

2018 – 2022 STRATEGIC PLAN FINAL UPDATE

Community Health & Safety: Promote a Clean and Safe Community

STRATEGIC OUTCOMES	OBJECTIVES	STATUS
<p>Ensure that Borough-operated water and wastewater treatment systems meet or exceed ADEC permit standards</p>	<p>Adhere to Quality Assurance Program</p>	<p>The contractor CRW completed their analysis on the Mountain Point Wastewater Treatment Plant, identifying and suggesting operational improvements and outlining capital improvements that would improve plant operation and compliance. Capital projects identified received a \$1.7-million CDS grant through a Congressional appropriation, with the remainder to be funded through low interest loans.</p> <p>In 2021, the Assembly approved a memorandum of agreement to address infiltration and inflow (I&I), to be performed in conjunction with ANTHC within Saxman.</p> <p>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.</p> <p>Staff commenced sending outfall customers quarterly notices of noncompliance and uploading noncompliance forms to NetDMR in 2019 and continues to use this process.</p>
	<p>Include necessary system upgrades in CIP</p>	<p>Wastewater system analysis from CRW was completed in 2022 and water system analysis from TetraTech is ongoing through 2023. Contractors assisted with or are assisting in identifying water and wastewater system upgrades for future CIPs in 2023.</p> <p>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 (MPWWTP) in 2020. The Forest Park wastewater treatment plant was eliminated in 2019, and the Forest Park Drive sewer main is planned to be replaced in FY 2023.</p> <p>The MPWWTP Analysis identified several treatment capital improvements, and the I&I study referenced above will likely identify additional collection systems improvements. Funding opportunities are being determined.</p> <p>A master planning process for the South Tongass Water Utility started in CY2022 to forecast system needs and begin budgeting accordingly. The master plan is due for completion in Spring 2023.</p>

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<p>b. Reduce onsite wastewater treatment system failures and the polluting of neighboring properties or rights-of-way</p> <p>Public Works</p> <p>Ongoing</p>	<p>Bring failed systems into compliance within 6 months</p>	<table border="1"> <thead> <tr> <th data-bbox="793 203 1089 245">Sludge Program</th> <th data-bbox="1098 203 1314 245">2020</th> <th data-bbox="1314 203 1493 245">2021</th> <th data-bbox="1493 203 1671 245">2022</th> </tr> </thead> <tbody> <tr> <td data-bbox="793 245 1089 287"># of systems pumped</td> <td data-bbox="1098 245 1314 287">337</td> <td data-bbox="1314 245 1493 287">365</td> <td data-bbox="1493 245 1671 287">323</td> </tr> <tr> <td data-bbox="793 287 1089 329">% service rate</td> <td data-bbox="1098 287 1314 329">73%</td> <td data-bbox="1314 287 1493 329">76.5%</td> <td data-bbox="1493 287 1671 329">68%</td> </tr> <tr> <td data-bbox="793 329 1089 371">Deficiencies</td> <td data-bbox="1098 329 1314 371">59</td> <td data-bbox="1314 329 1493 371">73</td> <td data-bbox="1493 329 1671 371">39</td> </tr> <tr> <td data-bbox="793 371 1089 414">Correction responses</td> <td data-bbox="1098 371 1314 414">22</td> <td data-bbox="1314 371 1493 414">7</td> <td data-bbox="1493 371 1671 414">2</td> </tr> <tr> <td data-bbox="793 414 1089 456">Correct % rate</td> <td data-bbox="1098 414 1314 456">22%</td> <td data-bbox="1314 414 1493 456">10%</td> <td data-bbox="1493 414 1671 456">5%</td> </tr> </tbody> </table>	Sludge Program	2020	2021	2022	# of systems pumped	337	365	323	% service rate	73%	76.5%	68%	Deficiencies	59	73	39	Correction responses	22	7	2	Correct % rate	22%	10%	5%				<p>In FY2022, 11 ongoing sewer violations were resolved; and 2 of the ongoing notices from FY 2021 were resolved (32 of the 122 violation notices for pumping program non-compliance remain outstanding).</p> <p>In FY2021, 3 ongoing sewer violations were resolved; and 14 of the ongoing notices from FY 2020 were resolved (45 of the 122 violation notices remain outstanding).</p> <p>One open case started in FY 2019 has been mitigated, with resolution in process. Another remains open.</p>
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<p>Investigate complaints within 2 business days of the report</p>	<p>Septic system violation cases were investigated within two days 50 percent of the time.</p>																													
<p>Ensure the Borough's contractor is current with its sludge pumping program</p>	<p>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.</p>																													
<p>c. Improve public access to information about septic systems</p>	<p>Educate the public on proper OWTS maintenance through new initiatives</p>	<p>In CY2023 the PW Dept. will be developing an OWTS maintenance and public information program with support from the Southeast Alaska Watershed Coalition.</p> <p>In 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.</p> <p>All non-compliance reporting is signed off by the system owner, including identification of corrective actions.</p>																												

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		Public Works also sends out mailings notifying delinquent property owners of their responsibility to pump their systems.
	Provide public information on Borough website and social media twice annually	In CY2023 the Southeast Alaska Watershed Coalition will be assisting with the development of an OWTS information program which will include information on social media. The Borough website was updated to more clearly point towards OWTS information.
d. Ensure sampled outfalls meet ADEC permit requirements Public Works Ongoing	Maintain proper testing of outfalls permitted by Borough Notify responsible parties when outfalls fail to meet standards Educate homeowners on proper disposal methods	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. During the 5-year plan, compliance rates for the Borough WWTP went from 66.67% in CY 2017, to 99.71% in CY 2022. Compliance for common collectors improved from 3.85% in CY 2017 to 67.71% in CY 2022. Overall compliance improved from 23.68% in CY 2017 to 86.82% in CY 2022.
e. Ensure all Borough playgrounds meet national playground standards Public Works	Create maintenance checklist for playgrounds Survey each playground twice a year and program necessary upgrades in the Borough's 5-year CIP	The completion of the Parks Master Plan in 2023 will provide information relating to the improvement of the maintenance and operations of Borough playgrounds. Maintenance checklist created in March 2018. The development of the Parks Master Plan in 2022/23 will develop a 5 – 10 year CIP program for Borough park and playground repairs and improvements. Inspections are scheduled on a routine basis. Minor deficiencies are scheduled for repair as soon as practicable. Projects addressing major deficiencies are placed in the capital plan.

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<p>f. Maintain or enhance all Borough-owned buildings and facilities, including the airport, to meet programmatic needs and applicable building code requirements</p>	<p>Identify maintenance needs and required code updates through an annual survey of Borough facilities, including airport</p>	<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> <table border="1" data-bbox="800 280 1904 391"> <thead> <tr> <th data-bbox="800 280 1056 318">Maintenance</th> <th data-bbox="1056 280 1222 318">2018</th> <th data-bbox="1222 280 1400 318">2019</th> <th data-bbox="1400 280 1585 318">2020</th> <th data-bbox="1585 280 1745 318">2021</th> <th data-bbox="1745 280 1904 318">2022</th> </tr> </thead> <tbody> <tr> <td data-bbox="800 318 1056 355">Deficiencies</td> <td data-bbox="1056 318 1222 355">143</td> <td data-bbox="1222 318 1400 355">80</td> <td data-bbox="1400 318 1585 355">497</td> <td data-bbox="1585 318 1745 355">261</td> <td data-bbox="1745 318 1904 355">104</td> </tr> <tr> <td data-bbox="800 355 1056 391">Addressed</td> <td data-bbox="1056 355 1222 391"></td> <td data-bbox="1222 355 1400 391"></td> <td data-bbox="1400 355 1585 391"></td> <td data-bbox="1585 355 1745 391"></td> <td data-bbox="1745 355 1904 391"></td> </tr> </tbody> </table> <p>In 2021, an annual occupational safety assessment was performed, which identified 17 facilities deficiencies that were corrected on site.</p>	Maintenance	2018	2019	2020	2021	2022	Deficiencies	143	80	497	261	104	Addressed					
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<p>Develop 5-year Capital Improvement Plan, to be updated annually, that addresses maintenance needs</p>	<p>The first capital plan was developed and presented at the 2020 Policy Session and has been updated annually since. The final report and status update on the 2018 Capital CIP is scheduled to be presented to the Assembly as a draft at the 2023 Policy Session. Adoption to be considered as part of the FY 2024 budget process.</p>																			
<p>Program routine maintenance tasks for all Borough facilities utilizing maintenance tracking software program</p>	<p>North Tongass Volunteer Fire Department, Parks and Recreation, Public Works, the water and wastewater utilities, and the Airport are now utilizing tracking software for routine maintenance tasks.</p>																			
<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>The 2022 Parks and Playgrounds Master Plan will further identify ADA compliance issues within Borough Parks and Playgrounds and will recommend projects to increase accessibility, which will be included into the CIP.</p> <p>The 2022-4 Walker and Dudley Field realignment will bring those facilities into ADA compliance.</p> <p>ADA survey and ADA upgrades to Assembly Chambers completed in FY 2018. ADA updates to the Borough website were implemented in 2020.</p> <p>Accessibility improvements at the fields are being incorporated into the adopted Field Bond and CIP projects.</p>																		

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	Update Borough ADA plan	Not completed during this five-year strategic plan. Upgrades identified in the 2014 ADA plan have been incorporated in capital projects where feasible. The new Parks Master Plan and new Fields Master Plan both incorporate improved accessibility into the plans. Updating the 2014 ADA plan will be included in the new 2023-2028 Strategic Plan.
	Include proposed ADA upgrades in 5-year CIP	<p>ADA upgrades to website completed in 2020.</p> <p>Accessibility improvements at the fields are being implemented through the projects incorporated into the adopted Field Bond and CIP</p>
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	<p>NTVFD and STVFD completed staffing analysis in 2018. Following completion of the staffing analysis, STVFD increased staffing levels to three paid positions.</p> <p>North Tongass reviewed and updated the Staff Analysis after the 2022 cruise ship season. Much of the staffing pressure was due to the Ward Cove Cruise Ship Facility receiving a full schedule of ships in 2022, while at only 80% capacity the ship schedule required 864 hours of standby time for an ambulance crew of three. This level of commitment proved difficult with paid staff and was simply not possible with volunteers. Department personnel available to respond continues to fall, currently down to 4.4, only through the emergency hiring of two temporary staff members to work during the cruise ship season and through October were we able to maintain the required coverage.</p> <p>The department was unable to further reduce the chute time from the 50% decrease posted in 2020. Chute time increased to 3:19 during 2021 in part due to robust PPE requirements prior to response.</p> <p>While 89 seconds slower than the national standard as required in NFPA 1710, the time is very respectable considering the department is comparing a standard that applies to all paid, not volunteer or combination departments.</p> <p>During 2022 the department experienced a 67% increase in calls. It is anticipated before the end of the year that increase will grow to over 75%, resulting in over 330 calls for service in 2022.</p>

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		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 Departments	Increase number of advanced life support training hours	<p>NTVFD ALS Training Hours:</p> <ul style="list-style-type: none"> • 2019: 143 hours • 2020: 108 hours - The reduction in hours are a direct result of scheduling difficulties brought on by COVID-19 restrictions. • 2021: 99 hours - This was a result of the suspension of paramedic prerequisite training, and the scheduling difficulties brought on by COVID-19 restrictions. • 2022: 95.72 <p>Significant progress has been made in NTFVD'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:</p> <ul style="list-style-type: none"> • 2018: 118 hours • 2019: 128 hours • 2020: 96 hours - ALS training for 2020 was limited due to COVID restrictions. • 2021: 122 hours • 2022: 325 home
	Increase the average number of training and response hours by members	<p>NTVFD Training Hours:</p> <ul style="list-style-type: none"> • CY 2022: 511.4 • CY 2021: 1,390 hours – pandemic restrictions continue to impede training • CY 2020: 1,401 hours – reduction caused by pandemic restrictions • CY 2019: 2,087 hours <p>NTVFD Response:</p> <ul style="list-style-type: none"> • CY 2020 – 6.6 average responders • CY 2021 – 6.0 average responders • CY 2022 – 4.4 average responder <p>STVFD: Department members attended the following hours of training:</p>

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		<ul style="list-style-type: none"> • CY 2018: 2,585 hours • CY 2019: 2,491 hours • CY 2020: 1,400 (Four months of in-person meetings were cancelled due to the pandemic.) • CY 2021: 2,260 hours • CY 2022: 1,840 hours <p>STVFD Response:</p> <ul style="list-style-type: none"> • CY 2019 – 11 average responders • CY 2020 – 13 average responders • CY 2021 & 2022 – Between 6am and 6pm (daytime) – 4 responders – Between 6pm and 6am (overnight) – 11 responders 																																																																																				
	<p>Increase the number of experienced responders</p>	<p>NTVFD Responders by Training Level:</p> <table border="1" data-bbox="800 760 1904 1019"> <thead> <tr> <th>NTVFD</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>ETT</td> <td>3</td> <td>6</td> <td>8</td> <td>4</td> <td>4</td> </tr> <tr> <td>EMT I</td> <td>9</td> <td>8</td> <td>7</td> <td>9</td> <td>3</td> </tr> <tr> <td>EMT II</td> <td>4</td> <td>4</td> <td>-</td> <td>-</td> <td>3</td> </tr> <tr> <td>EMT III</td> <td>3</td> <td>6</td> <td>6</td> <td>6</td> <td>4</td> </tr> <tr> <td>Paramedic</td> <td>1</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Critical Care Nurse</td> <td>-</td> <td>-</td> <td>1</td> <td>1</td> <td>-</td> </tr> </tbody> </table> <p>In 2021 NTVFD had 14 members with more than 4 years of service. The average years of service increased from 4.3 in 2019 to 6.3 in 2021.</p> <table border="1" data-bbox="800 1162 1904 1422"> <thead> <tr> <th>STVFD</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>ETT</td> <td>4</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> </tr> <tr> <td>EMT I</td> <td>8</td> <td>10</td> <td>14</td> <td>15</td> <td>10</td> </tr> <tr> <td>EMT II</td> <td>2</td> <td>5</td> <td>5</td> <td>2</td> <td>3</td> </tr> <tr> <td>EMT III</td> <td>6</td> <td>5</td> <td>5</td> <td>4</td> <td>4</td> </tr> <tr> <td>Paramedic</td> <td>2</td> <td>3</td> <td>3</td> <td>4</td> <td>4</td> </tr> <tr> <td>Critical Care Nurse</td> <td>-</td> <td>-</td> <td>1</td> <td>2</td> <td>2</td> </tr> </tbody> </table>	NTVFD	2018	2019	2020	2021	2022	ETT	3	6	8	4	4	EMT I	9	8	7	9	3	EMT II	4	4	-	-	3	EMT III	3	6	6	6	4	Paramedic	1	-	-	-	-	Critical Care Nurse	-	-	1	1	-	STVFD	2018	2019	2020	2021	2022	ETT	4	2	2	2	2	EMT I	8	10	14	15	10	EMT II	2	5	5	2	3	EMT III	6	5	5	4	4	Paramedic	2	3	3	4	4	Critical Care Nurse	-	-	1	2	2
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		STVFD has 19 active members with more than three years of experience.
j. Provide a safe working environment for Borough employees	Develop and execute departmental worker safety programs with scheduled training for field staff	<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>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) <p>Borough facilities were self-assessed at the request of APEI in April of 2021 and 2022.</p> <p>The Borough's Workers' Compensation Experience Modification Factor dropped to 0.96, an reflection of the improved safety culture.</p>
	Develop worker recognition program for no injuries by field staff	Not accomplished,
	Audit and update departmental Borough safety plans annually	Not accomplished.

STRATEGIC OUTCOMES	OBJECTIVES	STATUS
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	<p>Road standards and improvement priorities discussed annually during budget process. Over the 5-year plan, the following road improvements have been completed:</p> <ul style="list-style-type: none"> • Forest Park: paving patching and upgrades in select locations throughout, drainage improvements, back slope restabilization, and pothole patching. • Old Dairy Road Improvements: Regrading, drainage installation, and as-built design of the roadway throughout. • Homestead: Pavement patching, and Cliff Road subsurface utilities and compacted gravel surfacing completed as condition of Emerald Forest Phase IV subdivision. • Mud Bight: Roadway repairs, culvert replacement, drainage improvements, grading and compaction, and private extensions of Loon Rd., Snow Goose Rd., and multiple driveways. <p>Staff continues, as part of an ongoing effort, to obtain outside funding to conduct road improvements and extensions in service areas.</p>
l. Reduce the number of animal bites in the Borough	Respond to animal bite reports within 4 hours of receiving a complaint	<p>All bites are responded to within the four-hour timeframe set in the Strategic Plan. Response time over the 5-year plan was 100%. The department places a high priority on processing bite reports and getting the animal quarantined as soon as possible to observe for any signs of disease or behavioral changes. This also provides an opportunity for staff to ensure that the animal is current on rabies immunization.</p> <p>Over the 5-year plan, 97% of initial responses to requests for service occurred on the day the request was received. The remaining 3% of requests were received after 5 P.M. and did not meet the criteria for emergency response. The after-hours calls were documented and processed the following day. Many of the requests for service received by the department are time sensitive and a prompt response facilitates a more successful outcome.</p>
	Educate the public about the leash law	<p>Staff educates 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 did 18 off-site humane education events in 2018, and 16 events in 2019. The department did not conduct off-site programs in 2020 or 2021 due to the pandemic. No events were conducted in 2022 due to low staffing levels, but events are expected to resume in 2023.</p>

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	Enforcement of Borough leash law	Staff routinely enforces the leash law. Over the 5-year plan, a high of 52 citations were issued in 2018, and a low of 16 in 2021. As of November 28, 2022, a total of 22 leash law citations have been issued. 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	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 vacancies in 2020 and 2021, all junk vehicle reports have been addressed. Effective September 15, 2021, Code enforcement is operating out of the Animal Protection Department. In 2022, the department responded to 105 code enforcement violations, including 23 abandoned vehicles.
	Organize community cleanup activities	Traditional cleanup events were not held in April 2020 or 2021 due to Covid-19. 2,780 pounds of waste was removed during the annual spring cleanup event in 2019. In 2022, the Code Enforcement function was moved to Animal Protection. There are no plans to resume clean-up activities through Code Enforcement at this time.
	Initiate a minimum of three public information campaigns related to solid waste violations or junk vehicles	Public information campaigns were limited in FY 2020 and 2021 due to extended vacancies in the Code Enforcement office and the pandemic. One solid waste social media campaign related to junk vehicles was conducted in 2022.
n. Ensure proper emergency preparedness	Complete update of Greater Ketchikan Area Emergency Operations Plan	After delays caused by the pandemic, the Local Emergency Planning Committee is meeting again. A contract has been issued for update of the Emergency Operations Plan, and completion, including adoption by the governing bodies, is expected before the end of FY 2023.

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	Ensure Borough staff is properly trained to respond to emergencies	FEMA training has been incorporated into routine employee training. All Borough executive level employees have FEMA certifications in 100, 200, 700 and 800. All new supervisors are required to get FEMA 100, 200, 700 and 800 certifications. Other staff are required to get the certifications if appropriate for the position.
	Ongoing maintenance and implementation of the Borough's vital record program, including disaster prevention and recovery phases	<p>The following was accomplished in 2022 in furtherance of the vital records program:</p> <ul style="list-style-type: none"> • 196 boxes of inactive transferred to the offsite storage facility • 82 Official Borough Documents filed in Clerk's Office and converted electronically • 11,281 images/pages of vital records microfilmed • Vault inventory updated and verified • Updated and revised the Borough's Record Retention Schedule <p>The IT Department has several plans in place to address emergency server backup processes dependent on the situation (ransomware, natural disaster, hardware failure).</p>
o. Ensure Effective Emergency Response	Timely and effective public information throughout the disaster	<p>The EOC was deactivated as of July 23, 2021, but staff remains engaged in training for emergency response. The Borough Clerk attended online PIO training through the FEMA Emergency Management Institute.</p> <p>The South Tongass Fire Chief serves as the Chair as the Local Emergency Planning Committee (LEPC), and the Borough Clerk serves as the Vice Chair.</p>