housing and employment

- Address impediments to fair housing choice
- Secure local revenue for permanent supportive housing
- Address planning and zoning
- Continue assessment every three years, act upon recommendations

Priority Four: Increase detox and substance abuse treatment inventory

- Increase city investment in local programs – burden is not balanced
- Find creative ways to sustain funding
- Support removal of Institutions for Mental Diseases [IMD] exclusion



Anchorage: Administration



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Administration

Administration Subcommittee Goal

The goal of the administration subcommittee was to assess the current state of the municipal administration, identify areas for improvement and outline 60 day, 6 month and 3 year priorities for the mayoral transition team. The subcommittee remained focused on the identified time frames to ensure the Berkowitz Team could secure early wins in the transition, creating momentum for future work in these critical areas. Three themes ran throughout the subcommittee's discussions:

- 1 Encouraging the public's trust in local government by fostering communication, access and transparency;
- 2 Increasing efficiency by eliminating redundancy in services and processes; and
- 3 Providing employees with the tools they need to effectively support government and citizens, such as a functioning IT infrastructure.

Administration Subcommittee Members

The Administration Subcommittee was comprised of 19 members representing large and small non-profit and for-profit organizations, municipal government, educational institutions, and small business owners. A complete list of the members is below.

Co-Chairs

Shauna Hegna, Chief Administrative Officer,
Alaska Native Tribal Health Consortium

Denis LeBlanc, Director, Operations and Maintenance Services,
CH2MHill

Transition Team Staff

Laura Herman

Subcommittee Team Members

Neil Gunn, Co-Owner, the Venture North Group

Mark Melchert, Attorney, Jermain Dunnagan Owens

Dar'Shon Tucker, Providence Health Services Alaska,
HR Strategic Partner, former municipal employee in employee relations

Roger Shaw, Developer of new technology and retired accountant

Anna Nowak, Former Employment/Classification Analyst,
Municipality of Anchorage

Elijas Rojas, Director of Digital Media and Client Development,
Walsh Sheppard

Karen Turner, Sr. Human Resource Strategic Partner,
Providence Health and Services Alaska

Sheila Selkregg, Assistant Professor University of Alaska,
Owner Sheila Selkregg Consulting, former MOA Assembly Member,
former MOA Planning Director

Paul Wiltse, Co-Owner, The Venture North Group

Clare Ross, Owner, Clare Ross Strategies

Dan Repasky, Deputy Director, AVTEC

Mary Jane Michael, Consultant; former Executive Director of Office of
Economic and Community Development, Municipality of Anchorage

Brad Spees, Vice President for Wholesale and Gov't. Markets, GCI;
Board President, ACMHS

Mike Humphrey, Senior Benefit Advisor, The Wilson Agency LLC

Marty McGee, Alaska Assessment Assistance

Jane Angvik, former Assemblyperson;
Member, Anchorage Charter Commission

Barbara Gruenstein Easterbrook, former municipal clerk

Administration Subcommittee Process

The Administration subcommittee co-chairs met with Mayoral Transition Team staff members Susanne Fleek-Green and Laura Herman on Tuesday, May 26th to outline the committee process. On Tuesday, June 2nd the Administration Subcommittee held its first meeting. The majority of the meeting was dedicated to presentations by current municipal government leadership. The out-going City Manager, George Vakalis, provided an overview of the current organizational structure and upcoming opportunities and challenges facing the city. The out-going Municipal CFO, Kate Giard, presented the 2015 municipal financial status and answered questions regarding the expected budget shortfall for FY 2016. The out-going Employee Relations Director, Nancy Usera, provided an overview of the employee relations department and key decisions that will need to be made by the upcoming administration regarding benefits, the ERP system (SAP), and compensation. Following the presentations, the committee subdivided into small groups to brainstorm potential priorities for the mayoral transition.

During its second meeting on Tuesday, June 9th, the Administration Subcommittee reviewed the priorities identified at the previous meeting and determined the implementation timeline (60 days, 6 months, 3 years). The Administration Subcommittee Priorities were reviewed and edited by the subcommittee's co-chairs and emailed to the full subcommittee for review. Member's feedback was incorporated into the final draft report.

60 Days

Priority One: Develop a plan to improve municipal employee morale

- Clearly articulate to each employee the purpose, contribution, and importance of their work to the city
- Conduct an employee survey that asks employees to outline what's working, what isn't working, and what should be changed.
 - This should be on-going, could also have "department town hall meetings" with municipal staff
- Review and strengthen the Employee Relations department
 - Establish working relationships with unions and non-represented employees
- Mayor should regularly visit each department – at least quarterly
- Develop strategies for improving payroll
 - Timekeeping
 - Flexible schedules

Priority Two: Improve municipal responsiveness and direct connection between Mayor and departments

- Department heads have direct access to the Mayor
- Community liaison in the Mayor's office, full time employee
- Build interdepartmental connections
- Include heads in preliminary discussion in new initiatives that involve their department

Priority Three: Clearly layout fiscal opportunities and challenges

- Consider other sources of revenue
- Develop new relationship with the State of Alaska
- Clearly communicate fiscal situations to the public (e.g. community forums)

Priority Four: Develop strategy and process to navigate title 21, municipal zoning law

- Public involvement in any changes
- Clearly articulate the important issues from the development community's perspective and from the public's perspective
- Overcome challenges associated with developing programs such as Housing First
- Review other northern cities' codes to identify what works in other communities

Priority Five: Develop a broader strategy to increase engagement of the city's diverse population in municipal government including commission and board appointments

- Develop a language access plan for each service and department of the city
- Diversity is not easy and requires intention and time
- Outreach to communities about opportunities available [use SOA's strategy]
- Foster rural community relationships

6 Months

Priority One: Identify key community and economic development projects and opportunities for partnership

- Review and consider existing plans and current initiatives
- Meet with AEDC and the Chamber
- Revitalize Anchorage Community Development Authority
- Build Public/Private partnerships

Priority Two: Foster the community's trust in municipal government

- Implement a clear and predictable process that includes meaningful public input
 - Honor public process agreements
- Develop a culture of responsiveness to citizens' needs
- Strengthen relationship with the Assembly

Priority Three: Review efficacy of programs based on vision and function

- Set clear, measurable, and meaningful goals for each department, and assess level of success of each goal
- Conduct a thoughtful staffing evaluation and assess city needs
- Identify obvious challenged areas

Priority Four: Build a comprehensive Information Technology strategy

- Draft an all-encompassing IT Strategic plan (30,000 ft. view for all departments public safety, transportation, public involvement, library, etc.)
- Appoint a functional advisory team with internal and external members
- Clearly defined roadmap of practices and policies
- Create direct relationships between CIO, Municipal Manager and Mayor
- Position the department to be more responsive to employees and the public
- Underrun monies from projects completed should be dedicated to SAP
- Multi-language access on the website

3 Years

Priority One: Survey municipal infrastructure and develop a long-term plan for maintenance of municipal owned facilities

- Review existing studies
- Identifying implementation strategies based on recommendations
- Assess current leases and cost/benefit analysis of municipal facilities
 - Develop best practices for negotiating leases
- Prioritize older buildings for infrastructure improvement

Priority Two: Thoughtfully develop more public and private partnerships to leverage opportunities, encourage economic development, and efficient service delivery

- Use best practices, tools, and incentives to facilitate community development
- Establish seamless relationships with community networks
- Connection with the University of Alaska Anchorage
- Assess Title 21 for multi-use neighborhoods

Priority Three: Budgetary liquidity and property tax relief

- Review tax exemptions for property taxes
- Explore municipal revenue options, including fees, fines, sales of buildings, and alternative taxes (targeted taxes for specific projects, gross receipts tax, sales tax, etc.)
- (Refer also to 60-day time frame, priority 3).

Priority Four: Merging essential services with Anchorage School District

- Evaluate cost benefits
- Assess redundancies and increase efficiencies
- Assess logistical challenges

Priority Five: Review municipal-owned utilities to better serve citizens, encourage co-generation and ensure sustainable access to utilities

- Explore best practices and reinvestment with each utility
- Adjust tariff structure to encourage co-generation
- Promote and develop sustainable utilities
- Effective coordination and communication of projects, development services



Anchorage: Economy/Jobs



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Economy/Jobs

Co-Chairs

Roberta Graham, Former Deputy Commissioner of Commerce, Community and Economic Development

Bill Popp, President and CEO,
Anchorage Economic Development Corporation

Transition Team Staff

Amy Coffman

Subcommittee Team Members

Ric Davidge, Chairman, AQUEOUS International Inc.

Dennis Mitchell, VP, Lynden International

Bruce Bustamante, Interim President, Anchorage Chamber

Susie Gorski, Executive Director, Chugiak-Eagle River Chamber

Mao Tosi, Owner, Big Tosi Management

Laile Fairbairn, Owner, Snow City Café

Curtis McQueen, CEO, Eklutna, Inc.

Katherine Jernstrom, Co-Founder, The Boardroom, and
Alyeska Venture Management

Larry Bell, Alaska Chapter Manager, NECA

Pat Falon, Director of Business Development, Laborers Local 341

Yaso Thiru, Professor, Alaska Pacific University

Kirk Rose, Anchorage Community Land Trust

Issa Braman, Refugee Education, Catholic Social Services

Ray Hickel, Hickel Homes

John Weddleton, Owner, Bosco's Comics

David Ramseur, ISER, UAA

Michael Carr, VP of Finance, ConocoPhillips

John Hoyt, First National Bank of Alaska, Senior Vice President

Eric McCallum, President, Arctic Wire Rope

WR – Workforce Readiness

BRE – Business Retention and Expansion

CD – Community Development

60 Days

- WR – Convene group of diverse employers to discuss their needs
- WR – Mayor creates diversity council to advise MOA
- BRE – Establish long term plan for 49 Angel Fund – where it will reside and future of return and the fund's use
- BRE – Craft a “Conduct Policy” – implement/enforce
- Fairview Economic Development Incentives – district regulations developed and adopted
- CD – Review purchasing department – move disadvantage business enterprise requirements back to purchasing department. (Funded projects are held up for months and years; AWWU only 40% of projects get through)
- WR – Provide affordable language interpreter/resources for municipal services

6 Months

- WR – Promote value of vocational education and training/WR – Identify all workforce training available (KCC, UAA/CTC, APICC, etc.)/WR – Lobby state to track data on unemployed (demographics)
- WR – Create MOA position to connect resources with needy communities (MOA and non-profit)
- WR – Public transportation – Better routes with more access to vouchers (school ID = pass)/BRE – Meeting of transport officials and large employers to identify gaps and needs in capacity and scheduling (Ron Pollock)
- CD – Change culture in permitting to “How can I help you” from risk averse strict adherence to code/BRE – Make zoning and permitting more flexible/entrepreneurial (ex. vertical farming bldg.)

- CD – Reduce uncertainty of development
- BRE – Economic development incentives – reviewed, revised, and updated to maximize Anchorage’s competitiveness
- CD – Create system for better coordination with developer, AWWU, CEA, ML&P, and MOA
- BRE – Improve downtown building façade standards

3 Years

- BRE – Wi-Fi saturation
- BRE – Make downtown more pedestrian friendly (wider sidewalks, trees, walking streets, underground parking)/
BRE – Ice-free walkways/WR – Improve alternate transportation (bike routes; clear sidewalks)
- BRE – Extend coastal trail south
- BRE – Tear down blighted buildings (non-tax payers)

Public Comments

(In no particular order)

- BRE – Rural affairs coordinator
- BRE – Focus on community energy efficiency as an investment not a cost
- BRE – Work with Gov. Walker to help consolidate electric utilities statewide
- BRE – Budget analysis for privatizing or consolidating the three MOA utilities
- BRE – Work with Gov. Walker to discuss long-term fiscal issues and how it effects Anchorage
- WR – Increase minimum wage to living wage
- WR – Find creative ways to finance affordable housing

- WR – Focus on high school transition to work force
- WR – Help each kid make a plan post high school (5th year senior/13th year)
- WR – MOA creates community college – expand UAA-CTC
- CD – Clarify and empower Community Developer Director to insure he/she oversees all planning, zoning, permitting and residential commercial development and appoint a project manager for all private development projects over \$2.5 million
- CD – Review, revise and update the function and structure of ACDA to improve effectiveness
- CD – Direct that more overlay districts be used to lower the cost of new housing
- CD – Digital plan reviews instead of rolls of paper plans
- CD – Move Title 21 forward with the assembly changes to be approved soon – engage the development community with a request for written comment within 30 days
- Mayor directs that cost must be a consideration both private and public projects
- CD – Create solid road plans; pick a route, pick a design, set a schedule and stick to it
- CD – Consider State of Alaska collector road standards for rural areas (less steep slope problems, less drainage issues, lower cost)
- CD – Create drainage management plans (better environment, cheaper development, critical for Hillside and Eagle River)
- CD – Direct that existing Secondary Egress policies be reviewed allowing variances when it is physically impractical in new developments
- Miscellaneous – Film Industry Impacts on Tourism – consider establishing a film office

Additions from the chairs:

Strategy and Commerce

The Berkowitz Administration should emphasize that city government plans to promote economic development, which may include ensuring there is a central point of contact who should be responsible for the emphasis on commerce, ways to generate economic development/business expansion and retention. The point person will act as a liaison with state commerce/economic development officials, and working to ensure that if the state curtails municipal revenue sharing that the city develops means to redirect services. The Mayor also should imbue the municipal development director with authority to drive efficient economic development, including permitting and land acquisition.

Anchorage: Alaska's Gateway to the Arctic

Recognizing that Anchorage will be the hub for Arctic development in Alaska, and that jobs and economic activity will become increasingly robust during the next two years as the United States chairs the Arctic Council, the municipality should develop a working relationship with state, federal and international officials to foster opportunities; and, develop a work plan for capitalizing on new business opportunities/new businesses related to Arctic ports, shipping and logistics. Explore trade missions and business exchanges.

**Anchorage:
Live. Work. Play.**



Safe. Secure. Strong.

Live. Work. Play.

Anchorage is a young and growing city with a place for all ages where you can live close to work, make a competitive salary and have a plethora of options for entertainment and outdoor activities. There are many things that make this city an amazing place to call home; however to be the #1 city in the nation to live, work, and play, we must continually improve and invest.

The Live. Work. Play. committee evaluated the current working components designed around making Anchorage the #1 city in the nation by 2025, and arrived at recommendations for six specific areas.

Co-Chairs

Michael A. King, Realtor, Keller Williams Realty Alaska Group

Michael A. Prozeralik, Anchorage Economic Development Corporation

Transition Team Staff

Nora Morse

Subcommittee Team Members

Debe Mahoney, Executive Director, Anchorage Neighbor Works

Beth Nordlund, Executive Director, Anchorage Parks Foundation

Carol Gore, President and CEO, Cook Inlet Housing Authority

Archana Mishra, Live. Work. Play. Director,
Alaska Economic Development Corporation

Sarah Leonard, President and CEO, Alaska Travel Industry Association

Timothy Potter, Planning Director, DOWL

Julie Decker, Executive Director, Anchorage Museum at
Rasmuson Center

Drew Michael, Local Artist, Alaska Native carvings

Kalen Saxton, Retired, previous Early Childhood Education background

Kimberly Pace, Assistant Professor, UAA

Ryan Lawton, Bike Enthusiast, IT Technician

Greg Cerbana, Director of Public Relations, Weidner Apartment Homes

Diane Hirshberg, Director, Center for Alaska Education
Policy Research at ISER, UAA

June Sobocinski, Vice President of Education Impact,
United Way of Anchorage

Barb Dubovich, CEO, Campfire Alaska

Stephanie Berglund, CEO, thread

Shannon Daut, Executive Director, Alaska State Council on the Arts

Jim Renkert, Winter Sports and Recreation Consultant

Josh Hemsath, Pride Foundation, Regional Development
Organizer in Alaska

Tyler Robinson, Director, Development Planning and Finance, CIHA

Greg McDonald, Eklutna, Inc. Commercial Property and
Real Estate Manager

Drew Phoenix, Executive Director, Identity, Inc.

Jeff Robinson, Principal, Schneider & Associates Engineering

Amy Slinker, Director of Marketing, Pfeffer Development

Forrest Dunbar, Attorney/Judge Advocate

One Anchorage One Economy

- **60 Days**
 - Have each Department take 1+1 Alaska Survey
 - Sign Welcoming Cities Proclamation in multiple languages
- **6 Months**
 - Add gender identity/expression to existing municipal EEO statement
 - Revise municipal forms to include multiple gender identities
 - Sign non-discrimination ordinance into law
- **3 Years**
 - LGBT cultural competence training for supervisors/employees
 - Elevate and fund AERC's role within the Administration and/or create a "diversity czar" position
 - Advocate for non-discrimination laws statewide

Creative Placemaking

- **60 Days**
 - Designate a bureaucratic navigator for neighborhood/cultural leaders and artists
 - Equity, community awareness, and connections – needs assessment
- **6 Months to 1 Year**
 - Anti-discrimination ordinance
 - Incentives for dense, mixed use development
 - Change regulations etc.
 - Safety in downtown
 - i.e. hire more police officers
 - build/repair sidewalks and raised walkways on
 - L Street
 - 5th Avenue to Museum
 - Phase 2 planning for Local Art Agency and implement

- **3 Years**
 - Creative district definition throughout Anchorage and create a prototype

Housing

- **60 Days**
 - ACDA: Hire ED and refocus on redevelopment and infrastructure. Target infrastructure and capital investments in target redevelopment as well as outlying areas that can unlock land for residential development and lead to increased tax base
 - Title 21: Eliminate or significantly refine the new M/F requirements with an understanding on financial feasibility
 - Housing Advocate – Hire and require annual HSG Goals
- **6 Months to 1 Year**
 - Adopt targeted land use plan map with redevelopment and development identified
 - Streamline Permit Center process
 - Aggressively pursue new MOA tools to facilitate infill and redevelopment
- **3 Years**
 - Have projects that are catalytic and in line with MOA vision and goal under construction
 - Anchorage 2020: Update plan with focus on current data
 - Within three years adopt an action oriented HSL Plan and incorporate HSR into update of comprehensive plan

Trails Initiative

- **60 Days**
 - Accept Campbell Creek estuary as municipal park land
 - Accept Waldron Lake from boys & girls as municipal park land
 - Dedicate Muldoon strip as new municipal park land
- **6 Months**
 - Parks Summit
 - Address employee relations problem affecting parks hiring and retention
 - Ensure bike and pedestrian plans continue to be implemented by AMATS
 - Engage neighborhoods in establishing appropriate signage for way finding project
- **3 Years**
 - Engage in a Park Plan
 - In collaboration w/state DNR and JBER initiate and secure funding for land management and development of master plan for Arctic Valley (opportunities for trails, creative placemaking, education, cultural heritage, tourism) – “urban subsistence area”
 - Grow community support for levy to establish permanent funding mechanism for parks and trails instead of having to acquire piecemeal via bond debt – Lead from behind on this.

Education

- **60 Days**
 - Youth Commission – Have them institute internships
 - Become involved in leadership capacity (self or designee) with existing community initiatives intended to improve educational results
 - 90% by 2020 (all children – improve results and eliminated achievement gaps)
 - ARISE (specific focus on Alaska Native children and youth)
 - Expand out of school/informal learning opportunities for youth
 - Frame Mayor’s relationship with education: Education is fundamentally important to everything (personal income, economy, health, safety, etc.), “occupy a positive space” – working with, not criticizing, community needs to be all-in and the municipality is on board, schools can’t do it alone, we have 100 languages in our schools, and we need to ensure 100% access to success, for all our kids (build on embracing diversity)
 - Event? PSA’s? Partners could support this with resources. 90% by 2020 Partnership commits to this and so would others, if asked.
 - Time such an event and PSAs with school start – August/Sept.
 - Emphasize education focus is early childhood to career (not just K-12) – the whole “pipeline” to a successful life
 - Ongoing messaging: Anchorage is a learning place, is a university town
 - Emphasize positive with ASD success stories/ UAA Amazing Stories
 - Bully pulpit re: data and accountability – but in a positive frame – data used as a flashlight (find what works), not as a hammer

- **6 Months to 1 Years**

- Evaluate MOA policy regarding
 - Release policy and an overall assessment of personnel policies to be “family” friendly (one example, policies in place enable employees to attend parent teacher conferences)
 - Volunteer release time – could create gold standard for policies enabling community service on the part of employees – especially important for education since schools need volunteers during school day/work day
 - Employee benefit related to family needs – flex time, money for higher education, cafeteria plan?
- Early learning plan for Anchorage tied to goals/results and action
 - Implement voluntary public pre-k for 4-5 year olds
- Education Commission
 - Connect the formal education community as well as other sector leadership (private sector, non profit sector and government) to align and bridge early learning to K-12 to higher education and community organizations and the private sector. A full leadership table that includes most of the necessary partners already exists in the 90% by 2020 Leadership Team (the education work on the ground for Live. Work. Play).

- **3 Years**

- Make Wi-Fi accessible throughout Anchorage
 - Partner with the business community to achieve this – it would provide better education access for all
- Bolster HHS for a big impact on families and kids
- Evaluate impact of early learning plan

Accessible Anchorage

- **60 Days**

- Make a commitment to create an accessible/walkable Anchorage and create an education program about how to coexist.
 - Maps of construction zones available to pedestrians
 - Bike rack – arts projects to brand neighborhoods
 - Challenge Assembly Members and department heads to “Wheel to Work”
- Turn on heated sidewalks (60 days)

- **6 Months**

- Change pedestrian signal crossings to more favor pedestrians – prioritized for pedestrians as stated on municipal website
- Prioritize local areas and streets to design as complete streets and encourage redevelopment areas
- Renew the MOA DOT Agreement requiring road improvements

- **3 Years**

- Improve North Spenard Road
- Reconcile Highway to Highway project so Fairview can plan and develop
- Coordinate snow removal between municipality, DOT, and private sector



Anchorage: A vibrant, diverse, proud community



Safe. Secure. Strong.

Diversity

“Anchorage is united by the idea that we are uniquely Alaskan, in a place that speaks 100 languages and bridges the globe at the top of the world. We are 300,000 strong – rich in culture, prosperous in opportunity, and wealthy because we have each other. We can become the city that honors the promise of our past and the integrity of our ideals – safe, secure and strong, accessible, innovative, industrious and indomitable – a new Anchorage.”

– Mayor Ethan Berkowitz, Inaugural speech, July 1, 2015

Honoring Anchorage’s diversity requires action. The following are recommendations the various committees came up with to address the needs of Anchorage’s diverse community.

- Work with AK Language Interpreter Center to get interpreters at Anchorage Fire Department (AFD), Anchorage Police Department (APD) and Health and Human Services (HHS)
- Conduct a “self-assessment” of language access and develop a language access plan
- Implement cultural and linguistic professionalism training for first responders in coordination with the Department of Justice. Establishing a once a quarter meeting with a diverse group of community leaders, interpreters, and the Mayor to discuss community issues/needs. This group would be tasked with creating community cohesiveness and cooperation.
- Develop a language access plan for each service and department of the city
- Greater outreach and communication with Anchorage’s minority communities
- Foster rural community relationships
- Add gender identity/expression to existing municipal EEO statement
- Have each Department take 1+1 Alaska Survey
- Sign Welcoming Cities Proclamation in multiple languages
- Revise municipal forms to include multiple gender identities
- Adopt non-discrimination ordinance into law
- LGBT cultural competence training for supervisors/employees
- Advocate for non-discrimination laws statewide



Town Hall Comments

Spenard Recreation Center

June 23, 2015

- Address the public safety and public inebriate problem in Spenard
- Support upgrade of North Spenard Road
- Address the public safety and public inebriate problem in Spenard
- Support upgrade of North Spenard Road
- Support the library system
- Oppose Bragaw extension
- Support public transportation
- Don't undo the public's work on Title 21
- Greater access and transparency in government
- Support our parks and trails
- Address the litter problem in the city
- Consolidate APD and AFD dispatch

Fairview Community Recreation Center

June 16, 2015

- Support a more diverse range of candidates for boards and commissions
- Take a comprehensive approach to substance abuse
- Address the public safety and public inebriate problem in Fairview
- Support the library system
- Integrate long range DOT transportation plan for Fairview
- Address housing quality of absentee landlords
- Land swap with airport is bad public process
- Create a climate change committee



Abbott Loop Elementary School

June 25, 2015

- Support the library and add a branch back in south Anchorage
- Oppose the Bragaw extension
- Return receptacles for safe disposal of drugs from APD parking lot
- Support community gardens
- Embrace renewable energy
- Add a dog park in south Anchorage
- Don't undo the public's work on Title 21
- Land swap with airport is bad public process
- Support the schools however you can
- Address issues of bike safety
- Look for efficiencies between ASD and MOA
- Protect LGBTQ citizens
- Protect and increase public open space through land trades with Heritage Land Bank
- Enforce the code and close bad actor liquor stores

Eagle River/Chugiak Senior Center

June 18, 2015

- Support volunteer fire department
- Continue partnership of working together with AFD
- Recognize ER/Chugiak as an area of future growth
- Support ER/Chugiak library
- Support and strengthen ER/Chugiak community council
- Require better public notice
- Redesign municipality's website for better access



**CELEBRATE
ANCHRAGE!**