

Appendix V Department Goals Aligned with Mayor's Strategic Framework

Mayor's Overarching Framework

Values

- Nonpartisan collaboration
- Problem solving
- Public service
- Innovation

Goals



Good Government – Ensuring ethical and accountable government, balancing the budget, and staffing up departments to improve service delivery.



Safe Streets and Trails – Tackling homelessness, investing in crisis response services, staffing up the Anchorage Police Department, and improving public safety for everyone.



Building Our Future – Delivering better economic opportunities, more housing, affordable childcare, and a reliable energy future.

Goals that Contribute to Achieving the Mayor's Mission:



Good Government – Ensuring ethical and accountable government, balancing the budget, and staffing up departments to improve service delivery.

The Municipality has faced a series of operational challenges that impact service delivery. These challenges include high levels of vacancy, along with a series of financial challenges that impact the ability to close the books and budget strategically.

Mayor LaFrance is committed to an ethical, accountable, and effective local government focused on serving the people of Anchorage.

To begin the work towards improving the city's obligation of Good Government, the LaFrance administration has partnered with the Assembly on a two-phase workplace study. Input from current and past Municipal employees will help inform recruitment and retention efforts at the Municipality. The two-phase process includes:

- **August 2024** – Survey current and past employees as well as Individuals who declined a job offer from the Municipality of Anchorage.

- **September 2024** – Focus groups, interviews, and benchmarking results against other municipalities and employers.
- **October 2024** – Preliminary findings and observations.
- **November 2024** – Final report with recommendations, followed by implementation.

Department Goals that Contribute to Achieving Good Government:

Chief Administrative Officer – Federal Compliance Office

- Ensure compliance with federal grant requirements

Chief Administrative Officer – i-Team

- Achieve quantifiable cost savings and efficiencies in municipal processes

Chief Administrative Officer – Risk Management Division

- 24-hour claimant contact and zero Workers' Compensation late payment penalties.
- Recover \$1,000,000 annually in damage to MOA property.
- Assure a 24 hour turn around on all permits, contracts & Request for Proposal (RFP).
- Hold insurance renewals to expiring premiums or less annually for both the MOA and ASD. Inventory is added as acquired.

Development Services

- Continue to improve customer service by adding and retaining permit counter staff, improving employee morale, improving employee knowledge base with new training opportunities and instituting easy online permitting and payment systems.
- Increasing property values and providing development opportunities by removing blighted properties and readying lots for redevelopment.
- Increasing department transparency and informing the public by tailoring weekly and monthly permitting and construction valuation reporting to provide both detailed and “big picture” information.
- Increasing revenue by revamping antiquated accounting practices to ensure all department revenue is correctly captured.

Equal Rights Commission

- Continue to respond to inquiries in a timely manner.
- Complete all cases no later than our current deadline of 240 days.

Finance Department – Controller Division

- Report fairly, without material misstatement, the financial results of the Municipality of Anchorage on an annual basis.
- Maintain a system of internal controls such that transactions are accurately recorded on a timely basis to reduce the risk of fraud and error.
- Record transactions accurately and timely.
- Pay vendors accurately and timely.

Finance Department – Property Appraisal Division

- Timely annual assessment of all taxable property.

- Completion of annual assessment appeals.
- Improve Property Appraisal assessment functions to ensure accurate data collection for property records and market assessments.
- Advance public education about assessment issues.

Finance Department – Treasury Division

- Enforce and increase collections of all valid taxes and delinquent fines and fees owed to the Municipality.
- Promote and improve timely posting and analysis of municipal revenues.

Fire

- Recruit and deploy an Advanced Practice Provider (Nurse Practitioner or Physician Assistant) to respond to low acuity calls that could be appropriately treated in the field.
- Supplemental Emergency Medical Transport (SEMT) reimbursement funds could be used to create a capital fund for programing future AFD needs (facilities, apparatus, and vehicles) without the need for bonding.
- Move AFD servers to the MOA OIT managed South Anchorage Data Center to improve safety and security of the system.
- Repurpose the old SWS shop facility for AFD use, as the AFD shop is no longer adequate for today's fleet.
- Assume management of Anchorage Safety Patrol to better align the continuum of care. In conjunction with creating single-role emergency medical technician positions in the AFD, this could improve opportunity, service, recruiting, and diversity within the workforce.

Health

- Enhance readiness to respond to public health emergencies by training Anchorage Health Department staff as members of the Crisis Health Action Team (CHAT).

Human Resources

- Enhance municipal human resources to include innovative workforce standards; focus on hiring, recruitment, wages and benefits, and retention.
- Improve the administration, consistency, and accuracy of the position classification system.
- Expand the pool of qualified candidates available to fill Municipal positions.
- Develop meaningful and cost-effective employee benefit options.
- Negotiate fiscally responsible collective bargaining.
- Negotiate and administer collective bargaining agreements that maximize management flexibility.
- Fill critical department vacancies that impact service delivery.
- Enhance leadership development and management training.
- Implement recruiting strategies to increase staff diversity.

Information Technology

- Upgrade and maintain the city's digital infrastructure to ensure high-speed and reliable internet connectivity.
- Create intuitive and user-friendly mobile apps and web portals that enable citizens to access services conveniently and efficiently.

- Implement robust security measures to protect sensitive information and gain citizens 'trust in using technology for municipal services.
- Embrace open data initiatives, providing transparent access to relevant city data.
- Collaborate with local educational institutions and training programs to promote the development of a skilled tech workforce.
- Evaluate and upgrade the remote work access system to ensure stability and security for MOA employees.
- Conduct a comprehensive assessment of the current IT service delivery process and identify areas for improvement, such as response time, issue resolution, and user satisfaction.
- Develop and implement processes, standards, and policies based on industry best practices, such as ITIL, to enhance efficiency of the Information Technology department.
- Identify and implement appropriate IT tools and solutions that can optimize resource efficiency within the MOA organization.
- Plan and execute a phased approach to refresh the aging IT infrastructure, prioritizing critical components first, while also implementing scalable solutions to accommodate future growth needs.

Internal Audit

- Provide the Assembly and Mayor with objective information by completing the requested audits and special projects in the approved annual audit plan.

Library

- Timely and responsive access to a diverse collection of materials in order to promote literacy and life-long learning resources.
- Provide expert information and reference services to the public through excellent customer service and trained staff.

Maintenance & Operations

- Complete declared plow-outs within 84 hours of a snowfall four inches or more within Anchorage Roads and Drainage Service Area (ARDSA)
- Repair reported potholes within 24 hours within ARDSA
- Annually inspect and clean "as required" all storm drain structures per Alaska Pollution Discharge Elimination System (APDES) Phase II permit within ARDSA
- Improve response times to prioritized work order requests.

Management & Budget

- Improve the quality of the budget-related information provided to residents and decision-makers by continuing to receive the "Distinguished Budget Presentation Award" from Government Finance Officers Association (GFOA).
- Improve accuracy of Assembly documents prepared by departments.
- Maintain the Mayor's "Performance. Value. Results" performance-based management initiative.
- Improve departments' understanding of Intra-governmental charge (IGC) system.
- Ensure departments are satisfactorily served.

Municipal Attorney

- Develop and maintain institutional knowledge through effective recruitment and retention of attorneys and legal staff.

- Provide timely, effective, ethical advice to all municipal departments to help them better serve municipal employees and the public.
- Maintain high quality, efficient production of legal services through low turnover rate of professional staff, and successful completion by attorneys of subject matter training/continuing legal education.
- Effectively defend or pursue municipal interests through negotiation, communication, and litigation where necessary.
- Avoid or mitigate undue municipal liability.
- Litigate efficiently by building-inhouse expertise, with the goal of improving timeframe between hearing and decision and achieving a low incidence of remand or reversal on appeal in litigation.
- Oversee indigent defense contracts to ensure that defendants' constitutional rights are protected.
- Provide speedy and just resolution in administrative hearings.
- Build and maintain public trust in the Municipality by ensuring lawful, ethical municipal operations.

Municipal Manager Department

- Improve organization efficiency and effectiveness by improving process and procedures.

Municipal Manager Department – Safety

- Ensure management commitment and employee participation in all safety and health programs at all levels in the organization.
- Maintain active engagement of management and employees in growing and developing our Culture of Safety.
- Assist in resolving safety and health issues through networking, research and working synergistically across all departments.

Municipal Manager Department - Transportation Inspection Division

- Promote a service-oriented ethic within the regulated vehicle industry.

Parks & Recreation

- Promote Anchorage's world-class park and trail system to attract businesses and retain a talented workforce.
- Foster public-private partnerships to diversity funding sources for capital improvement projects through state and federal grants, volunteer support and private contributions.
- Maximize budgeted resources through effective scheduling of facility hours and programs to align with community demand.
- Reorganization of Park Maintenance, Horticulture, Community Work Service, and the Cemetery operation to be more effective and efficient through strategic and data driven change.
- Through planned and managed development improve the safety, appearance, and usability of Anchorage Neighborhood Parks in an effective and cost-efficient manner.
- Provide opportunities for residents and visitors to enjoy Anchorage's parks and facilities.
- Offer aquatic programs year-round for public safety and recreation.
- Expand outreach to various Anchorage communities to promote and celebrate parks, trails, and facilities.
- Partner with organizations to provide programming in parks that creates a sense of place and community ownership.

Planning

- Incorporate the necessary tools and training for staff to serve the public effectively.
- Examine and track the level of tax subsidy for the processing of zoning and platting cases.
- Develop staff resources to serve as projects managers to assist major housing and economic development projects from concept phase to issuance of certificate of occupancy.
- Provide timely and accurate services for applicants requesting:
 - Land use reviews/determinations
 - Administrative land use permits
 - Zoning and platting services
- Provide timely, clear, and accurate information about zoning and platting cases to the general public and to the citizens serving on Anchorage's four land use regulatory boards: Planning and Zoning Commission, Platting Board, Zoning Board of Examiners and Appeals, and Urban Design Commission.

Project Management & Engineering

- Delivering cost-effective capital project contracts that are procured through a competitive bidding process and are administered effectively to minimize change order costs.
- Ensure that all information published by the municipal GIS is up-to-date and accurate.

Public Transportation

- Provide a cost-effective service by maximizing local tax dollars which support transit efforts in coordination with eligible state and federal grants.
- Maximize administrative resources to reduce redundancy, promote concise processes, and clear communication.
- Maintain hardware and software applications for providing automated operating systems to meet the needs of transit customers most efficiently and effectively.
- Ensure effective and efficient bus route planning and scheduling.
- Explore best practices in three key areas: engagement and support, engineering and maintenance, and enforcement and monitoring.

Purchasing

- Provide departments with the knowledge needed to successfully procure items/services at the best value for the city with minimal difficulty (standardize and streamline processes).
- Provide training to departments on the purchasing processes and contract administration to increase efficiency and accuracy.
- Ensure that procurements are made in compliance with all laws and policies, while measuring the accuracy and fairness of the Purchasing bidding process.

Real Estate

- Generate revenue through disposals and use permits of HLB inventory provided to municipal and other agencies, and to the private sector.
- Annual tax foreclosure process: Collection of delinquent property taxes and assessments.
- Annual process for taking Clerk's Deed and subsequent sale of deeded properties via sealed bid auction.

- Review all contract files annually to maintain current and accurate information and contractor compliance.



Safe Streets and Trails – Tackling homelessness, investing in crisis response, staffing up the Anchorage Police Department, and improving public safety for everyone.

Anchorage has faced significant challenges when it comes to homelessness, health, and safety. Mayor LaFrance is committed to making Anchorage safe for everyone who lives here. The following priorities are key to the administration’s efforts to ensure Safe Streets and Trails for all:

- Addressing Homelessness, particularly unsheltered homelessness
- Investing in Crisis Response Services
- Improving Public Safety and Staffing Up Public Safety Departments
- Creating Safe and Vibrant Public Spaces

Department Goals that Contribute to Achieving the Mayor’s Mission:

Development Services

- Mobilize ROW Enforcement plow trucks to assist Street Maintenance and Parks and Recreation with snow removal operations on critical streets and trailheads.
- Ensure new developments incorporate adequate snow storage, drainage improvements, lighting and bike/pedestrian facilities.
- Assist APD in the abatement of derelict properties and homeless camps.
- Demolish blighted, vacant properties to reduce the number of “hotspots” requiring APD and AFD resources.

Equal Rights Commission

- Seek to design and implement effective outreach programs so that all Anchorage residents will know that we exist and can assist them with discrimination and sexual harassment.

Fire

- Expand the Mobile Crisis Team to 24/7. The pilot program has proven its use and community demand at night.
- Reactivate the Community Outreach Referral, and Education (CORE) Team to provide assertive community outreach for homeless and housed individuals, as well as the vulnerable adult population, that over utilize the EMS system due to a lack of resources. Data indicate eight out of the top 10 of these individuals are currently experiencing homelessness.
- Develop an overdose/opioid response team to provide immediate treatment in the field, follow-up, and access to community resources. The State of Alaska has many grant opportunities to assist with this potential service.
- Consider an additional Mobile Crisis Team unit during the day/peak hours.
- Institute an in-house paramedic school in conjunction with UA to address paramedic attrition at reduced cost. We currently sponsor prospective paramedics to attend out-of-state schools.
- Expand State of Alaska deferred jurisdiction for providing fire prevention services in the portions of the MOA not within the Building Safety Services Area (Eagle-River, Chugiak, Peters Creek, Girdwood).

Health

- Improve responsiveness to public health complaints.
- Reduce days non-compliant with federal air quality standards by monitoring key indicators and developing strategies to reduce air pollution.
- Improve public health in the community by maintaining surveillance systems that detect and provide a timely response to public health needs including infectious diseases.
- Improve response to animal-bites/attacks complaints in the Municipality.
- Maximize industry compliance with safe food handling practices by inspecting facilities and effectively enforcing regulations.

Library

- Improve public safety by providing safe and stimulating places and clean, well-maintained buildings for all.

Maintenance & Operations

- Support the efficient, safe operations of emergency services by providing expeditious maintenance of public safety mission critical infrastructure with a goal of 100% reliability.
- Minimize the downtime of Fire, Police, and General Government personnel.
- Assess LED Lighting options and design installation plan for LED streetlights.

Municipal Attorney

- Provide effective, timely assistance to law enforcement (APD and AFD).
- Assist law enforcement in increasing transparency in accordance with federal, state, and municipal law.
- Support Municipal Prosecution to ensure that misdemeanor crimes affecting daily life and safety within Anchorage are handled appropriately, either through prosecution or diversion programs to reduce recidivism.
- Support the Homelessness Coordinator, administration, municipal departments, and Assembly in creating and applying effective and legally sound laws and policies to address issues arising from homelessness.

Municipal Manager Department – Emergency Management Division

- Ensure community education and public outreach programs are effective in preparing citizens for emergencies and disasters.

Municipal Manager Department - Transportation Inspection Division

- Protect the safety and welfare of the regulated vehicle customers.

Parks & Recreation

- Provide recreation opportunities that are safe, secure, and enjoyable.
- Through the practice of routine maintenance, maintain Municipal Park assets to ensure optimum risk management by keeping parks, trails, and facilities in a state of good repair and that are safe and welcoming.
- Coordination with APD and the administration to promptly respond to the camp abatement process.
- Maintain vegetation within public space to open sight lines for public safety while reducing the likelihood of hidden and illegal camps.
- Continued focus on “healthy spaces” camp clean-up program to provide safe welcoming spaces for recreation and environmental stewardship.

- Upgrade aging park infrastructure to provide a safe experience to park and trail users.
- Continued development of inclusive playgrounds to serve the Anchorage population of all abilities.

Planning

- Apply Crime Prevention through Environmental Design guidelines in the review of site and building plans.
- Adopt policies and procedures to minimize the impacts of and response to natural disasters.
- Provide guidance in the design of public and private development projects that fosters crime prevention and minimizes the impacts from natural and man-made disasters.

Police

- Aggressively investigate and pursue violent criminals, specifically those involved in gun crime, drug trafficking and gang violence.
- Disrupt and intervene in illegal drug production, manufacturing, importation, or distribution; address drug-related activities that are having a significant harmful impact at the neighborhood level.
- Effectively partner with other governmental and community stakeholders to ensure the appropriate resources are available to assist individuals who are experiencing homelessness, mental illness, and substance abuse. Individuals in these communities are disproportionately impacted by crime. Intervene appropriately to address victimization and to hold offenders accountable.
- Reduce violence against women and children and strengthen services to victims of domestic violence, child abuse, sexual assault, and human trafficking.
- Maintain the rate of Uniform Crime Report (UCR) Part I crimes in Anchorage at or below the national average for comparable size communities.
- Answer 911 calls within national standard time range, under National Emergency Number Association (NENA) standards.

Project Management & Engineering

- Implement design and construction efforts for capital improvement projects that are safe, code compliant, informed by planning goals, multi-modal for active transportation needs, connected to transportation networks, context sensitive, and invested in creating vibrant public spaces.
- Manage the timely repair and replacement of aging roadway infrastructure by implementing a capital improvement program that monitors asphalt pavement conditions.
- Rehabilitate streets and roadways to maintain or improve service level conditions.

Public Transportation

- Provide public transportation services which are safe, convenient, accessible, and reliable.
- Ensure vehicles, bus stops, and transit assets are maintained in an accessible, safe, and reliable condition.
- Implement a transit safety and security program.
- Provide operator safety and training.
- Maintain enhanced COVID-19 cleaning protocols for vehicles and facilities.
- Treat all individuals with dignity and respect, serve the entire community. Provide training and education for public transportation employees to be more effective and responsive to those who are experiencing homelessness.

- Provide education and outreach to social service organizations serving the homeless population.

Real Estate

- Maximize amount of acreage mitigated through appropriate responses to negative impacts on MOA land inventory due to fire, insect damage, illegal dumping of hazardous or contaminated materials, trespassing, and/or vandalism by property inspections.

Traffic Engineering

- Continuous improvement in the safe and efficient movement of people and goods.
- Timely investigation and response to community traffic inquiries.
- Traffic operation improvements that maximize transportation safety and system efficiency.



Building Our Future – Delivering better economic opportunities, more housing, affordable childcare, and a reliable energy future.

Anchorage is an incredible community with incredible potential, situated on the traditional homelands of the Dena'ina Athabascans.

In recent years, Anchorage has seen challenging trendlines when it comes to workforce, out-migration, housing and economic development, and affordability. Mayor LaFrance is committed to tackling these challenges head-on and driving Anchorage toward its potential as a vibrant subarctic community. That includes removing barriers to housing development, spurring economic development, improving access to quality childcare, and driving a more reliable energy future.

These areas of interest have been identified as focuses by Mayor LaFrance in the effort to Build Our Future:

- Housing
- Economic Development
- Workforce Development and Childcare
- Energy

Department Goals that Contribute to Achieving the Mayor's Mission:

Chief Administrative Officer – Grant Development

- Secure additional funds to support municipal projects and services

Chief Administrative Officer – Venues

- Provide cost-effective quality-of-life offerings

Development Services

- Work with the community and legislature to revamp outdated regulatory requirements hindering economic development.
- Incentivize more multifamily development by building regulatory discretion into codified off-site improvement requirements.
- Simplify permitting, review and inspection processes with updated and improved software functionality.

- Collaborate with the development community to identify development roadblocks and find compromises.
- Rework contract bonding language in coordination with the Legal Department to allow for a more diverse pool of contractors to bid on private development projects, create a more competitive bidding environment and drive down construction prices.

Equity & Justice

- Establish baseline equity data targets/benchmarks in collaboration with partners and establish goals and initiatives to make progress and processes to track outcomes.
- Develop methods to determine how disparate impacts will be documented and evaluated.
- Collect, evaluate, and analyze indicators and progress benchmarks related to addressing systemic disparities.

Finance Department – Public Finance and Investments Division

- Maintain a rating of at least “AA” for the MOA’s general obligation bonds.
- Refund any outstanding debt that provides a minimum net present value savings and provide the most cost-effective source of financing for all departments of the MOA.
- Invest only in securities that comply with AMC at the time of investment.
- Provide an investment return, gross of fees, that outperforms the respective benchmark for each portfolio manager within the MCP.

Finance Department – Treasury Division

- Provide enhanced service to the general public and business community and increase growth in e-commerce (i.e., information sharing and monetary transactions) through increased public use of the Municipal website and other means.

Health

- Increase community and agency partnerships in public health initiatives.
- Improve public health of the next generation through education, counseling, and supporting infant breastfeeding.
- Improve the quality of life for Aging and Disability Resource Center clients through information referral and options counseling to support cost-effective decisions about long-term service and support needs.
- Increase the well-being of children and the public through response to reports of child treatment concerns (abuse, neglect, injury, supervision, safety hazards, etc.) in childcare facilities.

Library

- Improve economic advancement by providing equitable access to computing equipment, programs, and resources.
- Improve civic engagement, cultural enrichment, and enhance the quality of life for all Anchorage residents through provision of life-long educational services including library materials, online resources, and programs/events.
- Increase opportunities for our children’s success when they enter school, by supporting the foundations of reading, social skills, and creative skills through early learning educational activities.
- Enhance quality of life for all Anchorage Residents through library services.

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Municipal Attorney

- Support departments with a role in Anchorage's economic, energy and housing development.
- Assist departments, administration, and Assembly in efforts to communicate and coordinate on shared goals.
- Advise administration on policies and proposed code changes to improve the Municipality's ability to recruit and retain qualified employees.

Parks & Recreation

- Engage residents and user groups to actively participate and volunteer in park projects and stewardship.
- Continued investment in parks and trails to create jobs and support construction industry.
- Collaborate with non-profits such as the Anchorage Park Foundation and Visit Anchorage on initiatives to expand tourism in Anchorage.
- Partner with organizations such as the Anchorage Downtown Partnership and other non-profit organizations to provide programming and events in parks.
- Provide new opportunities for concessionaires to operate in parks to support small business while enhancing user experience.
- Provide satisfying positive experiences through quality recreation, leisure and civic programs in Anchorage's parks and facilities.
- Partner with schools to provide outdoor programming opportunities in parks and along trails.
- Provide recreation programs and services that are affordable and accessible to all residents.

Planning

- Engage the community in land use planning activities to make decisions about land uses and transportation, as well as public facilities, economic development, housing, and other public issues that are vital to a healthy and livable community.
- Review and make necessary changes to codes, regulations, land use approval, building permit and other processes to reduce barriers to housing and non-residential development.
- Assist health and higher education partners in implementing their campus master plans to ensure continued quality health care and higher education is provided in-state.

Project Management & Engineering

- Support economic growth and development by responding to public inquiries regarding easements and plats to be filed with the District Recorder's Office.
- Ensure land surveying records and project information are in conformance with Municipal Code and Alaska State Statute. Provide survey support to municipal departments.
- Support project development as the lead acquisition agent for the Municipality by acquiring property interest as required on capital projects and various property and

easement requests on municipal owned land. Serve as the direct contact for property owners with questions regarding ownership and right-of-way easement interests.

- Protect Anchorage's streams and waterways from pollutant sources by managing permit programs to meet stormwater discharge compliance with State and Federal permit requirements.

Public Transportation

- Operate an equitable transportation system that connects people to opportunity.
- Connect people to jobs and jobs with people.
- Increase mobility options to help get the community back to work and allowing them to get to school, church, grocery store, medical services, and other supporting businesses.
- Provide fast and frequent service to make public transportation a viable option for residents and tourists and allow employers to tap into a larger workforce.
- Expand access to People Mover fare sales using new and existing technology.
- Contribute to economic development, improved environmental quality, better public health, land use, and improved quality of life.
- Operate an equitable transportation system that offers individuals greater opportunity to better themselves and provide for their families.
- Connect social service agencies with people experiencing homelessness through transit services and facilities.
- Support parking reductions that lower development costs in transit supportive development corridors.

Purchasing

- Increase local vender participation in solicitations.
- Continue to work with and explore alternative procurement methods when contracting situations would benefit from their use.

Real Estate

- Identify municipal raw lands suitable for pre-development activities, e.g., zoning, platting, roads, water/sewer, etc.
- Maximize amount of acreage available for development of housing by reviewing inventories, determining if surplus to municipal needs, perform steps necessary for disposal, market approved disposals, complete real estate transactions with private parties to create a larger available housing inventory.