

## STRATEGIC PLAN FY 2020 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 tracked complaints and response rates and methods on department complaint logs. The Manager's Office also tracked complaints that escalated to the Manager's Office. No significant deficiencies or trends were identified in that process.</p> <p>In 2019, departments provided the following updates via Nixle and social media outlets:</p> <ul style="list-style-type: none"> <li>• Nixle: 235 alerts sent out. The number of Nixle subscribers in the Borough has increased to nearly 2,500 subscribers in 2019.</li> <li>• Facebook: 459 posts</li> <li>• Twitter: 44</li> <li>• Instagram: 89 Posts</li> </ul> <p>There were 175,986 visits to the Borough website in 2019 with 565,744 actions and 342,465 page views.</p> <p>A redesign of the Borough website is slated to launch February 19, 2020.</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	In 2018, each department tracked citizen complaints through a citizen complaint log, which identified the response method and whether the issue had been addressed. Of the complaints logged, 100 percent were initially responded to by departments within the one-day service benchmark. Due to the lack of issues identified, the complaint log was discontinued in CY 2019.
	Provide acknowledgement of records and information requests within one business day and respond to records requests within legally mandated timeframes	Clerk	FY 2018	<p>The Clerk's Office received 64 Public Records Requests in CY 2019. Acknowledgement for all 64 was provided within one business day. With the exception of two instances that required an extension of time as allowable by law, 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 48 requests for records and information in CY 2019. The majority of the responses were provided within 48 hours of the request.</p> <p>The Assessment Department receives approximately 65 calls and 20 visits per month regarding public record requests for assessment, real property, and business/personal property information. The response is generally immediate.</p> <p>This item has been changed from FY 2018 to "ongoing" in the updated Strategic Plan.</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	<p>There were over a dozen training opportunities available to employees during 2019, including ICMA webinars, wellness and health insurance program education, active shooter training, and full-access digital coaching that includes customer service skills.</p> <p>APEI provided the following onsite training in September:</p> <ul style="list-style-type: none"> <li>• OSHA for Supervisors</li> <li>• Confined Space Entry</li> <li>• Bloodbourne Pathogens</li> <li>• Safety Leadership</li> </ul> <p>Borough management is intending to include funding for Borough-wide training in the FY 2021 Draft Budget.</p> <p>The Borough Attorney will provide supervisory and ethics training in January 2020.</p>
	Provide professional development opportunities through training and establishment of education reimbursement fund	Manager	FY 2019	\$5,000 for Employee Education Fund appropriated in the FY 2020 and FY 2021 Borough Budget. The Borough Manager's Office developed a policy in 2018 for reimbursement of education expenses. Since the inception of the fund, a total of \$3,400 worth of employee education expenses have been reimbursed. The

				target date for this item has been changed to “ongoing” in the updated Strategic Plan.
	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, 2018; 77 employees participated. Customer service webinars and digital coaching were made available to employees in FY 2020.
	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’s Office, Manager	FY 2019	<ol style="list-style-type: none"> <li>1) In 2019, the Clerk’s Office implemented technological workflows for seven processes: <ul style="list-style-type: none"> <li>• Purchase orders;</li> <li>• Travel authorizations and reports;</li> <li>• Container contents list submissions;</li> <li>• Automated filing of Assembly minutes, ordinances and resolutions;</li> <li>• Borough Document abstract of filing cover sheet now 100 percent digital;</li> <li>• Personnel action form (PAF) workflow;</li> <li>• Incident report workflow.</li> </ul> </li> <li>2) In 2019, 70 percent of all submitted APOC Financial Disclosure forms were submitted electronically.</li> <li>3) The purchase order routing process has been automated, eliminating part paper forms and reducing routing and approval time from several days to a little as a few minutes. Next step is to integrate LaserFiche purchase</li> </ol>

				<p>orders with accounting software and eliminating a data entry process.</p> <p>4) Sales tax forms can be completed online and remittance made by credit card online. E-mail reminders go to merchants with notification for upcoming reporting deadlines. By October 2019, over 30 percent of merchants were using electronic forms.</p> <p>The target timeframe for this item has been changed to “ongoing” in the updated Strategic Plan.</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"> <li>• Granicus – meeting video stream and archive</li> <li>• AgendaQuick – automated agenda management software</li> <li>• Laserfiche – electronic document repository and workflow management</li> </ul> <p>Assessment and HR are implementing new technological upgrades that will streamline services.</p>
e. Recruitment and retention of qualified employees	Conduct compensation study	Manager	FY 2020	Compensation study to be presented at the 2020 Annual Policy Session.
	Complete annual employee climate survey to gauge job satisfaction level	Manager	Ongoing	Annual employee climate survey completed in December 2019.

	Complete monthly employee newsletter, which will include recognition of employees	Manager	Ongoing	Nine employee newsletters produced in 2019, which included employee recognition.
	Provide annual ethics and supervisory training	Manager	FY 2019	Borough Attorney providing ethics and supervisory training January 16, 2020.
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; 98.5 percent participation with 83 percent achieving points necessary for premium buy-back in 2020.
	Promote cost-saving measures such as BridgeHealth and Teledoc	Finance	Ongoing	Open enrollment and employee education meetings were held in December 2019 to ensure employees know about benefits available to them, including programs such as BridgeHealth, Livongo and Teledoc.
h. Review Borough code for usability and applicability	Complete rewrite of Title 18	Planning	FY 2018	Title 18 will be presented to the Planning Commission and Assembly in bite size pieces over the course of the next year in an effort to allow comprehension of the material and changes being made. The target date has been changed to FY 2021 in the updated Strategic Plan.
	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	10 code ordinances were codified in CY 2019. 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 2022. The timeline has been changed to FY 2022 in the updated Strategic Plan.
	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. 10 code ordinances were codified in CY 2019. 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 2022.
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 2019 as required by Alaska Statutes: <ul style="list-style-type: none"> <li>• 4 Foreclosure list notifications</li> <li>• 22 ordinance public hearing notices</li> <li>• 1 Disposition of derelict vessels and abandoned vehicles</li> </ul>
	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 2019: <ul style="list-style-type: none"> <li>• Daily and weekly updates of current events and information on social media and Borough website</li> <li>• 98 procurement notices</li> <li>• 14 Planning Commission notices</li> <li>• 4 Delinquent sales tax listings</li> <li>• 3 Notices of taxes due</li> <li>• 5 Board and commission vacancy ads</li> <li>• 13 Election notices</li> <li>• 48 Borough public meeting ads</li> <li>• 29 Assembly agenda ads</li> <li>• 52 Animal Protection ads</li> <li>• 4 seasonal brochures</li> </ul>

j. Review and revise Borough Comprehensive Plan	Complete Comprehensive Plan update	Planning	FY 2019	Comprehensive Plan draft expected to be completed in FY 2020 with Assembly adoption of final plan expected in FY 2021. The timeline has been edited in the updated Strategic Plan.
---	------------------------------------	----------	---------	--