

STRATEGIC PLAN FY 2019 UPDATE

Organizational Excellence: Provide a High Quality, Responsive, Transparent and Innovative Service in an Efficient and Cost-Effective Manner

STRATEGIC OUTCOMES	OBJECTIVES	RESPONSIBLE PARTY	TARGET COMPLETION DATE	STATUS
a. Effective and convenient communication with citizens	Annual review of departmental and Borough-wide communication methods to ensure communication is meaningful, cost efficient and being provided in a way citizens choose to receive information	Manager	February	<p>In 2018, departments began tracking complaints and response rates and methods on department complaint logs. The Manager's Office also began tracking complaints that escalate to the Manager's Office. This data will be compared on a year-to-year basis in future years.</p> <p>In 2018, departments provided the following updates via Nixle and social media outlets:</p> <ul style="list-style-type: none"> • Nixle: 327 alerts sent out. The number of Nixle subscribers in the Borough has increased to nearly 2,100 subscribers in 2018. • Facebook: 449 posts • Twitter: 338 • Linkedin: 27 Posts • Instagram: 0 Posts <p>There were 161,488 visits to the Borough website in 2018 with 672,747 actions and 359,864 page views. A redesign of the Borough website is included in the update of the Strategic Plan.</p>
	Provide additional forms and instructional videos on Borough website to improve online access to Borough	Finance, Planning, Assessment	Ongoing	Assessment posted two instructional videos on the Assessment portion of the Borough website. Other instructional videos by Finance, Planning, Transit and Parks and Recreation are planned.

b. Timely responses to citizen requests	Provide initial staff response to citizen complaints within one business day	All Departments	FY 2018	Each department now tracks citizen complaints through a citizen complaint log, which identifies the response method and whether the issue has been addressed. Of the complaints logged, 100 percent were initially responded to by departments within the one-day service benchmark.
	Provide acknowledgement of records information requests within one business day and respond to records requests within legally mandated timeframes	Clerk	FY 2018	<p>The Clerk's Office received 45 Public Records Requests in CY 2018. Acknowledgement for all 45 was provided within one business day. The responses with records and/or information, were provided within 10 business days, the legal timeframe. The research time spent on the responses ranges from minutes to hours, depending on the request.</p> <p>The Finance Department received and processed 42 requests for records and information in CY 2018. The majority of the responses were provided within 48 hours of the request.</p> <p>The Assessment Department receives approximately 77 calls and 21 visits per month regarding public record requests for assessment, real property, and business/personal property information. The response is generally immediate.</p>
	Each department shall set service benchmarks and related benchmarks to be reported to the Assembly	Manager	FY 2019	Departments developed service benchmarks in 2018, which are regularly reported in the Manager's Report.

c. Provide high quality and effective service	Provide regular internal training opportunities for staff	Manager	Ongoing	There were eight internal training opportunities available to employees during 2018, including ICMA webinars, customer service training, and Laserfiche on-site coaching. The Borough Attorney is slated to provide ethics and sexual harassment training in the spring of 2019. Borough management is intending to include funding for supervisor training in the FY 2020 Draft Budget.
	Provide professional development opportunities through training and establishment of education reimbursement fund	Manager	FY 2019	\$5,000 for Employee Education Fund appropriated in FY 2019 Borough Budget. Borough Manager's Office developed a policy in 2018 for reimbursement of education expenses.
	Institute departmental benchmarks that measure accuracy and responsiveness	Every Department	FY 2018	Benchmarks established and reported by departments in Manager's Report.
	Provide annual employee customer service training	Manager	Ongoing	Customer service training held June 20-21; 77 employees participated.
	Develop a service directory for staff to improve customer service	Manager	FY 2019	Service directory developed identifying individual department staff and assigned tasks.
d. Improve organizational efficiency	Reduce paperwork and increase technological workflows	Finance, Clerk Manager	FY 2019	<p>1) In 2018, the Clerk's Office implemented technological workflows for three processes:</p> <ul style="list-style-type: none"> • Workflow for Ordinances, Resolutions, Minutes; • Workflow for Container Contents Lists; • Electronic form and migration for the Official Borough Document "abstract of filing", which is now created in Access. <p>2) In 2018, 60 to 70 percent of updates to all Official Borough Documents were filed electronically.</p>

				<p>3) A workflow is being developed to automate the Purchase Order routing process.</p> <p>4) For 2018, 50 percent of all submitted APOC Financial Disclosure forms were submitted electronically.</p>
	Use technology to improve efficiency where appropriate and cost-effective	IT Manager	Ongoing	<p>The following technologies are being used with continual updates to processes:</p> <ul style="list-style-type: none"> • Granicus – meeting video stream and archive • AgendaQuick – automated agenda management software • Laserfiche – electronic document repository and workflow management <p>Assessment and HR have included technological upgrades that will streamline services in the draft CIP.</p>
e. Recruitment and retention of qualified employees	Conduct compensation study	Manager	FY 2020	Compensation study slated to be completed in FY 2019.
	Complete annual employee climate survey to gauge job satisfaction level	Manager	Ongoing	Annual employee climate survey completed in December 2018.
	Complete monthly employee newsletter, which will include recognition of employees	Manager	Ongoing	Employee newsletter produced each month in 2018.
	Provide annual ethics and supervisory training	Manager	FY 2019	Borough Attorney to provide ethics training by end of FY 2019. HR to include in FY 2020 budget funding for Borough-wide supervisory training.

f. Report on financial health of Borough	Complete 10-point test of government financial health, evaluating the Borough's financial position, solvency and financial performance	Finance	FY 2018	10-point test completed; data will be reported by the Finance Director at the Annual Assembly Policy Session.
g. Reduce health insurance costs	Develop employee wellness program	Manager	FY 2018	Wellness Plan established; 98 percent participation with 84 percent achieving points necessary for premium buy-back in 2019. More than 90 percent of respondents in the 2018 Employee Climate Survey reported understanding the wellness program.
	Promote cost-saving measures such as BridgeHealth and Teledoc	Finance	Ongoing	Open enrollment and employee education meetings held in December 2018 to ensure employees know about benefits available to them, including programs such as BridgeHealth and Teledoc. Just over 10 percent of respondents in the 2018 Employee Climate Survey reported not knowing what BridgeHealth was; less than 5 percent reported not hearing about Teledoc.
h. Review Borough code for usability and applicability	Complete rewrite of Title 18	Planning	FY 2018	A draft of the Title 18 rewrite is slated to be reviewed by the Code and Planning Committee the first quarter of 2019. A final version is expected to be presented to the Assembly by the third quarter of 2019.
	Complete rewrite of Title 17	Planning	FY 2019	The rewrite of Title 17 is now targeted to be completed in FY 2021. The timeline has been edited in the updated Strategic Plan.
	Adopt code changes identified in legal review with new legal review every eight years	Clerk	FY 2019	Eight code ordinances were codified in CY 2018. Of those eight, two of the ordinances addressed issues identified in the 2012 legal analysis. Of the 18 titles reviewed in the legal analysis, six titles remain to be addressed and codified. The Clerk has incorporated a plan to address the six titles

				prior to FY 2021, and request a new legal analysis in FY 2021.
	Annual departmental reviews of code to ensure KGBC is applicable, understandable and relevant	Manager	Each July	Departmental review resulted in Animal Protection Code rewrite in FY 2019, which culminated with Assembly adoption of Ordinance 1874 on December 17, 2018. Eight code ordinances were codified in CY 2018.
i. Openness and transparency in public meetings and processes	Compliance with Open Meetings Act and public records and information laws	Clerk	Ongoing	The following legal notices were published in CY 2018 as required by Alaska Statutes: <ul style="list-style-type: none"> • 4 Foreclosure list notifications • 5 Notices of public auction • 19 ordinance public hearing notices
	Compliance with public notice requirements for matters affecting citizens such as elections, foreclosures, etc.	Clerk	Ongoing	The following measures were taken to provided information to citizens in CY 2018: <ul style="list-style-type: none"> • Daily and weekly updates of current events and information on social media and Borough website • 74 procurement notices • 15 Planning Commission notices • 4 Delinquent sales tax listings • 3 Notices of taxes due • 8 Board and commission vacancy ads • 12 Election notices • 54 Borough public meeting ads • 29 Assembly agenda ads • 52 Animal Protection ads • 4 seasonal brochures
j. Review and revise Borough Comprehensive Plan	Complete Comprehensive Plan update	Planning	FY 2019	Comprehensive Plan draft expected to be completed in FY 2019 with Assembly adoption of final plan expected in FY 2020. The timeline has been edited in the updated Strategic Plan.