

STRATEGIC PLAN FY 2020 UPDATE

Community Health & Safety: Promote a Clean and Safe Community

STRATEGIC OUTCOMES	OBJECTIVES	RESPONSIBLE PARTY	TARGET COMPLETION DATE	STATUS
a. Ensure that Borough-operated water and wastewater treatment systems meet or exceed ADEC permit standards	Adhere to Quality Assurance Program	Public Works	Ongoing	There were four violations reported in 2019; one at the Forest Park Waste Water Treatment Plant and three at the Mountain Point plant. The Forest Park plant was taken off line and eliminated in July.
	Include necessary system upgrades in CIP	Public Works	2018	The South Tongass sewer expansion project was completed in 2019. A sludge press was replaced and SCADA upgrades were also completed. Pending loan approval, the Forest Park Drive sewer main is planned to be replaced.
b. Reduce onsite wastewater treatment system failures and the polluting of neighboring properties or rights-of-way	Bring failed systems into compliance within 6 months	Public Works	Ongoing	<p>In FY 2019, there were 300 pumps, 58 deficiencies, 52 deficiency letters sent, and 16 correction responses. The correction rate was 30 percent – up from 16 percent in FY 2018. Two septic system violation cases were opened with one resolved within six months. The remaining open case is progressing through design and permitting.</p> <p>In FY 2020 (year to date), there were 130 pumps, 11 identified deficiencies, and 1 correction response. Three septic system violations were opened within the last six months and remain open.</p> <p>Septic system violation cases were investigated within two days 50 percent of the time.</p> <p>In FY 2020, 122 non-pump letters were distributed to customers that have a history of</p>
	Investigate complaints within 2 business days of the report	Public Works	Ongoing	
	Ensure the Borough's contractor is current with its sludge pumping program	Public Works	Ongoing	

				pumping failure. Additional late pump letters will be distributed quarterly.
c. Improve public access to information about septic systems	Educate the public on proper OWTS maintenance through new initiatives	Public Works	FY 2019	<p>All systems moved to using NetDMR, requiring system owners (private and public) to sign off on sample results. This requires owners to become more responsible for their individual systems.</p> <p>All non-compliance reporting is signed off by the system owner, including identification of corrective actions.</p> <p>Public Works also sent out mailings notifying delinquent property owners of their responsibility to pump their systems.</p>
	Provide public information on Borough website and social media twice annually	Public Works	FY 2018	Borough website was updated to more clearly point towards OWTS information.
d. Ensure sampled outfalls meet ADEC permit requirements	Maintain proper testing of outfalls permitted by Borough	Public Works	Ongoing	<p>All systems moved to using NetDMR, requiring system owners (private and public) to sign off on sample results. This requires owners to become more responsible for their individual systems. All non-compliance reporting is signed off by the system owner, including identification of corrective actions.</p> <p>Compliance rates were as follows:</p> <p><u>Borough WWTP:</u> CY 2017: 66.67 percent CY 2018: 86.36 percent CY 2019: 96.03 percent (YTD)</p> <p><u>Common Collectors:</u> CY 2017: 3.85 percent CY 2018: 57.35 percent CY 2019: 61.8 percent (YTD)</p>
	Notify responsible parties when outfalls fail to meet standards	Public Works	Ongoing	
	Educate homeowners on proper disposal methods	Public Works	Ongoing	

				<p>Overall Compliance: CY 2017: 23.68 percent CY 2018: 57.35 percent CY 2019: 75.47 percent (YTD)</p>
e. Ensure all Borough playgrounds meet national playground standards	Create maintenance checklist for playgrounds	Public Works	March 2018	Maintenance checklist created.
	Survey each playground twice a year and program necessary upgrades in the Borough's 5-year CIP	Public Works	Ongoing	Single inspection of all playgrounds completed. Several minor deficiencies were corrected within days.
f. Maintain or enhance all Borough-owned buildings and facilities, including the airport, to meet programmatic needs and applicable building code requirements	Identify maintenance needs and required code updates through an annual survey of Borough facilities, including airport	Public Works	Ongoing	<p>Survey completed in FY 2019. A system wide annual survey was not completed in FY 2020. Deficiencies tracked through work orders initiated. Deficiencies identified were:</p> <p>FY 2017: 377 FY 2018: 143 FY 2019: 80 FY 2020 (YTD): 26</p> <p><i>Note: the net reduction in issued work orders in part reflect internal changes improving tracking.</i></p>
	Develop 5-year Capital Improvement Plan, to be updated annually, that addresses maintenance needs	Finance	FY 2018	CIP developed and presented at the 2019 Policy Session. An update to the CIP is scheduled to be presented to the Assembly at the 2020 Policy Session.
	Program routine maintenance tasks for all Borough facilities utilizing maintenance tracking software program	Public Works, Airport and Parks and Recreation	FY 2020	North Tongass Volunteer Fire Department, Parks and Recreation, Public Works, the water and wastewater utility, and the Airport are now utilizing tracking software for routine maintenance tasks.

<p>g. Ensure all Borough-owned buildings and facilities, including the airport, meet ADA standards</p>	<p>Survey Borough facilities to determine ADA compliance</p>	<p>Public Works</p>	<p>FY 2018</p>	<p>ADA survey and ADA upgrades to Assembly Chambers completed in FY 2018. ADA updates to the Borough website are currently being implemented. The Field Study has identified additional accessibility improvements staff intends to include in future capital plans.</p>
	<p>Update Borough ADA plan</p>	<p>Public Works</p>	<p>FY 2019</p>	<p>ADA Plan on track to be updated in FY 2020</p>
	<p>Include proposed ADA upgrades in 5-year CIP</p>	<p>Manager</p>	<p>FY 2018</p>	<p>ADA upgrades to website included in the 2019 capital plan. Accessibility improvements identified in the Field Study to be programmed in future capital plans.</p>
<p>h. Ensure timely and effective fire and EMS responses by the North and South Tongass Volunteer Fire Departments</p>	<p>Complete staffing analysis to evaluate paid and volunteer staffing levels necessary to keep up with increasing call volume</p>	<p>NTVFD, STVFD</p>	<p>FY 2018</p>	<p>NTVFD and STVFD completed staffing analysis in 2018. Following completion of the staffing analysis, STVFD increased staffing levels to three paid positions and is developing a volunteer recruitment plan. NTVFD reviewed and updated the 2018 Staffing Analysis in 2019. Notable improvements for NTVFD included an increase in average years of service from 3.1 years to 4.3 years, meeting the national average as reported by the National Volunteer Fire Service Council (NVFC). An increase in ALS trained personal responding to alarms from 2.1 to 3.1 meeting NFPA 1710 standards. The report also identified a potential increase in EMS call volume due to a planned cruise ship dock in Ward Cove, and proposed changes in EMS scope of practice that may require paramedic training be conducted in 2020/2021.</p>
<p>i. Provide quality EMS care by the North and South Tongass Volunteer Fire Departments</p>	<p>Increase number of advanced life support training hours</p>	<p>NTVFD, STVFD</p>	<p>FY 2022</p>	<p>NTVFD: In 2019, the department conducted 158 hours of ALS training, representing a 73% increase in ALS training hours.</p> <p>STVFD: ALS training hours have remained fairly consistent between 2017-2019. Hours for 2017</p>

				were 158 (2017 included a 46-hour EMT 3 class); in 2018 there were 118 hours of ALS training; and in 2019 there were 128 hours.
	Increase the average number of training and response hours by members	NTVFD, STVFD	FY 2020	<p>NTVFD: In 2019, department members attended 2,766 hours of training representing a 9 percent increase over 2018.</p> <p>STVFD: In department members attended 2,491 hours of training compared to 2,585 hours of training in 2018 and 2,402 hours in 2017. The STVFD averaged 11 members per response in 2019 and 2018 and 9 members in 2017.</p>
	Increase the number of experienced responders	NTVFD, STVFD	FY 2023	<p>NTVFD: In 2018, the department responded with: 3 – ETT 9 – EMT I 4 – EMT II 3 – EMT III 1 – Paramedic</p> <p>In 2019, the department responded with: 6 – ETT 8 – EMT I 4 – EMT II 6 – EMT III</p> <p>In 2019 the department responded with 11 members with more than 4 years of service. The average years of service increased from 3.1 in 2018 to 4.3 in 2019.</p> <p>STVFD: In 2017, the department responded with: 2 – ETT 8 – EMT I 5 – EMT II 4 – EMT III</p>

				<p>2 Paramedics</p> <p>In 2018, the department responded with:</p> <ul style="list-style-type: none"> 4 – ETT 8 – EMT I 2 – EMT II 6 – EMT III 2 – Paramedic <p>In 2019, the department responded with:</p> <ul style="list-style-type: none"> 2 – ETT 10 – EMT I 5 – EMT II 5 – EMT III 3 – Paramedic <p>STVFD has 20 active members with more than three years of experience.</p>
j. Provide a safe working environment for Borough employees	Develop and execute departmental worker safety programs with scheduled training for field staff	Public Works, Manager and Airport	FY 2019	<p>Alaska Public Entity Insurance provided onsite safety walkthroughs at Borough facilities in 2019 with follow up reports on safety improvements.</p> <p>APEI also provided the following training in 2019:</p> <ul style="list-style-type: none"> • OSHA for Supervisors: 22 attendees • Confined Space Entry: 7 attendees • Bloodborne Pathogens: 19 attendees • Safety Leadership: 25 attendees <p>A Borough Safety Committee is slated to be established in 2020.</p>
	Develop worker recognition program for no injuries by field staff	Manager	FY 2020	A worker safety recognition program will be considered by the Borough Safety Committee, once established.
	Audit and update departmental Borough safety plans annually	Manager	FY 2019	Audit structure to be considered by Borough Safety Committee.

k. Maintain service area roads to established service area standards	Service areas with road powers to establish applicable road standards on an annual basis as part of the budget process	Public Works	FY 2018	<p>Road standards and improvement priorities discussed annually during budget process.</p> <p>Service area road improvements completed in CY 2019 included:</p> <ul style="list-style-type: none"> • Forest Park back slope restabilization, paving in conjunction with the South Tongass Wastewater Main project and patching on Fireweed Lane • Homestead Pavement Patching • Mud Bight (Rhea Road/Snow Goose Lane) grading and compaction; also, (2) private road extensions currently are underway
l. Reduce the number of animal bites in the Borough	Respond to animal bite reports within 4 hours of receiving a complaint	Animal Protection	FY 2018	<p>In 2019, the department responded to 41 bite reports. Three dogs were classified as potentially dangerous, three were classified as dangerous.</p> <p>All bites were responded to within 4 hours of receiving the report, meeting the service benchmark. Timely response was 100 percent.</p> <p>Staff also educated the public about safety around animals to help in the reduction of dog bites. This was accomplished through 16 humane education events in 2019, officer contact with citizens and social media postings.</p> <p>The updated Strategic Plan changes the target timeline to “ongoing.”</p>
	Educate the public about the leash law	Animal Protection	FY 2019	Staff educated the public about the leash law regulation at point of contact with citizens in the field, at shelter animal adoptions, through 16 humane education and adoption events, in the publication of a monthly newsletter and social media.

				The updated Strategic Plan changes the target timeline to “ongoing.”
	Enforcement of Borough leash law	Animal Protection	Ongoing	Staff issued 30 leash law citations in 2019. If staff is unable to speak directly to the animal owner in these scenarios, a door hanger is posted at the address of the owner. If a citation is required to gain code compliance, staff informs the owner prior to the issuing of the citation. In the case of animals not being licensed or current on rabies vaccine, staff routinely gives the animal owner a 10-day grace period to gain compliance with the code. If a citation is issued to an owner, and they comply with the code prior to the court date, the citation may be dismissed.
m. Reduce solid waste and junk vehicle code violations identified by citizen complaints or Borough staff	Respond to citizen complaints within one work week	Code Enforcement	Ongoing	Solid waste dumping and junk vehicle violations were responded to immediately over 95 percent of the time in 2019. Currently, 100 percent of junk vehicle and solid waste violations have been closed within 7 months from point of complaint.
	Organize community cleanup activities	Code Enforcement	Each April	2,780 pounds of waste was removed during the annual spring cleanup event.
	Initiate a minimum of three public information campaigns related to solid waste violations or junk vehicles	Code Enforcement	Ongoing	The Code Enforcement Officer conducted radio interviews with City staff promoting clean-up week, and also worked with the City of Saxman on the Junk Vehicle removal program, resulting in 13 vehicles being removed from Saxman.
n. Ensure proper emergency preparedness	Complete update of Greater Ketchikan Area Emergency Operations Plan	Manager	FY 2019	Local Emergency Planning Committee is working on an Emergency Operations Plan update. A majority of annexes in the plan are updated. A draft plan is projected to be presented to the Assembly for approval in CY 2020.

	<p>Ensure Borough staff is properly trained to respond to emergencies</p>	<p>Manager</p>	<p>FY 2020</p>	<p>All but one Borough executive level employees have FEMA certifications in 100, 200, 700 and 800. An additional 17 employees have been identified to receive FEMA training; 13 of the 17 are trained in 100, 200, 700 and 800 and the remainder are in the process of completing the four courses. A total of 9 Borough employees have taken the more advanced FEMA 300 course. Three have taken the advanced 400 course. Seven employees have additional FEMA certifications for a combined total of 41 additional course certifications.</p> <p>An Airport table top drill was conducted on October 30, 2019.</p> <p>ALICE active shooter training held at White Cliff in December 2019.</p> <p>Three members of the Borough's two fire departments participated in the Rural Resilience Workshop and table top exercise in Craig in September 2019.</p> <p>The maritime mass rescue operations plan was reviewed and updated in April.</p>
	<p>Ongoing maintenance and implementation of the Borough's vital record program, including disaster prevention and recovery phases</p>	<p>Clerk</p>	<p>FY 2022</p>	<p>The following was accomplished in 2019 in furtherance of the vital records program:</p> <ul style="list-style-type: none"> • 68 boxes of inactive transferred to the offsite storage facility • 94 Official Borough Documents filed in Clerk's Office and converted electronically • 10,525 images/pages of vital records microfilmed • Department records inventories verified <p>The IT Department has several plans in place to address emergency server backup processes</p>

				<p>dependent on the situation (ransomware, natural disaster, hardware failure).</p> <p>The target date for this item has been changed to "ongoing" in the updated Strategic Plan.</p>
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