

STRATEGIC PLAN FY 2021 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	Noncompliance reports were issued in four months of 2020 for the Mountain Point Wastewater Treatment Plant, primarily due to taking on Forest Park and Saxman. Public Works commenced an operational assessment to address the non-compliances through operations and capital improvements.
	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. Public Works commenced an operational assessment of the Mountain Point Wastewater Treatment Plant in 2020; capital programming is underway. The Forest Park Drive sewer main is planned to be replaced in FY 2022.
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	In FY 2020, there were 337 pumps (73 percent service rate); 59 deficiencies; 32 deficiency letters sent; and 13 correction responses. The correction rate was 22 percent – down from 30 percent in FY 2019.
	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	One open case started in FY 2019 has been mitigated, with resolution in process. Another remains open. Septic system violation cases were investigated within two days 50 percent of the time. In FY 2020, 122 non-pump letters were distributed to customers that have a history of

				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	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. Public Works also sent out mailings notifying delinquent property owners of their responsibility to pump their systems.
	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	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. Compliance rates were as follows: <u>Borough WWTP:</u> CY 2017: 66.67 percent CY 2018: 86.36 percent CY 2019: 96.03 percent CY 2020: 99.24 percent <u>Common Collectors:</u> CY 2017: 3.85 percent CY 2018: 57.35 percent CY 2019: 61.8 percent
	Notify responsible parties when outfalls fail to meet standards	Public Works	Ongoing	
	Educate homeowners on proper disposal methods	Public Works	Ongoing	

				<p>CY 2020: 57.08 percent</p> <p>Overall Compliance: CY 2017: 23.68 percent CY 2018: 57.35 percent CY 2019: 75.47 percent CY 2020: 82.25 percent</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	Monthly inspections were performed. There were a total of five deficiencies identified and corrected during the safety checks.
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: 497 FY 2021 (YTD): 261</p>
	Develop 5-year Capital Improvement Plan, to be updated annually, that addresses maintenance needs	Finance	FY 2018	CIP was developed and presented at the 2020 Policy Session. An update to the CIP is scheduled to be presented to the Assembly at the 2021 Policy Session.
	Program routine maintenance tasks for all Borough facilities utilizing	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

	maintenance tracking software program			now utilizing tracking software for routine maintenance tasks.
g. Ensure all Borough-owned buildings and facilities, including the airport, meet ADA standards	Survey Borough facilities to determine ADA compliance	Public Works	FY 2018	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.
	Update Borough ADA plan	Public Works	FY 2019	ADA Plan on track to be updated in FY 2021. Strategic Plan updated to reflect the new target completion date.
	Include proposed ADA upgrades in 5-year CIP	Manager	FY 2018	ADA upgrades to website completed in 2020. Accessibility improvements identified in the Field Study to be programmed in future capital plans.
h. Ensure timely and effective fire and EMS responses by the North and South Tongass Volunteer Fire Departments	Complete staffing analysis to evaluate paid and volunteer staffing levels necessary to keep up with increasing call volume	NTVFD, STVFD	FY 2018	NTVFD and STVFD completed staffing analysis in 2018. Following completion of the staffing analysis, STVFD increased staffing levels to three paid positions. NTVFD reviewed and updated the 2018 Staffing Analysis in 2019. Notable improvements for NTVFD in 2020 included a 50 percent decrease in chute time. While still just over a minute slower than the national standard as required in NFPA 1710, the time is very respectable considering the standard applies to all paid, not volunteer or combination departments. Response time remains under the national standard, and ALS trained members responding to alarms remain over the number as required by NFPA 1710.
i. Provide quality EMS care by the North and South Tongass Volunteer Fire	Increase number of advanced life support training hours	NTVFD, STVFD	FY 2022	NTVFD: In 2020, the department conducted 108 hours of ALS training, representing a 32 percent reduction over 2019. The reduction in

Departments				<p>hours are a direct result of scheduling difficulties brought on by COVID-19 restrictions. Significant progress has been made in the department's transition to a paramedic service in 2020, with 2 members having completed the paramedic prerequisites and two members nearing completion of the last two classes needed to meet the prerequisites.</p> <p>STVFD: ALS training hours remained fairly consistent between 2017-2019. Hours for 2017 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. ALS training for 2020 was limited due to COVID restrictions. Total training hours for ALS training in 2020 was 96 hours.</p>
	Increase the average number of training and response hours by members	NTVFD, STVFD	FY 2020	<p>NTVFD: In 2020, department members attended 1,401 hours of training representing a 49 percent reduction over 2019. The reduction in hours are a direct result of scheduling difficulties brought on by COVID-19 restrictions.</p> <p>STVFD: Department members attended 1,400 hours of training in 2020 with COVID-19 resulting in the cancelling of more than 4 months of in-person training. Department members attended 2,491 hours of training in 2019 compared to 2,585 hours of training in 2018 and 2,402 hours in 2017. The STVD averaged 13 members per response in 2020 compared to 11 in 2019 and 2018 and 9 members in 2017.</p>

	<p>Increase the number of experienced responders</p>	<p>NTVFD, STVFD</p>	<p>FY 2023</p>	<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 2020, the department responded with: 8 – ETT 7 – EMT I 0 – EMT II 6 – EMT III 1 – Critical Care Nurse</p> <p>The 2020 COVID-19 restrictions proved difficult in the NTVFD’s bid to increase certification levels, the department’s training budget was drastically reduced. Limited online options were utilized. The department currently has 7 members that have completed their online EMT I training but are awaiting State of Alaska testing. No ALS certification training has been available online.</p> <p>In 2020 the department responded with 14 members with more than 4 years of service. The average years of service increased from 4.3 in 2019 to 5.2 in 2020.</p> <p>STVFD: In 2018, the department responded with: 4 – ETT</p>
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				<p>8 – EMT I 2 – EMT II 6 – EMT III 2 – Paramedic</p> <p>In 2019, the department responded with: 2 – ETT 10 – EMT I 5 – EMT II 5 – EMT III 3 – Paramedic</p> <p>In 2020, the department responded with: 2 – ETT 14- EMT I 5 – EMT II 5 – EMT III 3- Paramedics 1 – Critical care nurse</p> <p>STVFD has 19 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 2021.</p>

				<p>Borough facilities were assessed by AKOSH in August 2020. Departments resolved compliance issues within:</p> <ul style="list-style-type: none"> • 7 days (Public Works) • 5 days (Animal Protection) • 3 Months (Transit)
	Develop worker recognition program for no injuries by field staff	Manager	FY 2020	<p>A worker safety recognition program will be considered by the Borough Safety Committee, once established.</p> <p>Strategic Plan updated to reflect the new target completion date of FY 2021.</p>
	Audit and update departmental Borough safety plans annually	Manager	FY 2019	<p>Audit structure to be considered by Borough Safety Committee.</p> <p>Strategic Plan updated to reflect the new target completion date of FY 2021.</p>
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 2020 include:</p> <ul style="list-style-type: none"> • Old Dairy Road Improvements: Regrading, drainage installation, and as-built design of the roadway throughout. • Homestead: Cliff Road subsurface utilities and compacted gravel surfacing completed as condition of Emerald Forest Phase IV subdivision. • Mud Bight: Loon Rd. extension complete, Snow Goose Rd. extension underway. <p>Strategic Plan updated to “ongoing.”</p>

I. 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 2020, the department responded to 27 bite reports. Two dogs were classified as potentially dangerous and one was 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 126 shelter adoption interactions, 61 animal return interactions, officer contact with citizens and social media postings encouraging responsible animal ownership and management.</p> <p>The department was not able to facilitate off-site humane education events due to the Covid -19 pandemic.</p> <p>The updated Strategic Plan changes the target timeline to “ongoing.”</p>
	Educate the public about the leash law	Animal Protection	FY 2019	<p>Staff educated the public about the leash law regulation at point of contact with citizens in the field, at shelter animal adoptions, returning animals to their owners, general discussion with shelter visitors and volunteers, in the publication of a monthly newsletter and social media. The department was not able to facilitate humane education off-site programs due to the Covid – 19 pandemic</p> <p>The updated Strategic Plan changes the target timeline to “ongoing.”</p>
	Enforcement of Borough leash law	Animal Protection	Ongoing	<p>Staff issued 15 leash law citations in 2020. If staff is unable to speak directly to the animal</p>

				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. After an extended Code Enforcement office vacancy in 2020, following the retirement of the Code Enforcement Officer, all junk vehicle reports have been addressed. Of five junk vehicles reported since October, two were removed by owner after staff contact, and three were towed.
	Organize community cleanup activities	Code Enforcement	Each April	Traditional cleanup events were not held in April due to Covid-19. 2,780 pounds of waste was removed during the annual spring cleanup event in 2019.
	Initiate a minimum of three public information campaigns related to solid waste violations or junk vehicles	Code Enforcement	Ongoing	Public information campaigns were limited in FY 2020 due to an extended vacancy in the Code Enforcement office and the pandemic. One solid waste social media campaign was completed in December.

n. Ensure proper emergency preparedness	Complete update of Greater Ketchikan Area Emergency Operations Plan	Manager	FY 2021	<p>The Local Emergency Planning Committee is working on an Emergency Operations Plan update. A majority of annexes in the plan are updated. A draft plan was projected to be presented to the Assembly for approval in CY 2020. The pandemic has delayed this work. Staff intends incorporate lessons learned during the pandemic and flood events of 2020 in the EOP.</p> <p>The draft strategic plan has been amended to reflect a new target date of FY 2022.</p>
	Ensure Borough staff is properly trained to respond to emergencies	Manager	FY 2021	<p>All but one Borough executive level employees have FEMA certifications in 100, 200, 700 and 800. An additional 18 employees have been identified to receive FEMA training; 14 of the 18 are trained in 100, 200, 700 and 800 and the remainder are in the process of completing the four courses. Nine employees have taken the advanced FEMA 300 course and three have taken the advanced 400 course. Seven employees have additional FEMA certification, for a combined total of 39 additional course certifications.</p>
	Ongoing maintenance and implementation of the Borough's vital record program, including disaster prevention and recovery phases	Clerk	Ongoing	<p>The following was accomplished in 2020 in furtherance of the vital records program:</p> <ul style="list-style-type: none"> • 70 boxes of inactive transferred to the offsite storage facility • 79 Official Borough Documents filed in Clerk's Office and converted electronically • 9,015 images/pages of vital records microfilmed • Vault inventory updated and verified. <p>The IT Department has several plans in place to address emergency server backup processes</p>

				dependent on the situation (ransomware, natural disaster, hardware failure).
o. Ensure Effective Emergency Response	Timely and effective public information throughout the disaster	Clerk	Through State of Emergency	<p>The following tasks were completed during the COVID-19 Pandemic emergency:</p> <ul style="list-style-type: none"> • Developed and maintained COVID-19 Information page on the Borough website with daily updates; along with several sub-pages for aspects of response and recovery • Hundreds of media releases (almost daily) on COVID-19 cases and EOC updates • Hundreds of social media posts (daily) regarding COVID-19 precautions and recommendations • Hundreds of Ketchikan Daily News display ads targeting elderly population with COVID-19 information • Ketchikan Daily News Inserts with local resource information • Community banners for COVID-19 information • Multi-lingual Informational and resource flyers targeting low income housing community • Informational flyers for the Community of Saxman • Informational flyers for families distributed through the District Summer School Lunch Program • Multi-lingual informational flyers distributed through fish processing community • Mailers to all Borough mailing addresses with COVID-19 information • Dozens of Radio PSAs with COVID-19 information, including recorded mayoral messages

				<ul style="list-style-type: none">• Video PSAs for KPU Television, YouTube, and social media, including recorded mayoral messages• Signage for COVID-19 testing clinics at Berth 3, Saxman, and Airport Traveler Testing Site• Ongoing forms and flyers for Airport Traveler Testing Site• Scheduled and moderated WebEx and Facebook Live Events with:<ul style="list-style-type: none">a. April - Local EOCb. April - Local EOC and Mayorsc. May – Local EOC re Fishing and Travel Industriesd. June - Local EOC and Dr. Zink and State Officialse. July - Local EOC and Travel Industryf. November - Local EOC and Medical Providers re: Covid Response and Hospital Capacityg. December – Local EOC and Medical Providers re: Vaccineh. December - Local EOC and Mental Health Providers “Coping During COVID” Seriesi. Scheduled press conferences for EOC• Daily responses to media and citizens
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