



Implementation Plan

PART 3

NOTES:

- **Red font** = Strategies identified as “immediate” priorities, slated for implementation within the next year, as of August 2018.
- Priorities were selected based on a combination of criteria including: urgency (must happen soon to meet immediate need of the incoming F-35 population); sequencing (an important first step in a series of strategies and actions); capacity (time and resources) of potential leads and key partners to implement in the short-term.
- Key partners, including the Fairbanks North Star Borough, will consistently review, evaluate and update the implementation plan to reflect progress made, but also to adapt the plan to best respond to economic, social and political changes and/or opportunities.

HOUSING

Strategy	Priority Immediate = within the year; Near = 1-3 years; Medium = 4-9 years Long = 10+ years NOTE: Some strategies are recommended for ongoing implementation	Cost; Comments	Potential Funding Source(s); Comments	Potential Lead(s)
Stakeholder Involvement and Implementation				
H1. Create a housing task force; identify and implement priority housing-related actions.	Immediate - In progress	\$40,000 - \$50,000 (based on national averages for a full-time Housing Specialist/Development Coordinator; Sources: Bureau of Labor Statistics, Glassdoor, Indeed, PayScale)	Partner Entities (including “Leads”), Office of Economic Adjustment	FNSB, City of North Pole, City of Fairbanks, FEDC
Market Response to Housing Need				
H2. Allow the market to absorb available rentals.	Near	TBD	TBD	FNSB
H3. Monitor the market’s response.	Near	TBD - could be tool developed/maintained by the Housing Task Force and/or Partner Entity	Partner Entities	FNSB
H4. Work toward a mix of housing types.	Near/Medium	TBD	TBD	FNSB

Strategy	Priority Immediate = within the year; Near = 1-3 years; Medium = 4-9 years Long = 10+ years NOTE: Some strategies are recommended for ongoing implementation	Cost; Comments	Potential Funding Source(s); Comments	Potential Lead(s)
Financial Incentives				
H5. Develop a targeted tax exemption program.	Near	TBD - to be explored through the Housing Task Force	TBD	FNSB
H6. Create new sources of capital and fully maximize existing opportunities.	Near/Medium	TBD - to be explored through the Housing Task Force	TBD	FNSB, FEDC, IRHA, AHFC, AIDEA, HUD
Housing Supportive Policies				
H7. Utilize military facility zones as appropriate.	Near/Medium	TBD - to be explored through the Housing Task Force	TBD	FNSB, City of North Pole, AIDEA, DMVA
H8. Improve land use planning in 99705.	Near	TBD - to be determined through Salcha-Badger Road Subarea Plan process	Office of Economic Adjustment for Salcha-Badger Subarea Plan effort	FNSB, CITY OF NORTH POLE,

UTILITIES AND INFRASTRUCTURE

Strategy	Priority Immediate = within the year; Near = 1-3 years; Medium = 4-9 years Long = 10+ years NOTE: Some strategies are recommended for ongoing implementation	Cost; Comments	Potential Funding Source(s); Comments	Potential Lead(s)
UI1. Integrate planning for land use, transportation and utilities.	Immediate/Near - an initial action is development/implementation of the Salcha-Badger Road Subarea Plan	TBD	TBD	FNSB
UI2. Identify and implement funding strategies for expanding water and wastewater service areas and distribution systems.	Immediate/Near - an initial action is development/implementation of the Salcha-Badger Road Subarea Plan and outcomes of Housing Task Force discussions	TBD	TBD	FNSB, City of North Pole
UI3. Work with private cell providers to improve cell phone reception.	Immediate/Near	TBD	TBD	FNSB, City of North Pole, City of Fairbanks, EAFB
UI4. Build from the work of the Alaska Broadband Task Force, Arctic Council and best practices to develop reliable broadband connectivity in the Salcha-Badger Road area.	Immediate	TBD	TBD	FEDC, FNSB
UI5. Use utility and land use planning to support air quality solutions.	Immediate - In progress with FNSB Air Quality Stakeholders Group	TBD	TBD	FNSB

TRANSPORTATION

Strategy	Priority Immediate = within the year; Near = 1-3 years; Medium = 4-9 years Long = 10+ years NOTE: Some strategies are recommended for ongoing implementation	Cost; Comments	Potential Funding Source(s); Comments	Potential Lead(s)
T1. Use transportation and land use planning to support air quality solutions.	Immediate/Ongoing - in progress as part of FNSB Air Quality Working Group dialogue	TBD	TBD	FNSB, FMATS DEC, ADOT&PF
T2. Continue regional-scale transportation system improvements.	Immediate - in progress with the FMATS 2045 MTP process.	TBD	TBD	FMATS, FNSB
T3. Carry out subarea land use and transportation planning - see Planning and Zoning Strategy PZ1.	Immediate - in progress	\$334,950 (current OEA grant amount)	Office of Economic Adjustment	FNSB
T4. Identify and implement funding strategies for local/regional-based transportation.	Immediate/Near - an initial action is development/implementation of the Salcha-Badger Road Subarea Plan, especially to resolve issues of orphan roads	TBD	TBD	FNSB, FMATS
T5. Advocate and seek funding options for North Pole Railroad Crossing Reduction project and broader scale expansion.	Near	TBD	TBD	FNSB, FMATS, City of North Pole, DOT, ARRC
T6. Address challenges of Road Service Areas (RSAs).	Near	TBD	TBD	FNSB, FMATS
T7. Work to develop transit options between North Pole, Fairbanks and Eielson AFB. See also Quality of Life Recommendation QOL5.	Near	TBD	TBD	FNSB, City of North Pole, City of Fairbanks, EAFB
T8. Update and improve the FNSB Comprehensive Road Plan.	Near/Medium	\$90,000 - \$110,000	TBD	FNSB

PLANNING AND ZONING

Strategy	Priority Immediate = within the year; Near = 1-3 years; Medium = 4-9 years Long = 10+ years NOTE: Some strategies are recommended for ongoing implementation	Cost; Comments	Potential Funding Source(s); Comments	Potential Lead(s)
PZ1. Use the Salcha-Badger Road Subarea Plan to guide growth and better integrate planning.	Immediate - in progress	\$334,950 (current OEA grant amount)	Office of Economic Adjustment	FNSB
PZ2. Improve standards and processes affecting building quality for residential, commercial and other uses.	Immediate/Near - an initial action is convening the housing task force to identify potential communitywide/shared building standards.	See H1.	See H1.	FNSB
PZ3. Update and improve FNSB land use categories and map.	Immediate/Near - an initial action is development/implementation of the Salcha-Badger Road Subarea Plan	\$50,000 - \$100,000	TBD	FNSB
PZ4. Improve existing FNSB, borough-wide zoning code.	Immediate/Near - an initial action is development/implementation of the Salcha-Badger Road Subarea Plan	Note: Recommend these two strategies happen as part of a multi-phased project.		FNSB
PZ5. Improve planning tools to respond to natural environmental constraints and opportunities.	Near - an initial action is development/implementation of the Salcha-Badger Road Subarea Plan	TBD	TBD	FNSB
PZ6. Develop an active monitoring/evaluation process to assess need and progress on land use goals.	N/M	TBD	TBD	FNSB

EDUCATION AND EARLY CHILDHOOD DEVELOPMENT

Strategy	Priority Immediate = within the year; Near = 1-3 years; Medium = 4-9 years Long = 10+ years NOTE: Some strategies are recommended for ongoing implementation	Cost; Comments	Potential Funding Source(s); Comments	Potential Lead(s)
Education				
E1. Improve information-sharing between the Air Force and the FNSBSD around arrival and demographics of families with school-aged children.	Immediate	TBD	TBD	FNSBSD, EAFB
E2. Continue to encourage Air Force families to enroll their children in on-base schools, even if living off-base.	Immediate/Near	TBD	TBD	FNSBSD
E3. Explore options for elementary and middle schools that are anticipated to reach maximum capacity, especially in the Greater North Pole and Salcha areas.	Immediate/Near	TBD	TBD	FNSBSD
E4. Support implementation of existing military grants and explore additional funding opportunities.	Immediate/Near	TBD	TBD	FNSBSD
E5. Encourage the State of Alaska to maintain or increase existing levels of funding.	Immediate/Ongoing	TBD	TBD	FNSBSD
E6. Streamline the approval process for military-connected students transferring from other states.	Immediate/Near	TBD	TBD	FNSBSD
E7. Modify schedules for on-base family events and activities to make it easier for military families with children enrolled in off-base schools to participate.	Immediate	TBD	TBD	EAFB
E8. Encourage off-base schools and parent-teacher associations (PTAs) with high military-connected student enrollment to expand outreach and education to better engage military families.	Near	TBD	TBD	FNSBSD, PTAs
E9. Continue to encourage the bus contractor First Student to improve the reliability of bus transportation.	Near	TBD	TBD	FNSBSD
E10. Offer before and after school programming and/or child care at all local elementary schools.	Medium/Long	TBD	TBD	FNSBSD

Strategy	Priority Immediate = within the year; Near = 1-3 years; Medium = 4-9 years Long = 10+ years NOTE: Some strategies are recommended for ongoing implementation	Cost; Comments	Potential Funding Source(s); Comments	Potential Lead(s)
Child Care				
E11. Work with the Air Force to waive part of the national accreditation requirements so licensed Alaska providers are eligible for Air Force Child Care Fee Assistance.	Immediate	TBD	TBD	FNSB, FEDC
E12. Conduct marketing efforts to ensure local child care providers know about the opportunities, training needs and requirements associated with the F-35 Beddown.	Immediate/Near	TBD	TBD	FEDC
E13. Expand workforce recruitment to encourage residents and incoming dependents to get trained and licensed as child care providers.	Immediate/Near	TBD	TBD	FEDC
E14. Continue to implement Alaska's Quality Recognition and Improvement System (QRIS) program.	Immediate/Ongoing	TBD	TBD	FNSB
E15. Increase communication and collaboration between EAFB Child and Youth Services programs with community and state child care organizations to increase utilization of community resources.	Immediate/Ongoing	TBD	TBD	EAFB, thread, Thrive

WORKFORCE DEVELOPMENT

Strategy	Priority Immediate = within the year; Near = 1-3 years; Medium = 4-9 years Long = 10+ years NOTE: Some strategies are recommended for ongoing implementation	Cost; Comments	Potential Funding Source(s); Comments	Potential Lead(s)	
Connect Military Spouses with Local Employment					
WFD1.	Remove barriers for military spouses to obtain occupational licenses.	Immediate/Near - in progress with current legislation.	TBD	TBD	FNSB, DOL&WD
WFD2.	Coordinate with the Airman and Family Readiness Center (A&FRC) to supplement existing information sharing with Air Force families before they arrive at EAFB.	Immediate/Near	TBD	TBD	FNSB, A&FRC
WFD3.	Encourage FNSB-located Job Centers, workforce development program representatives and large employers to participate in military family welcoming programs.	Immediate/Near/Ongoing	TBD	TBD	FEDC, FAI Job Centers, UAF CTC, DOL&WD
WFD4.	Prior to PCS, conduct debrief/departure interviews or focus groups with military families regarding experience with FNSB employment and workforce development.	Immediate/Ongoing	TBD	TBD	FNSB, FEDC
WFD5.	Expand access to affordable child care services for military households.	Immediate/Near	TBD	TBD	FEDC
Training the FNSB Workforce to Meet Industry Needs					
WFD6.	Host local training and employment events for residents and incoming military families to learn about education, training and employment opportunities available in FNSB.	Immediate/Ongoing	TBD	TBD	FEDC, FAI Job Centers, UAF CTC, DOL&WD
WFD7.	Conduct targeted recruitment efforts to encourage businesses to relocate to the FNSB area - see also Fiscal Impact Recommendation FI3.	Immediate to Medium - in progress with the FNSB CEDS, March 2016	TBD	TBD	FNSB, FEDC

Strategy	Priority Immediate = within the year; Near = 1-3 years; Medium = 4-9 years Long = 10+ years NOTE: Some strategies are recommended for ongoing implementation	Cost; Comments	Potential Funding Source(s); Comments	Potential Lead(s)
WFD8. Support implementation of Alaska's five workforce development plans, including the Maritime Workforce Plan, the Teacher Education Plan, the Oil & Gas Workforce Plan, the Mining Workforce Plan and the Health Workforce Plan.	Near/Medium	TBD	TBD	FEDC, FAI Job Centers, UAF CTC, DOL&WD
Preparing Future Workers				
WFD9. Continue to strengthen and expand existing secondary and postsecondary vocational and technical education programs (i.e., workforce-focused education).	Immediate/Ongoing	TBD	TBD	FNSBSD, UAF CTC, DOL&WFD
WFD10. Expand and market the use of University of Alaska's Career Coach, as developed by Emsi.	Near/Medium	TBD	TBD	FNSB, University of Alaska

HEALTH AND SOCIAL SERVICES

Strategy	Priority Immediate = within the year; Near = 1-3 years; Medium = 4-9 years Long = 10+ years NOTE: Some strategies are recommended for ongoing implementation	Cost; Comments	Potential Funding Source(s); Comments	Potential Lead(s)
HSS1. Maintain joint planning and cooperation among military and civilian health planners and health and social service providers serving the region. Consider conducting a joint assessment of health needs and resources on a regular basis.	Immediate - in progress	TBD	TBD	EAFB, Ft. Wainwright, Foundation Health Partners
HSS2. Address known gaps in medical specialty care and behavioral health services.	Immediate/Near	TBD	TBD	EAFB, Ft. Wainwright, Foundation Health Partners
HSS3. Ensure adequate availability of family support services to build on the strengths of military families and mitigate risks.	Immediate/Near	TBD	TBD	EAFB, Ft. Wainwright, Foundation Health Partners

PUBLIC SAFETY

Strategy	Priority Immediate = within the year; Near = 1-3 years; Medium = 4-9 years Long = 10+ years NOTE: Some strategies are recommended for ongoing implementation	Cost; Comments	Potential Funding Source(s); Comments	Potential Lead(s)	
Fire Protection and Emergency Medical Services					
PS1.	Form a mayoral task force to evaluate how the Borough forms, staffs and offers incentives to the volunteer fire and rescue departments.	Immediate/Near	TBD	TBD	FNSB
PS2.	Conduct a detailed analysis of need, location of fire stations and ambulances, and identify optimal positioning.	Near	TBD	TBD	FNSB
PS3.	Consolidate local fire and rescue departments and/or consolidate administrative functions.	Near/Medium	TBD	TBD	FNSB
PS4.	Combine fire and EMS service areas into one large service area.	Near/Medium	TBD	TBD	FNSB
PS5.	Establish more sustainable funding for existing and/or consolidated fire departments.	Medium	TBD	TBD	FNSB
911					
PS6.	Fill vacant dispatch positions and add a .5 FTE to adequately address call volume related to the incoming F-35 population.	Near	TBD	TBD	FECC
Law Enforcement					
PS7.	Consider joint recruitment practices aimed at developing attractive incentive packages and identifying quality recruits for the region.	Near	TBD	TBD	FNSB law enforcement agencies
PS8.	The State of Alaska should explore and implement new methods of retaining Alaska State Troopers.	Near/Medium	TBD	TBD	State of Alaska
PS9.	Explore new methods of compensation for public safety employees to increase recruitment and retention.	Near/Medium	TBD	TBD	City of Fairbanks

Strategy	Priority Immediate = within the year; Near = 1-3 years; Medium = 4-9 years Long = 10+ years NOTE: Some strategies are recommended for ongoing implementation	Cost; Comments	Potential Funding Source(s); Comments	Potential Lead(s)
Emergency Management				
PS10. Develop and actively test a more coordinated and unified disaster management plan.	Near	TBD	TBD	FNSB, City of Fairbanks, City of North Pole
Fire Marshall				
PS11. Fire inspectors should have a role in subdivision approvals to address quality of commercial, industrial and residential construction.	Immediate - An initial action is to include this recommendation as part of the Housing Task Force dialogue.	TBD	TBD	State of Alaska Fire Marshal
PS12. Request deferred fire marshal authority to employ an inspector within each fire department.	Near/Medium	TBD	TBD	FNSB
<i>See Planning and Zoning focus area for a related strategy to develop and implement borough-wide building and construction standard.</i>				
Animal Control				
PS13. Develop a master memorandum of agreement with Fort Wainwright and Eielson Air Force Base to provide animal control services.	Immediate/Near	TBD	TBD	FNSB, Ft. Wainwright and EAFB
PS14. Construct a new animal shelter.	Near - this recommendation is part of a FNSB bond package that will go before FSNB voters on October 2, 2018.	\$17 million	FNSB	FNSB
PS15. Update the Borough's 2015 Emergency Management Plan to include actions for shelter and care of domesticated animals during major borough-wide emergency events	Near/Medium	TBD	TBD	FNSB

QUALITY OF LIFE

Strategy	Priority Immediate = within the year; Near = 1-3 years; Medium = 4-9 years Long = 10+ years NOTE: Some strategies are recommended for ongoing implementation	Cost; Comments	Potential Funding Source(s); Comments	Potential Lead(s)
Strengthen Community-Military Partnerships				
QOL1. Increase the dissemination of information to EAFB families to increase awareness of and participation in local activities and events.	Immediate/Near	TBD	TBD	FEDC, Greater Fairbanks Chamber of Commerce EAFB
QOL2. Increase distribution of Explore Fairbanks' list of businesses and partners who offer military discounts.	Immediate/Near	TBD	TBD	FEDC, Greater Fairbanks Chamber of Commerce
QOL3. Create a list of volunteer opportunities in the FNSB for military spouses and civilian residents.	Immediate/Near	TBD	TBD	FNSB
QOL4. Improve education and outreach about the availability of existing facilities and outdoor recreation options.	Immediate/Near	TBD	TBD	FNSB, FDC
QOL5. Consider providing bus transportation options from EAFB to North Pole and Fairbanks during large events and festivals to increase military engagement in community activities. See also Transportation Recommendation T4.	Immediate/Near	TBD	TBD	FNSB
QOL6. Develop guided programs to introduce newcomers to Alaska's unique outdoor recreational opportunities.	Immediate/Near	TBD	TBD	FNSB
QOL7. Investigate options for developing a community center in the Greater North Pole area.	Medium/Long	TBD	TBD	FNSB, City of North Pole
Expand Retail and Commercial Activities near EAFB				
QOL8. Establish a military-community liaison to coordinate the sharing of information with EAFB personnel.	Immediate	TBD	TBD	FNSB, FEDC
QOL9. Continue progress on commercial district re-zoning efforts in the City of North Pole.	Immediate/Near - in progress with City of North Pole efforts, and development/implementation of Salcha-Badger Road Subarea Plan	TBD	TBD	City of North Pole, FNSB

Strategy	Priority Immediate = within the year; Near = 1-3 years; Medium = 4-9 years Long = 10+ years NOTE: Some strategies are recommended for ongoing implementation	Cost; Comments	Potential Funding Source(s); Comments	Potential Lead(s)
QOL10. Consider policies that will attract businesses to the City of North Pole.	Immediate/Near - in progress with FNSB Comprehensive Economic Development Strategy (CEDS) implementation, the Salcha-Badger Road Subarea Plan effort, and planned Housing Task Force discussions	TBD	TBD	City of North Pole, FNSB, FEDC
QOL11. Continue to support the wholesale retailer Costco's entry into the FNSB market.	Near	TBD	TBD	FNSB, FEDC
Expand Bicycle and Pedestrian Connectivity in FNSB				
QOL12. Support implementation efforts to increase bike and pedestrian safety in high-use areas already identified in previous transportation planning efforts.	Immediate to Long - initial actions include development and implementation of priority projects identified in the FMATS MTP 2045 effort and the Salcha-Badger Road Subarea Plan	TBD	TBD	FNSB, FMATS
QOL13. Continue to work with landowners and developers to establish designated recreation areas, including creating and preserving access to trails and recreation from residential areas.	Immediate to Long - an initial action is development and implementation of the Salcha-Badger Road Subarea Plan	TBD	TBD	FNSB

FISCAL IMPACT

Strategy	Priority Immediate = within the year; Near = 1-3 years; Medium = 4-9 years Long = 10+ years NOTE: Some strategies are recommended for ongoing implementation	Cost; Comments	Potential Funding Source(s); Comments	Potential Lead(s)
F11. Conduct further demographic analysis to confirm projected student populations and develop incremental funding strategies that will adequately fund increased student populations.	Immediate	\$30,000 - \$50,000	Office of Economic Adjustment	FNSB, FNSBSD
F12. Encourage EAFB families living on-base to enroll their school-aged children in FNSBD schools.	Immediate	TBD	TBD	FNSB, FNSBSD
F13. Implement and support a comprehensive economic development strategy (CEDS) aimed at diversifying and strengthening the FNSB economy.	Immediate to Medium - in progress with the FNSB CEDS, March 2016	TBD	TBD	FNSB, FEDC