

## **CITY MANAGER**

Mission: To provide professional advice and guidance to the City Council, act as the City's representative regarding State and Federal issues, and manage City services in an efficient manner while ensuring that the public is included and informed throughout government processes.

The City Manager's Office consists of three employees: City Manager, Natural Resource Analyst and Administrative Coordinator.

This Department ensures that the policy direction set by the City Council is implemented and that the City's delivery of public services is provided in an efficient and cost-effective manner. The City Manager oversees the day-to-day operations of the City. This Department serves as a resource to the City Council on issues before the body, such as capital projects, fisheries and legal issues. This Department also manages City-sponsored special projects and events, and monitors Federal and State fisheries legislation that has the potential to impact Unalaska.

### Current Condition

- Unalaska's long time City Manager accepted a position with the State of Alaska; an interim City Manager has been on board while the search for a permanent replacement ensues.
- Limited Federal and State government spending affects capital projects and funding availability.
- New GASBY requirements relating to booking of PERS liability will negatively impact City finances.
- Oil field exploration and drilling activities in the Arctic impact City planning.
- Lack of available airplane seats in the market for travel to and from Unalaska negatively impacts local businesses and provision of City services.
- CMMP process much improved.

- Lack of city-wide storage space results in increased costs and inefficient use of available space.
- Team-building workshop needed for Directors.
- Lack of adequate housing makes employee recruitment difficult for local businesses and the City.
- Event coordination is successful.
- Public relations continue to improve with press releases, City website and social media presence on Facebook.
- Resource Analyst continues to monitor or participate in ADFG, SWAMC, MCA, BSFRF and NPRB to keep City Administration and City Council informed on issues affecting Unalaska and the Southwest region.
- Resource Analyst's fishery harvest information is useful for the Finance Department in projecting general fund revenues.
- Weekly fisheries updates available on the City's website.

#### Tasks Completed

- Federal lobbying in Washington, D.C., for entrance channel dredging, Arctic oil and gas development issues affecting Unalaska, Unalaska Marine Center dock replacement project, Captain's Bay road improvement project, LNG demonstration project, Coast Guard designation of Unalaska as a Family Duty Station, FAA weather observers, and removal of the torpedo building.
- Lobbied State Legislature for school funding, PERS/TERS, funding for Unalaska Marine Center dock project, LNG demonstration project, continuing to home port the P/V Stimson in Unalaska, Captain's Bay Road utility improvements, and upgrades to the Storrs Harbor.
- Completed successful Legislative Reception in Juneau.
- Attended conferences of Alaska Municipal League (AML), Southwest Alaska Municipal Conference (SWAMC), Institute of the North and the Arctic Encounter Symposium.
- Participated in ADOT State wide Planning process
- Updated the City's Community Profile.

- Compile and distribute monthly department reports to Mayor and Council.

Tasks in Progress

- Continue work with Anchorage advertising firm on production of media materials promoting the International Port of Dutch Harbor.
- Continue to work with ADOT for removal of torpedo building.
- Continue to pursue funding for harbor entrance channel dredging from the Federal Government.
- Continue to obtain training for Directors and Council on a yearly basis.
- Continue to improve working relationships with State and Federal agencies.
- Continue to work with Pen Air and Alaska Airlines to improve air service to Unalaska.
- Continue to work to improve relationships between City, Qawalangin Tribe and Ounalashka Corporation.
- Continue working with the University of Alaska Fairbanks to maintain presence of University and Marine Advisory Position.
- Continue to improve fisheries catch and value information for Finance Department budget planning.
- Continue to attend all North Pacific Fisheries Council meetings; Council groundfish and crab plan team meetings; and all Board of Fishery meetings when issues before the BOF impact Unalaska.
- Continue monitoring Federal regulations and issues pertaining to Ocean Policy, Marine Spatial Planning, Catch Share Policy, ESA, MPA's and MMPA.
- Continue fisheries report on KUCB radio.
- Continue to monitor crab issues including crab rationalization 5-year review, snow crab rebuilding plans, annual catch limits (ACLs) for all crab species, and report to City Council on these issues.
- Continue to monitor salmon by-catch regulations in the Pollock fishery and the Snow crab allocation for Unalaska.

- Continue to monitor ESA, MMPA issues as they pertain to the Pacific Right Whale, Fur Seal and Steller Sea Lion.
- Continue work on increasing public awareness on fishery issues together with the local media.

Recommended Improvements

- Develop a better understanding of various new Federal policies and issues such as Ocean Policy, Marine Spatial Planning and Catch Share regulations.
- Develop fisheries education program with the UCSD.
- Work with ADFG on sighting of a salmon weir at McLees Lake and additional stream surveys.
- Explore the possibility of quarterly fishery meetings with local managers of the major seafood plants to have interchange on various fishery and City issues.
- Continue to research potential for liquid natural gas in Unalaska including the development of a demonstration project for the community and apply for applicable grant funding for same.
- Develop strategic planning for City Council.
- Continue to investigate potential for fiber optic spur for high speed Internet.

## **ADMINISTRATION**

Mission: To provide effective, fiscally responsible municipal services of the highest quality, consistent with the resources available.

The Administration Department's main function is to ensure that the policies established by the City Council are properly implemented. The Department is also responsible for establishing the overall direction, coordination and management of all City Departments. Administration provides support for the day-to-day operations of the other eight City Departments and each of their divisions. This support includes centralized human resource functions, risk management, insurance, employee training and development, labor negotiations, workplace safety, the development and review of City and Departmental policies and procedures, management of the City's Community Support grant program, and management of the Housing Enterprise Fund and the Employee Housing Program.

In addition, Administration is involved in specific tasks which include participation in capital projects, special projects and troubleshooting at the request of the City Manager. The Assistant City Manager also assumes the duties of the City Manager when the City Manager is away from Unalaska.

### **DIVISION: Administration**

#### Current Condition

- Recruiting has improved for some professional, trade, skilled and unskilled positions. This has resulted in shorter duration of vacancies.
- Two Utility Lineman Apprentices are now active in the Apprenticeship Program.
- Increased number of employees aged 50 and older (presently 34% of the existing workforce) has the potential to impact service

delivery and increase the cost of recruitment if replacements cannot be found as employees retire.

- Limited responses by qualified applicants to some job openings results in extended vacancies.
- Centralized hiring process results in consistent evaluation of applicants, hiring standards, Affirmative Action Plan (AAP) compliance and reduced liability.
- New policy on application and hiring procedures ensures applicants are kept informed as to status of hiring.
- Lack of affordable housing for new hires often limits potential candidates for key positions.
- Maintaining an Affirmative Action Program is a requirement for receiving federal funding. This requires additional staff time and costs to manage and maintain AAP.
- Federal privacy regulations result in increased costs and additional staff training to ensure employees' personal information is protected.
- Although, on average, the costs of employee benefits continues to increase, especially the cost of providing health care coverage, we've experienced a 10% reduction in costs this year and a 20% reduction from what we initially budgeted.
- Administration continues to stay informed on Affordable Care Act effects on our employees and budget.
- Munis HRIS program module results in improved applicant tracking and employee recordkeeping.

#### Tasks Completed

- Collected data and refined Cost-of-Living Index for future contract negotiations.
- Initiated FY15 Community Support Program and assisted Review Committee in preparation of report to City Council.
- Continued to work with APEIG (now administered by Wallace Scott & Associates) and CIGNA to maintain health insurance coverage for City and School District employees and to ensure that the plan

- meets the minimum requirements for the Affordable Care Act.
- Received City Council approval on the Classification and Compensation Study.
- Implemented Compensation and Classification Study for IBU employees during negotiations.
- Developed equitable and simpler rental rates for 8-plex to include shared utilities.
- Completed IBU (Ports) contract negotiations.

Tasks in Progress

- Reviewing City and Departmental policies.
- Updated employee and housing policies to cover new marijuana laws.
- Working with departments to encourage continuing diversity in hiring for open positions.
- Management of Community Support grants.
- Continue to look at potential supervisor training options in a number of HR/ER related areas including: ADA, AA, FMLA, Workplace Harassment, and Enhanced Communication Techniques.
- Working to further implement the Classification and Compensation Study.
- Guiding and facilitating the Iliuliuk River Restoration and Unalaska Laker Watershed Improvement CIAP Grants.
- Assistant City Manager completed ICS 100-400 training.
- Develop improved Employee Recognition Program.

Recommended Improvements

- Implement on-site training in memoranda writing program for Directors and key staff.
- Provide team-building training for management team.
- Assist Directors in developing various training plans for Departments.

- Continued training for front line supervisors in human resource issues, including evaluations and employee discipline.

DIVISION: Human Resources

Current Condition

- HR Manager has been serving in position for over 6 years and HR Administrative Specialist will be completed 7 years of service in June. HR Manager continues to stay current with employment laws and trends through the Society of Human Resources organization and sources provided by the City's benefits administrators.
- Current with FMLA, Affordable Care Act, ADAAA and requirement of other employment laws.
- EEO and Affirmative Action reports current with updated reporting guidance being given for the upcoming reporting year concerning expanded definitions of what a recognized disability truly is.
- Working with IS Staff toward final implementation of Munis Employee Self-Serve and online application module, with a tentative launch scheduled before the end of 2015.
- HR Administrative Specialist has been actively cross-training the Administrative Assistant II in a variety of human resources duties and responsibilities.
- HR Manager currently assisting Mayor and City Council with the City Manager recruitment process.

Tasks Completed

- Assisted in the recruitment and hiring of a Librarian and Aquatics Center Manager for the Department of Parks, Culture and Recreation and Fire Chief for the Department of Public Safety.
- Completed 2014 AAP report.
- Attended employment law certification course in September and multiple webinars regarding the Affordable Care Act.
- Continued to assist in several department interviews.

- Conducted multiple new-hire orientations and exit interviews.
- Completed federal government payroll census report.
- Assisted Supervisors and Directors with a variety of employee relations issues and tasks, such as disciplinary actions.
- Assisted in the implementation process of the Classification and Compensation study for IUOE 302-PCR employees.
- Continued day-to-day handling of benefits, employee relations, labor relations, recruiting and employment law questions and concerns from all employees.

#### Tasks in Progress

- Working with City Manager and Assistant City Manager on implementation strategies for the Classification and Compensation study for existing union employees.
- Ongoing training for supervisors, including working with APEI on formalized anti-harassment training.
- Continuing to recruit for various positions.
- Continuing to work with Directors and Supervisors to further develop the performance evaluation process, focusing on using the evaluation as a learning tool rather than as a means to receive a pay increase.
- Working to create an effective communication training to provide to all employees as employee roles and responsibilities change with promotions and transfers throughout the City.

#### Recommended Improvements

- Train management in “hot button” issues such as ADA, FMLA and EEOC.
- Update all job descriptions.
- Assist with development of employee recognition program.
- Develop long term retention plan with city management to retain current employees.

- Work with departments to develop succession plans in anticipation of long term employees leaving key positions.
- Interactive training in effective communication skills.
- Advanced training for the HR Administrative Specialist in HR Generalist topics.

DIVISION: Risk Management

Current Condition

- Providing support to City departments regarding risk management policies, safety training and OSHA compliance.
- Maintaining and managing Property, General Liability, Workers Compensation, and Marine Insurance policies and schedules
- Maintaining Certificates of Insurance.
- Managing workers' compensation, accident, and other insurance claims.
- Maintaining The City wide OSHA 300 Log and annual reporting.
- Managing and maintaining City wide OSHA safety training files.
- Administering the Target Solutions Training and MSDS Online websites.
- Overseeing City employee housing day to day operations
- Administering the City community grant funding program
- Managing the City notary program, including new commissions, re-commissions and decommissions
- Managing COLA data

Tasks Completed

- Assisted various City departments with risk management questions, updated forms, waivers, and agreements to comply with the City's insurance and liability requirements.
- Reviewed and maintained certificates of insurance.
- Scanned approximately 10% of certificates of insurance into an electronic data base.

- Completed property assessment as required by insurance.
- Completed FY16 Insurance budget and insurance application.
- Updated property, vehicle, and mobile equipment asset schedules for FY16 insurance renewal.
- Allocated all FY15 insurance premiums based on physical assets, salaries, revenues and liability potential.
- Insured all new City properties and vehicles acquired during FY15.
- Filed and maintained workers compensation claims and documents.
- OSHA CY14 Annual Report completed and form 300A posted in all departments.
- Scanned approximately 20% of OSHA training records into an electronic data base.
- Completed FY15 OSHA hearing tests as required by the OSHA Hearing Conservation Program.
- Set up City employees and departments in Target Safety Training database. Many employees are now using the program.
- Set up MSDS Online website
- Prepared FY16 Community Support Packets for distribution.
- Updated spreadsheets and other documents for the FY16 Community Support Review Committee packets.
- Facilitated meetings for the FY16 Community Support Review Committee.
- Renewed 5 notary commissions, commissioned 7 new notaries, and decommissioned 3 notaries.
- Updated COLA spreadsheet; conducted local food, fuel, utility, and travel cost surveys.

Tasks in Progress

- Continue to review forms, agreements, policies and procedures for each department for risk and liability issues.
- Research software to help manage and track certificates of insurance.
- Scan and organize remaining OSHA safety training files into data base.

- Continue training departments to use Target Solutions training website.
- Establish an OSHA safety training schedule and safety orientation process
- Continue to review and update City wide and departmental Safety and Health Plans per OSHA regulations.
- Launch MSDS Online to employees

Recommended Improvements

- Establish an OSHA Safety training schedule and safety orientation process.
- Review and establish City-wide and departmental OSHA Safety and Health policies.
- Establish a City Safety Committee.

DIVISION: Housing Enterprise Fund

Current Condition

- Maintaining City Housing Waiting List.
- Maintaining a list of local landlords to assist employees in finding housing in the community.
- Processing employee move-ins and move-outs in City owned and leased Housing.
- Assisting Facilities Maintenance with repairs, inspections, and maintenance needed in City units.
- Tracking and Managing Costs in all City Housing Buildings
- The City 8-Plex and 4-Plex are currently fully occupied. Lear Road director housing has two available units.

Tasks Completed

- Marijuana policy established for City housing.
- All City housing leases updated to include the new marijuana policy.

- Current tenant leases amended to include marijuana use policy.
- Grading and site work at 4-Plex completed.

Tasks in Progress

- Review and update housing policies.
- Continue to work with Facilities Maintenance to quickly and efficiently complete repairs and conduct move out inspections.
- Work with council on City housing issues.

Recommended Improvements

- Add a bike rack outside the 8-Plex.
- Construct a BBQ pit and picnic area between 4-Plex and 8-Plex buildings.
- Landscaping around Lear Road duplexes.

## **CITY CLERK**

Mission: The mission of the Office of the City Clerk is to fulfill its role as elections official, tax collector, legislative administrator, and records manager for the City in an efficient, professional and friendly manner, and to serve the citizens of Unalaska as an accessible and responsive representative of transparent and open government.

The City Clerk's Department, which consists of a staff of three, is a service-oriented department that provides Council support and assistance to the public requesting information. The Clerk's Department is responsible for assessment and collection of taxes, collection of water and sewer assessments, and issuance of business licenses. The Clerk's Office is also responsible for administering elections, maintaining official records, preparing and posting public notices and agendas, recording minutes of Council meetings, facilitating Council meetings, and providing phone and mail support for City Hall.

### Current Condition

- Property cards updated with 2015 reassessment values, but cards have not been scanned.
- Records retention archives remain disorganized and difficult to access.
- Records retention process outdated and in need of electronic storage to the degree allowed by statute.
- Historic records, like minutes, ordinances, and resolutions, are not maintained on acid-free paper, which will lead to deterioration.
- Difficulties have arisen with the sound system in Council Chambers, and will be addressed by replacing components and re-configuring the system.
- Posting agendas and council packets on the City's website is proving to be an efficient way to make those documents available to the public.
- Implementation of the Tyler Content Manager software has begun.

- Hard-copy filing system reorganized and updated.
- Development of property tax billing in Munis expedites payment of taxes and promotes accuracy while decreasing redundancy.
- Property Tax reports generated through MUNIS without assistance from Information Services.
- Title 6.40 – Sales Tax continues to be cumbersome and confusing to the public.

#### Tasks Completed

- First year of tax assessment and billing with new Munis Property Tax module was completed.
- Reassessment of commercial and industrial real property completed and new values entered into property tax module.
- Recommended changes to Title 6 Sales Tax section introduced to Council and ready to bring forward as ordinance.
- Procedure manual for the City Clerk has been revised and updated
- Former Deputy Clerk has assumed the role of City Clerk.
- The department has hired a new Deputy Clerk.

#### Tasks in Progress

- Working with Tyler Technologies (MUNIS) on implementing Tyler Content Manager to initiate steps in preserving records electronically through the same software system.
- Clerk pursuing Records Management training in anticipation of revising current records retention policies and updating to include electronic data, including e-mail and text messages.
- Preparing forms and information for businesses following anticipated approval of Title 6.40 Sales Tax before Council revisions.
- Refining sales tax module in MUNIS to coordinate payments made for sales tax with Accounts Payable in Finance, and to allow MUNIS-generated reports on sales tax.
- Updating Records Retention policies to incorporate changes provided through Tyler Content Manager

- Training for new Deputy Clerk is ongoing.

Recommended Improvement Projects

- As a short-term improvement, develop lists to identify individual files in boxes in archive room in anticipation of moving to electronic storage of files.
- Incorporate bed tax and raw fish tax into Munis program.
- Implement Tyler Technologies Meeting Manager module.
- Continue working with Planning Department on the GIS project.
- Continue to develop policy for storage of permanent documents electronically.
- Develop policy for records retention of electronic information such as e-mail and text messages.
- Continue to evaluate potential uses of additional MUNIS software modules.
- Begin scanning archived documents for electronic storage.

## **FINANCE**

Mission: In a spirit of excellence, integrity and dedication, the mission of the Finance Department is to provide sound and innovative financial management in the areas of financial record keeping, accounting, payroll, accounts payable, billing, budgeting, and reporting with the desire to provide outstanding customer service and conduct ourselves according to the highest professional standards.

The employees of the Finance Department work to provide excellent fiscal stewardship, accurate and timely financial reporting and efficient processing of the City's financial transactions. Functions and responsibilities of the Finance Department include the following:

- Preparing the City's Comprehensive Annual Financial Report, Annual Budget and interim financial reports;
- Directing the City's cash, investment and debt management activities;
- Procuring goods and services;
- Processing payments to vendors;
- Processing payroll and preparing payroll reports;
- Performing billing, collections and customer service for Public Utilities, Ports and other City Departments; and
- Performing grant administration and reporting.

### Current Condition

- The City routinely receives a clean audit opinion resulting in sound fiscal stewardship.
- Delivery of accurate and timely financial information to the City's staff and elected officials results in better management of the City.
- The staff provides efficient and accurate processing of the purchase order system and accounts payable resulting in timely payment for goods and services and few vendor complaints.

- The staff provides accounts receivable invoicing and collections that are timely and accurate, maintaining a positive cash flow resulting in few write-offs for uncollectible accounts.
- The staff is cross-trained resulting in more flexibility in scheduling and provides uninterrupted service for customers.
- Staff worked with the Ports Department to develop a formula for airport leases, thereby streamlining the process for annual lease renewals. Personnel from both departments meet annually to review leases and ensure accuracy of amounts, escalations and timeliness of leases.
- Finance related policies are continually reviewed to ascertain whether updates are needed to reflect current recommended practices.
- Long-range financial planning has been incorporated into the CMMP portion of the budget document which will continue to improve.
- The payment night-drop box is not accessible when City Hall is closed.

Tasks Completed

- Received an unqualified opinion of the FY14 audit.
- Enhanced the budget document to more closely comply with the recommended GFOA document.
- Fully staffed the Finance and IS department.
- UBCIS was implemented and is working efficiently for Utility Billing needs.
- Reconciled and updated the Munis Capital Project module and are now able to use it for all Project balance needs. This allows the departments to see what the spending and receiving is as soon as transactions are posted to Munis.
- Trained all departments on proper use of the Project module so they can access the reports internally versus needing finance to provide them.
- Revised the Purchase Policy to include updated practices and distributed to department directors.

- Revised the investment policy with current language and council approved.

Tasks in Progress

- Continuing to improve the annual budget document to comply with GFOA recommended practices and continuing to incorporate financial sustainability sections throughout the document.
- Continuing to look for ways to expand purchasing card program and other ways to improve flow of processing payments to vendors.
- Providing governmental accounting training to staff throughout the City.
- Working to implement the Employee Self-Serve (ESS) and Customer Self-Serve (CSS) modules in Munis.
- Working to implement paperless options using Tyler Content Management (TCM) for accounts payable, payroll, and cash receipts.
- With each new version of Munis/Tyler implemented, evaluate new methods and opportunities for training finance staff and other City employees.

Recommended Improvements

- Identify policies that need to be developed, expanded or clarified and begin to prepare drafts for review.
- Continue to develop a better budget document and financial sustainability plan.
- Complete the Federal and State Financial Assistance worksheet monthly, not annually.

DIVISION: Information Systems

The Information Systems (IS) Division supports all computer and software activity. Three employees maintain 29 servers (both virtual and physical), over 180 user stations, 28 printers, an Internet firewall and an expanded Local Area Network (LAN). IS also maintains a high-speed wireless radio backbone connecting all the major City buildings, SCADA locations, lift stations, and now many IP Cameras. Software programs supported to various degrees include virus protection software, financial software, Microsoft Office suite, network operating system, individual operating systems, Computer Aided Design (CAD), Geographical Information System (GIS) and the City website. The IS Division provides advice on technology and application needs.

Current Condition

- User productivity is improved because network down time is low.
- Back-up methods and data distribution have been improved resulting in successful restorations.
- Computer equipment replacement plan has been implemented resulting in efficient operations.
- Internal computer support is good, resulting in little downtime.
- Risk of downtime and loss of data is low due to a virus protection system that is updated daily.
- Network operating system software is standardized on Microsoft products, resulting in higher productivity and requiring less support.
- Custom built software programs for port activity are costly and difficult to maintain and support.
- City website has been changed to a user managed website resulting in up-to-date information.
- Internal website for City network users allows for the easier sharing of information, from training videos to HR resources and forms.
- The disaster and system failure recovery plan has been improved.
- Wireless radio link between all major City buildings established, allowing improved speed to all network users, thereby making users

more efficient and allowing the shared use of City network resources.

- Virtual servers in place and being used by all City network users, allowing for more efficient use of physical resources saving the City money and making better use of resources.
- SAN in place to make efficient use of storage space and to allow for easier backups and restores of data.

#### Tasks Completed

- Upgraded local Windows domain forest.
- Commissioned new DNS servers to replace older Windows 2003 DNS servers.
- Installed and configured new Exchange 2013 servers for email services.
- Implemented a new antivirus solution for all virtual servers and desktops.
- Upgraded Tyler Munis (accounting software) to version 10.5.
- Installed and configured a new VoIP phone system at the Unalaska Public Library.
- Installed and configured a new VoIP phone system at both the old and new Power House facilities.
- Continued the expansion of Electric, Water and Wastewater SCADA networks for both monitoring and remote control.
- Implemented a more comprehensive and reliable server backup solution using Veeam.
- Installed and configured new Ports security cameras at the Spit and Spit Cargo docks.
- Installed and configured new security cameras at both the old and new Power House facilities.
- Upgraded network bandwidth between City Hall and the Community Center.
- Added remote network connectivity for the new HVAC PLC's including the Airport, Museum and Library.

- Successfully upgraded the wireless point-to-multipoint infrastructure on the Haystack tower.

Tasks in Progress

- Upgrading our GIS system to version 10.3 and developing a plan to incorporate a new Cartegraph work order and fleet maintenance system.
- Working to upgrade our firewall and content filtering network appliance.
- Planning to implement a virtual desktop server cluster to support both a great quantity of user desktops and a better desktop experience for power users.
- Installation of new security cameras and associated NVR equipment for both the Water Treatment Plant and the Wastewater Treatment Plant.
- Upgrading and installing new network equipment at both the Water and Wastewater Treatment Plants.
- Install a new VoIP phone system out at the Water Treatment Plant.
- Installing point-to-point wireless equipment to increase bandwidth between major City facilities and smaller outlying buildings.
- Work with Electric and Water Utilities to implement automatic meter reading hardware and software.
- Developing a comprehensive plan to implement security cameras at the Carl E. Moses Boat Harbor.
- Working on a plan to upgrade and virtualize the Public Safety server infrastructure.
- Preparing for a software upgrade to our virtual server and desktop environments.
- Consolidate isolated City networks to leverage a single ISP backbone for both simplicity and cost effectiveness.

Recommended Improvements

- Develop a plan to install fiber optic cabling to connect all City facilities.
- Develop a maintenance plan for all City towers installations and their planned replacements.
- Establish annual review with all departments on Munis workflow and other procedures with the idea of streamlining methods to improve overall efficiency of the City.
- Evaluate potential uses of additional Munis or Tyler software modules with new Directors as they are hired. As well as assist with any groups formed for evaluating, installing, or implementing purchased or updated modules.

## **PARKS, CULTURE & RECREATION**

Mission: To enrich our diverse community by providing exemplary, accessible, and safe cultural, leisure, and recreation facilities and services that nurture youth development and inspire people to learn, play, and engage with our unique and welcoming environment.

The Department Director oversees four divisions: Administration & Facilities and Operations; Aquatic Services; Library Services; and Recreation Services; as well as a staff of 34 employees, five facilities, nine parks, two advisory committees, and an operations budget of approximately \$2.8 million.

### **DIVISION: Administration & Facilities and Operations**

#### Current Condition

- The Community and Aquatic Center's software, RecTrac, received program upgrades that will enable PCR to better track and inform users of programs and activities.
- There are limited recreational facilities available on Amaknak Island.
- The lack of walking and biking trails on Amaknak Island creates unsafe driving and walking conditions for our citizens and visitors.
- High employee turnover within PCR lowers staff morale and negatively affects our public relations with agencies, organizations and citizens.
- Increased space and use in the Community Center's cardio and weight rooms decreases the equipment life and increases the need to replace current equipment.
- The lack of a physically challenged entryway at Burma Road Chapel creates problems for residents and visitors to attend programs and functions within the building.
- The lack of a systematic intercom system at the Community Center creates interruptions during programs, events and meetings.

Tasks Completed

- Walking conditions on the “S” Curves have been upgraded due to the placement of rock and gravel from the wastewater treatment plant excavation project and temporarily has created a better and safer walking area for residents and visitors.
- Parks and playground equipment assessments were reviewed to meet national safety guidelines.
- Computer based long distance staff training on our REC TRAC software continues to be held with Vermont Systems.
- Old cardio equipment at the Community Center has been replaced.
- Installed new playground equipment at Sitka Spruce and Town Parks.
- Installed signature pad at the Aquatics Center and Community Center front desk to streamline the check-in process and reduce paper consumption.
- Allocated a part-time Recreation Assistant position at the Community Center.

Tasks in Progress

- Review of policies and procedures for facilities, programs and staff is on-going.
- Continued review of the City Wellness Program to better serve employees is on-going.
- Plan, advertise and attend PCR and Library monthly Advisory Committee meetings.
- Research of grant funding for PCR CMMP projects is on-going.
- Continue working with Vermont Systems to provide virtual, computer based long distance staff training on REC TRAC programming software is on-going.
- Creating better training resources to enable new staff to quickly learn their positions.
- Working to streamline the front desk patron registration procedures to make them less redundant and smoother for staff and patrons.

- Working to create a handicapped ramp at Burma Road Chapel.

Recommended Improvements

- Continue to look for opportunities to increase recreational areas on Amaknak Island.
- Consider installing a small multipurpose court at Sitka Spruce Park.
- Train staff on new RecTrac programs to keep our users better informed to serve the community.
- Plan to review and upgrade the Parks, Culture and Recreation Department's Master Plan.
- Review accessibility options and cost of building an accessible entry to Burma Road Chapel.
- Review intercom system at the Community Center and make recommendations with associated cost for upgrading system.
- Add a trashcan to the back parking lot area of the Community Center.

DIVISION: Aquatic Services

The Aquatic Center employs a staff of 17, which includes one full-time Aquatics Center Manager and 16 part-time Lifeguards. The Aquatics Center Manager oversees all facility activities, events, operations and programs. The Aquatics Center houses a fitness center containing cardio and weight equipment; four locker rooms for patrons and staff; a mezzanine area that serves as a multipurpose room; natatorium which includes a six-lane 25-yard swimming pool, a warming pool, water slide, and a dry sauna that seats up to eight adults; cleaning closets; mechanical rooms; staff offices; and rooms for laundry, pumps, and storage.

Current Condition

- With increased patron use, there is a need for updated cardio and weight equipment.

- There is a need for a full time or permanent half time employee.
- New mandated regulations for a secondary UV water sanitation system will impact the budget.
- Lack of viewing areas restricts the public's ability to watch practices and programs and be spectators at PCR and UCSD swim meets.
- There is a need for the Aquatics Center Manager's office to be located in closer proximity to the check in counter for better supervision of patrons, staff and emergency situations.
- Fishing vessels and Coast Guard groups offering required survival suit and other water related trainings to their crew members results in increased private pool rentals.
- Lifeguard turnover and a 25 hour-per-week limit for part-time staff creates strain to properly staff the facility for all open hours.

#### Tasks Completed

- Lifeguard classes have been offered making more community members eligible for lifeguard positions. Currently 10 out of the 16 Lifeguard positions are filled.
- Aquatics Center Manager position has been filled as of November 1, 2014.
- Annual repairs and maintenance were identified and completed.
- Water quality sample reports all satisfactory.
- Yearly DEC inspection was completed and two minor deficiencies resolved.
- A renovation that will impact the reception area, locker rooms, sauna, pump room, and natatorium is set to take place summer 2016 which will meet the demand for a family changing room, expanded sauna, and up-to-date timing and sound systems.
- All regular programming occurred and additional programming was created to meet community demand including the addition of more Learn-to-Swim programs.

#### Tasks in Progress

- Training lifeguards in safety and rescue techniques, as well as professional application in money handling skills and business writing (e-mails, memos and accident reports).
- Development of a multi-departmental emergency drill.
- Planning for introduction of new aquatic special events and development of program evaluations.
- Increasing community awareness of lifeguarding and water safety instruction programs to appeal to more adults seeking part time employment.
- Revision of the Youth Swim Lesson program.
- Research cost and how to bring in a full time or permanent ½ time position to the Aquatic Center.
- Development of specific policies and procedures relating to emergencies while on duty during natural disasters or extreme weather situations.
- Revision of Emergency Action Plan to include Department of Public Safety.
- Review and revision of facilities rules and policies.

Recommended Improvements

- Purchase new cardio equipment for fitness area.
- Evaluate restructuring lifeguard positions and lifeguard hours to better meet the needs of the community and the Aquatics Center.

DIVISION: Library

The Librarian oversees a staff of three full-time and two part-time Library Assistants, the library facility, and facility programming. The 9,400 square foot library facility seats 52 patrons and houses circulating library collections totaling 41,000 volumes. Programming includes youth services, adult services, outreach, public meeting rooms, internet access, and reference collections. The library has been designated as a passport acceptance facility by the U.S. State Department.

Current Condition

- The Unalaska Public Library has been named one of the “Top 256 US Libraries” by the American Library Association and IMLS from 2008 through 2015.
- The loss of seating and patron space due to increased computer use as well as the increase in the book and movie collections drives the need for a library expansion project to remain on the City CMMP list to meet community needs through 2039.
- Video Conferencing equipment is being heavily used by the public.
- The non-profit Friends of the Library group have six new board members, and the book sale room managed by this group is popular.
- High usage rates continue at the library with 8,183 active library card holders and circulation totaling 196,109 items in 2014.
- Two of the three servers in use are more than 10-years old and should be replaced.
- Thirteen out of fifteen public access computers are more than 10-years old and should be replaced.
- Current Wi-Fi equipment and speed is not sufficient to handle the demand of patrons.
- New Librarian started work in November 2014.

Tasks Completed

- Vertical shelf spacing has been adjusted to accommodate more materials on existing and added shelving.
- Library collections have been weeded to make space for newer, updated materials.
- Library carpet has been replaced and interior walls repainted.
- Staff members have received training in use of eBook and audio download resources.
- Staff members attended Mental Health First Aid training and received Verbal Judo training.

- IMLS Native American Library Grant and Public Library Assistance Grant funding has been used to supplement the library materials budget.
- The Librarian successfully sought a staff training grant to attend the Alaska Library Association Annual Conference.
- An Early Literacy educational and interactive wall unit was purchased for the Children's Room with grant funds.
- Youth programming has increased in response to community interests.
- The Library continues to participate in the Alaska State Library and UAF Broadband Grant (OWL or Online with Libraries) which has raised internet speed at the library to 1.5 Megabits per second and has added 9 new computers for public use.
- Library expansion project was incorporated in the CMMP process for 2018.
- New phones were purchased and incorporated into the city phone system, saving money, improving access to library staff, and making it easier for staff to dial long distance.
- Library personnel have been provided city email accounts.
- All-in-one printer, photocopier, and fax machine was purchased, replacing three smaller and outdated units.

#### Tasks in Progress

- Continue to increase youth programming and promote early literacy.
- Continue to promote library collections and lifelong learning with radio and TV segments "Book of the Week" and "Reading Corner."
- Continue to work with the Ounalashka Corporation to further define areas for expenditure of IMLS Native American Library Grant Funding.
- Work with Unalaska City School District to offer a shared high speed internet connection to decrease costs and increase speed for library patrons and students.

- The OWL Grant provided video conferencing capabilities throughout FY15.
- Implement an automated computer sign-up procedure.
- Expand the annual Summer Reading Program to include all ages.
- Weeding the entire library collection to cull outdated and unused materials, making room for new and more appealing collections.

Recommended Improvements

- Continue participation in the Alaska State Library and UAF OWL project, keeping local library Internet access speeds above 1.5 mbps if possible through grant funding.
- Continue to seek grant funding and promote the Library to remain on the City CMMP list to meet the future needs of the community.
- Replace library servers and implement a virtualized approach for internet service provision to the public.
- Provide city network computers for library staff use.
- Offer classes for adults in using library eBooks and online resources, as well as basic computer skills.
- Offer a rotating community art display.
- Enlist the assistance of an archives expert to pursue strategies for conserving, storing, and displaying historical materials in the Ray Hudson Room.
- Encourage at least one full-time Library Assistant to attend a library conference or training session, with assistance of a grant from the Alaska State Library.

DIVISION: Recreation

The Recreation Manager supervises a staff of five Recreation Coordinators and oversees all programs at the Burma Road Chapel, Community Center and at any of the parks. Programs are broken down into five categories: Arts and Culture; Kids Programming; Fitness/Sports/Wellness, Leisure Activities and Teen/Senior Programming; and Special Events and Public Relations. Each of the five Recreation Coordinators is directly responsible for all programs in one of the programming categories.

Current Condition

- Continued staff turnover places higher work demands on other employees which in turn creates more staff turnover.
- High community expectations add pressure to change and offer additional recreational programming in all of our program areas.
- Although very expensive, the Activity Guide remains popular and warrants being published three times a year with a full listing of our department's activities, events, and programs.
- Without contracted employees continuing to assist with various programs, these activities would not be offered: adult sport leagues, clinics, group exercise classes, special interest activities and youth sport leagues.
- Additional volunteer training is needed in coaching our youth basketball and soccer leagues and working our special events and youth sport clinics.
- Programs are well received.
- High programming areas in the Community Center limits time for "open use" which eliminates other age-groups from the area.
- Advertising through social media is becoming more popular.

Tasks Completed

- The Recreation Manager completed the second year of the two-year Supervisor's Management School sponsored by the National Recreation and Park Association.
- Three Recreation Coordinators attended the COMPASS: A Guide for Men training sponsored by the Alaska Network on Domestic Violence and Sexual Assault.
- One Recreation Coordinator attended the Alaska Recreation and Parks Association Conference.
- One Recreation Coordinator attended the National Recreation and Parks Association National Conference.
- Youth basketball and soccer league officials received training.
- Teen Council organized a number of different events, two of them being fundraisers for local and national non-profit organizations.
- Started a new summer parks program for students aged in grades 1<sup>st</sup> – 8<sup>th</sup>.
- Implement a new afterschool program named PCR 360.
- Enhanced the look of the seasonal activity guides using new software.

Tasks in Progress

- Providing ongoing continuing educational opportunities for staff.
- Streamlining how files are stored on the department's server.
- Assigning and better tracking budgets to each program area.
- Continue to improve our arts and culture programming.
- Partner and collaborate with businesses and organizations to provide more programs.
- A Recreation Coordinator has been designated to create and implement senior programming.
- Evaluate adult leagues offerings.
- Explore utilizing the Kids' Room as a more interactive recreation zone for Kindergarten - 4th graders during after school hours.

Recommended Improvements

- Evaluate current programs offered and assess programming needs for different demographics.
- Formalize our volunteer system.
- Develop an evaluation tool to distribute at the conclusion of programs.
- Explore working with the faith-based community to assess the need for early childcare.
- Explore utilizing the Unalaska City School District High School gymnasium.
- Search for more advertising routes to better notify the community.
- Structure programming afterschool for 5<sup>th</sup> to 8<sup>th</sup> grades.

## **PLANNING**

Mission: Providing quality public service and creating a safe, functional and attractive city through coordinated community visioning, comprehensive planning, mapping, and development review.

The Planning Department is comprised of three positions: Director of Planning, Planning Administrator, and Administrative Assistant II.

The Department's main responsibility is coordinating community planning, development, land use, and capital improvement planning within the City of Unalaska. Services include assisting community members, the Mayor and City Council, Planning Commission, Historic Preservation Commission, and other City Departments by providing information and direction on land use issues and regulations. Under the guidance of the Department, the City's annual five-year capital improvement and maintenance program is developed. The Department also initiates and directs studies and reports relating to long and short-term planning needed for both community growth and development, in accordance with the Comprehensive Plan.

### Current Condition

- The Planning Department is fully staffed.
- There continues to be turnover on the Planning Commission which will require additional training focusing on planning and historic preservation as well as general board training.
- The Planning Department continues to collaborate with other City Departments, the Planning Commission, and the Platting Board to help applicants achieve their goals for quality development. This review and submittal process is becoming increasingly standardized and more efficient.
- The annual assembly of the Capital and Major Maintenance Plan (CMMP) requires extensive time and effort for the Department with

growing involvement from the public but little direct coordination with the Comprehensive Plan.

- The lack of both floor and storage space makes the office cluttered and storage and retrieval of pertinent information difficult.
- The Comprehensive Plan and associated Housing Plan approved in 2011 continue to provide guidance for projects and City staff recommendations.
- The Planning Department has partnered with the IS Division in taking a leadership role in coordinating the City's GIS Program. Virtually all city departments now use GIS, particularly through the internal user interface Vantage Points.
- The Planning Department now serves as support to Unalaska's Historic Preservation Commission, comprised of the Planning Commissioners.

#### Tasks Completed

- Our GIS continues to be strengthened with the assistance of GTG. A new and improved bathymetry layer for Port and Harbors was delivered, parcel fabric data including the right of way information was developed and the development of metadata for all GIS layers has been updated.
- A GIS User Manual was created that includes standard operating procedures, use agreements, overview of layers and responsibilities, and disclosures.
- Finalized annual update to the Address Map Book and Tax Map Book.
- Completed first annual report of the Land Use Inventory 2014, which is available on our website. This inventory provides a snapshot of how land is being used in our community.
- Staff completed the Infill Development Analysis Report, which takes the information gathered from the Land Use Inventory and highlights areas that may be ready for development. This is one of the action items identified in our Comprehensive Plan and is now available on our website.

- Celebrated Planning Month in October by partnering with PCR's after school program where students designed and created their own cities. Cities were display in both City Hall and the Community Center for the month of November.
- Drafted the CMMP Process Guide for the FY16 – FY20 CMMP, reached out to community members for project nominations, formalized the CMMP Review Committee, and coordinated the development of this year's CMMP, which was approved in May of 2015.
- The American Planning Association's Community Planning Assistance Program accepted the City's application and request for a team to help lead the community engagement component of creating a Land Use Plan and to facilitate information exchange regarding port planning, housing and the unique needs of the oil industry. The Planning Department coordinated the team's visit in May of 2014 and received their final report on May 1, 2015.
- Drafted CMMP Nominations for the Henry Swanson House and Manson's Saltery Improvements, which were supported by the Historic Preservation Commission and are now in the FY2016-FY2020 CMMP.
- Drafted CMMP Nomination for the GIS Aerial Photography Improvements, which was supported by the Planning Commission and is again in the FY2016-FY2020 CMMP.
- Title 8 revisions to address topics including Construction Camps, Planned Unit Developments, Lease Lots and Platting Requirements, Building Separation and Application Deadlines were adopted by City Council.
- Assisted with City Council work session to discuss housing considers, review Housing Plans, and what specific actions that could be taken to encourage housing development in the community.
- Responded to a Section 106 consultation contact with a resolution of the Unalaska Historic Preservation Commission to the Federal Aviation Administration supporting the Unalaska Airport Safety Improvement Project and the demolition of Torpedo Building)

- Negotiated various lease agreements for tidelands and cell towers ranging from 20 to 50 years, and brought them before Council for their approval.
- Worked with the State's Office of Historic Preservation to locate the 2003 Unalaska Inventory of Historic Sites and Resources as well as much of the supporting documentation.
- Worked with the State's Office of Historic Preservation on gathering information regarding the requirements and resources for an update to the Inventory of Historic Sites and Resources.
- Expanded website to include more information on Historic Preservation Commission and resources.
- Submitted an Annual Report of the Historic Preservation Commission to the State's Office of Historic Preservation.
- Negotiated with land owners and local business for easements required for various improvements to infrastructure and utility systems.

#### Tasks in Progress

- Continuing to collaborate with the City Attorney, the Department of Public Safety and the Department of Public Works on an update to Title 11 regarding the enforcement of violations to code for public nuisances.
- Based on the Final Report from the Community Planning Assistance Team, staff is developing a Land Use section update and process to help guide decisions related to the increased development pressures and address actions items identified in the Comprehensive Plan and the Housing Strategy. This will included public outreach and Council approval.
- Based on Council direction, staff is consulting with the City Attorney regarding various tax incentives, improvement assistance, and partnerships that the City might explore to help enough housing developments.
- Working with City departments in the development, refinement and expansion of GIS. This includes upgrading our GIS to version 10.3

and migration of our GIS into the Local Government Information Model to help provide for more effective operations, better communication, saving time with data management, and engaging citizens in more meaningful ways.

- Organizing and digitizing files to use space efficiently and reducing response time for information requests. Assessing files for destruction based on the Records Retention Policy.
- Reviewing and processing rezoning requests, plats, variances and conditional use permit applications for consideration by the Platting Authority and Planning Commission.

#### Recommended Improvements

- Update aerial imagery for integration into our GIS. This is on the CMMP for FY2016.
- Continue to expand and improve our GIS in keeping with our tactical plan, as new technologies arise. These include upgrading vantage points, deploying the ArcGIS portal and collector application.
- Update the Unalaska Inventory of Historic Sites and Resources as required by code.
- Update the Historic Preservation Plan and incorporate new technologies, such as Story Maps, to engage the community and increase the level of interest in the planning effort. Research funding options through the State Historic Preservation Office.
- Incorporate MUNIS into the CMMP preparation for a more streamlined process from one year to the next, and to allow for more automated spreadsheets.
- In partnership with the IS Division and the Library, create a kiosk for the public to view and print GIS maps.
- Organize a Housing Forum, as recommended in the Unalaska Comprehensive Plan 2020 Housing Strategy Plan and generally supported during the Housing work sessions in FY2015.
- Develop “Housing” webpage on the City’s Website as generally supported during the Housing work sessions in FY2015. This will

showcase housing related studies, projects, and funding opportunities for developers and homeowners.

- Continue education and training of Planning Staff. The Planning Administrator will be eligible to take the AICP (Certified Planner) exam in November of 2015. Additional training and participation in current planning and enforcement techniques will help to prepare him for the exam and will be beneficial the City. The Planning Director should obtain additional training in Economic and Community Development. All staff should participate in Historic Preservation related training.
- Develop a scheduled training program for the Planning Commission members and provide educational materials and presentations. Consider sending the Chair to Commissioner Training at the Alaska Chapter of the American Planning Association annual conference.
- Provide the Planning Commission with training focusing on planning and historic preservation as well as general board training.
- Observe and celebrate Planning Month through outreach in the community.
- Identify and implement new ways to reduce the use of paper and improve efficiencies, such as new modules with Tyler Technologies.
- To better evaluate and track community positions and values on a range of topics, a Citizen Survey should be completed every two or three years.
- Consider updates Title 8 to better address Comprehensive Plan and Land Use Plan and to address changes in community needs, and to be consistent with related changes in policy or best practices. This could include some form of design standards.
- Continue monitoring tideland acquisition opportunities to accommodate increased development.
- Continue to improve and streamline processes for development review, tideland and easement agreements, and zoning enforcements.
- Continue to organize filing system in accordance with the records retention policy and to digitize records to allow for a more efficient use of limited office space.

## **PORTS & HARBORS**

Mission: The Port of Dutch Harbor promotes the growth and health of the community of Unalaska through the planning, development and management of marine-related municipal properties and facilities that provide moorage and other marine services on a self-supporting basis.

To this end, the facilities and services are developed and operated to promote marine-related commerce, fisheries industry, safety, environmental protection, recreation and visitors.

The Department of Ports and Harbors manages, maintains and operates six City-owned marine facilities: the United States Coast Guard (USCG) Dock, the Unalaska Marine Center Dock (UMC), the Spit Dock, the Spit Light Cargo Dock (LCD), Robert Storrs International Small Boat Harbor (Storrs) and Carl E. Moses Boat Harbor (CEM). The Department also performs marine search and rescue services and marine assists. The Ports Department stores and maintains an emergency towing system (ETS) which is used to assist in the recovery of distressed vessels. The Department currently staffs a Director, a Harbormaster, six regular full-time Harbor Officers and two office staff.

DIVISION: Administration

### Current Condition

- Port security plan is up-to-date.
- Inconsistent fee structures across facilities results in confusion and lack of uniformity.
- Unable to locate affordable software to interface Port billing with Munis, which results in multiple data entries and exposure to inefficiencies and errors.
- Best Management Practices are current.
- Recent ILWU arbitration ruling has forced long-term, year-round customers to other facilities, resulting in reduced revenue

opportunity.

- Increased vessel traffic exposes inner harbor traffic to limited anchorages and undefined traffic patterns.
- UMC Positions 3 and 4 are inadequate to receive and handle freight offloads from fishing vessels and barges
- Recently awarded State grant is sufficient to replace Robert Storrs C Float.
- Filled vacant Billing position, greatly enhancing Port Billing efficiency and accuracy.
- Fee schedule established for Emergency Mooring Buoy commercial use.

#### Tasks Completed

- Participated in ETS exercise.
- Met with an Ad Hoc Harbor Safety committee for on-going development of “Standards of Care” and SOPs.
- Alaska Marine Exchange and the USCG completed annual review of Facility Security Plan.
- Design for Robert Storrs C Float at 100%.
- Robert Storrs Harbor C Float Replacement Project was bid and awarded
- Hired and trained Billing Clerk.
- Best Management Practices updated.
- Leased Entire warehouse at UMC and audited square footage for accuracy.
- Participated in Statewide multi-agency table top exercises for emergency response
- Completed Application for \$27,000,000 for UMC Replacement Project through the Federal DOT Tiger Grant program.
- Redefined operating budget to monitor each facility’s revenue and expenses independently.
- Harbor Officers trained and current in HAZWOPER, ICS, First Aid and CPR.
- Installation of Security Cameras complete at LCD and Spit Dock

- Easement and certification of a secondary Fuel Line for a vendor was completed
- Position 5 Fender Repair Completed
- Agreement with Chadux for possession and maintenance of Oil Spill Response Equipment

Tasks in Progress

- Streamlining billing and data collection processes.
- Planning for Emergency Towing System and Mooring Buoy Annual Drill Summer 2015.
- Design for Robert Storrs A and B Float Replacement
- Northern Economics review of overall fee structures.
- Development of a Harbor Safety Committee to review and implement Standards of Care for vessel traffic, anchorages, and medevac procedures.
- Implementation of Maintenance Inspection Plan for Emergency Mooring Buoy.
- Development of Operating Plan for Emergency Mooring Buoy.
- UMC Expansion and Replacement Project permits
- UMC Expansion and Replacement Project Design
- USCG Dock Paving and drainage improvements
- CEM Security Camera placement and implementation

Recommended Improvements

- Develop a financing plan for UMC Position 3 and 4 improvements.
- Formalize the Harbor Safety Committee.
- Update Department Standard Operating Guidelines.
- Integrate Port bathometric with GIS.
- Review and implement uniform format to the fee structure for a logical approach to future fee changes.

DIVISION: Operations

Current Condition

- Erosion, age, general condition and configuration of UMC Positions 3 and 4 limit operations and capacity.
- CEM at capacity during off-season tie-ups, creating a lack of mooring space.
- UMC has no permanent public restrooms creating a public health issue.
- Year round offloads at UMC are diverted to other facilities reducing vessel traffic and revenue opportunities.
- Paved approaches to Positions 5-7 and replaced drainage has reduced maintenance and enhanced operational efficiencies for users.
- Demolishing of non-operational gantry crane at UMC increased available working space in UMC Positions 7.
- Increased pot and gear movement at LCD has enhanced revenues and reduced the ability to provide off-season tie-ups.
- Future industrial vessel designs necessitate the dredging of the entrance channel and the area in front of UMC.
- CEM C Float lacks required voltage for users, limiting power.
- Robert Storrs Harbor requires on-going maintenance while planning for float replacements.
- Limited moorage for increasing summer sailboat traffic.
- CEM breakwaters continue to be monitored by USACE.
- Broad Bay Emergency Mooring Buoy deployed and in use.

Tasks Completed

- Storm Plan reviewed.
- Drainage system replaced at UMC Positions 5-7.
- Permanent Navigational Aids in place at CEM.
- Anodes inspected at UMC, Robert Storrs and Spit Dock.
- Marine Growth removed from Spit Dock utility lines.

- Provided Security for vessels that are under the Maritime Transportation Security Act.
- Tested Fire suppression systems.
- Developed a monthly Preventative Maintenance Process for all Dock Facilities.
- Purchased Mooring Line for emergency Mooring Buoy.
- Annual Emergency Towing Drill including the Emergency Mooring Buoy.
- Vessel Tide Breaker pulled out for fire annual maintenance and fire monitor engine rebuild.
- Port High Mast Light Replacement and LED Fixtures for UMC, LCD and Spit Dock.
- Security Camera Installation at LCD and Spit Dock.
- Fender Repair for damage at UMC Position 5.
- Paving at CEM of Henry Swanson Drive and walkways.
- Gravel resurfacing of USCG backreach area.

#### Tasks in Progress

- Parking Plan for CEM and Henry Swanson Drive
- Continue discussion with the Alaska Marine Pilots, USCG and other agencies to discuss harbor- related issues and concerns.
- USCG Dock Paving and drainage improvements
- Biological data collection for IHA permits for replacement of UMC Positions 3 and 4.
- Maintenance of Newly-Designed Pendant for the Emergency Mooring Buoy.
- Robert Storrs A and B Float continued Maintenance
- Installation of backflow preventers.

#### Recommended Improvements

- Plan for development of Positions 3 and 4 to include a warehouse, loading bays, additional maintenance space, and cargo crane rails.
- Scope cost of additional Sheet Pile at LCD for barge operations.

- Install video security monitoring system for all mooring facilities.
- Growth removal from floats at Spit Dock, Bobbie Storrs, and CEM.
- Upgrade CEM C Float power supply to 480 volts 100 amps.
- Install public restrooms at UMC.
- Fill in center Section of the LCD with additional Fuel services
- Complete additional phases of surfacing project at UMC backreach positions 5-7.
- Resurface concrete dock UMC Positions 5-7.

DIVISION: Airport

The Department of Ports and Harbors also manages, maintains and operates the Tom Madsen Airport Terminal Building, as well as its short-term parking lot and long-term parking lot. The Harbor Department provides monitoring of parking areas and building security after hours and during weekends.

Current Condition

- Yearly revenues from tenants are not sufficient to avoid subsidy by the Airport fund or the general fund.
- DOT runway expansion completed in 2014.
- Flying debris from DOT Torpedo Building creates a public danger and long-term parking is closed until the Torpedo Building is demolished.
- Drainage has been upgraded at the long-term parking lot.
- Lighting has been installed in both the long-term and short-term parking lots.
- General condition of terminal building is solid.
- Terminal is monitored by daily rounds of harbor personnel.
- Current baggage handling creates heat loss to the building.
- Tenant agreements expire in December of 2015.

Tasks Completed

- Passenger Ramp to tarmac has been completed.
- Boiler System upgraded.
- Multi-agency mass casualty table top drill complete.
- Industrial entry mats replaced at entrances.
- Pest control program for terminal building implemented
- Lighting for long-term and short –term parking installed.
- Lease agreement approved for temporary space for chartered services.
- Lease agreements in place for vending machines, ATM and advertisement.

Tasks in Progress

- Installation of video surveillance.
- Determination for future of the WWII Torpedo Building.
- Purchase and installation of Unalaska Sign for the Tarmac side of the Airport.

Recommended Improvements

- Advocate to DOT to demolish the Torpedo Building.
- Add video surveillance to terminal parking, and long-term parking.
- Develop marketing strategy for leasable space.
- Redesign baggage handling to reduce heat-loss from building.

## **PUBLIC SAFETY**

Mission: We, in partnership with the community, will provide the residents and visitors of Unalaska with professional public safety services. Our members will be accountable to and respectful of our diverse population. We will exercise leadership, encourage community involvement and promote education to make Unalaska a safe and desirable place to live.

The Department of Public Safety is comprised of multiple divisions. There are a total of 31 full time employees with an additional 30 volunteers in Fire and EMS. For budgeting purposes, there are three separate areas: Police and Admin; Corrections; and Fire & EMS, and Communications.

The Department has also developed a set of core values and a vision statement:

Core Values:

- Service
- Pride
- Integrity
- Commitment
- Excellence

Vision Statement: Striving for excellence, through teamwork.

### **DIVISION: Police and Administration**

The Department's Police Division provides comprehensive police services through proactive police patrols, emergency responses and criminal investigations. Twelve sworn officers responded to and investigated 2,647 calls for service last year. Police Services include traffic enforcement, motor vehicle accident investigations, misdemeanor and felony criminal investigations, civil paper service,

commercial vehicle enforcement, City ordinance enforcement and other Public Safety functions as needed. The Division promotes community policing, community safety education and outreach programs, and supports many community functions.

The DMV agent, through a contract with the State of Alaska, provides many services. DMV issues drivers licenses, State identification cards, vehicle registrations and titles, City identification cards, and City chauffeur licenses. DMV also conducts CDL testing, driver testing, and conducts taxi meter inspections. The DMV agent also performs bookkeeping, reporting of transactions, City chauffeur records, and inventory of the State materials associated with DMV operations.

The Division also includes Animal Control which is responsible for pet licensing, maintenance of the kennel, animal adoptions and animal impounds. The Animal Control Officer also works with others to provide limited investigations into animal related infractions and crimes, as well as animal care and emergency services.

#### Current Condition

- The Division has one current vacancy.
- The Department continues its high level of public outreach.
- The Department has good relations with its various partner agencies.
- Finding local housing continues to be difficult for employees. This impacts recruitment and retention.
- Training records are not centralized and need updating.
- The Department's records management system (RMS) is aging. A replacement should be investigated.
- The Department lacks a social media presence.
- The evidence room is undersized.

Tasks Completed

- Participated in numerous outreach events and activities.
- Several new Standard Operating Guidelines (SOGs) have been published.
- DMV successfully passed a State audit.
- Signed a 3-year DMV contract.
- Participated in an airport table top exercise with DOT.
- Impounded and disposed of numerous junk vehicles.
- A revision of Title 2 was completed.
- Established regular meetings with the District Attorney to provide a local perspective on case resolution.
- A crime scene trailer was purchased with grant money.
- Updated the computer forensics hardware and software.
- Worked with the Medical Examiner's Office on cost savings and best practices.
- The community's Tsunami Ready certification was renewed.

Tasks in Progress

- Working on various OSHA compliance issues.
- Building technical skills beyond basic levels through development of in-house instructors.
- Working with Public Works on the parking lot expansion project.
- Updating all city ordinances, to comply with minor offense rules.
- Writing additional SOGs.
- Continuing efforts toward cleaning up junk vehicles.
- Continuing efforts at providing additional preparedness training.
- Documenting the Department's history.
- Keeping the Department website up to date and relevant.
- Planning for a full scale exercise, Alaska Shield 2016.
- Actively participating in State level organizations and committees on current issues facing law enforcement.
- Developing a program to educate the public about violence in the workplace.

- Applying for State and Federal grants.
- Minor repairs underway to the impound lot.
- Purchased Weather Alert radios to distribute to public buildings and businesses.

#### Recommended Improvements

- Move the evidence room to a larger office in the building.
- Seek grant funds for enhanced building security.
- Begin the process of searching for a replacement RMS.
- Develop a social media presence.
- Train an additional officer in commercial vehicle enforcement.
- Look at options for a replacement outside kennel.
- Build cyber security awareness.

#### DIVISION: Corrections

The Unalaska corrections facility is responsible for providing safe, clean and secure housing for persons being held on criminal charges, and for those being held in protective custody. Additionally, Federal custodies are received from agencies such as the Department of Homeland Security and the U.S. Marshals Service. The facility operates under a contract with the State of Alaska and has a maximum prisoner holding term of 30 days. The full-time jail staff provides inmate processing, time accounting, meal preparation, coordination of prisoner transports, and oversight of prisoner visitations.

#### Current Condition

- The Corrections Division remains stable and turnover is minimal.
- The Division is faced with significantly reduced State funding.
- The lack of a mental health holding facility makes the jail the only option instead of being a last resort.
- Employee development opportunities are limited in the State.

Tasks Completed

- Successfully completed a jail exercise.
- Worked with the Court System to revise and update required forms.
- Completed over 32 hours of in-service training for each employee.
- Revised 10 additional corrections policies.
- Specialized training was provided by the State.
- Minor updates to the booking room.

Tasks in Progress

- Working with the State Dept. of Corrections (DOC) on implementation of electronic monitoring of inmates.
- Review of policies and procedures for OSHA compliance.
- Continuing to meet regularly with our mental health providers on protective custody issues.
- All staff members are participating in a self-paced training program.

Recommended Improvements

- Investigate additional professional development opportunities.
- Create a “safer cell” for high risk inmates.
- Update and centralize training records.
- Explore changing the classification of the jail from a 30-day facility to a 90-day facility.
- Create a facility security plan for the jail.
- Consider replacing one of two freezers, and other small appliances.
- Consider cross-training a staff member as the evidence custodian.

**DIVISION: Fire, EMS & Communications**

The Division of Fire, EMS and Communications is comprised of approximately 30 volunteer members and 9 paid employees. In 2014, the Division responded to 290 EMS calls, 84 fire related calls, and issued 129 burn permits. Fire and EMS provide a host of non-emergency services for the City, including training classes in all aspects of Fire and Emergency Medical Services, and fire safety education. The Division also assists the State Fire Marshall, the Planning Department, and Public Works with building permit and plan reviews, and fire and building code inspections.

Public Safety's five Communications Officers are most often the public's first point of contact with the Department. Communication Officers greet walk-in visitors as well as answer all incoming telephone calls, including calls to 911. Communications Officers provide radio dispatch for the Unalaska Department of Public Safety, alarm monitoring, emergency message updates, and tsunami siren activation. The Department's communications center is the after-hours emergency contact for the Iliuliuk Clinic, the Alaska State Troopers, and City Hall. The communications center performs data entry, filing and other general office functions on a 24-hour a day basis. In 2014, Communications Officers answered 18,623 calls; 1,439 '911' calls; 2,286 walk-in requests; and 6,695 records checks.

Current Condition

- The ISO rating is good for another 3 years.
- A new Medical Director is in place.
- There is one vacant position in the Division.
- Participation and turnout is good.
- The Department lacks written agreements with many local partner agencies.
- The current records management system used by the Fire Division is not integrated with the rest of the Department.

Tasks Completed

- Hired a new Medical Director.
- Hired a new Fire Chief.
- Updated the EMS Protocols after an annual review with the Medical Director.
- Third party medical billing is operational and working.
- Completed an EMT 1 class.
- Completed a FF1 class.
- One member trained to HazMat technician level and 4 members to operations level
- The SCBA upgrade is complete, and the system is current for 3 years.
- Participated in an airport emergency table-top exercise.
- Coordinated and participated in active shooter training with the USCG.
- Held a fire prevention week open house.
- Tier II records were updated and centralized.
- Established highly infectious disease protocols, and participated in a related exercise.
- Conducted HazMat training with National Guard personnel.
- Trained with local industrial partners.

Tasks in Progress

- Implementing field based electronic patient care reporting.
- Developing and implementing an annual training plan for Communications.
- Scheduling and conducting EMT II training.
- Updating policies and SOGs.
- Developing and updating pre-incident plans for all high risk and high hazard facilities as identified in the hazard mitigation plan.
- Developing a high performance CPR program.
- Updating protocols and plans for OSHA compliance.
- Researching feasibility of ArcGIS software for pre-fire planning.

- Continuing to provide support and training to local, State, and Federal partners.
- Ensuring compliance with national standards for equipment serviceability.
- Providing professional development opportunities to supervisors and managers.

Recommended Improvements

- Consider written agreements with medevac services, processors, and other local resources.
- Include Fire Records Management System (RMS) capabilities into future RMS capital project considerations.
- Develop a community fire extinguisher training program.
- Increase joint training with Ports Department.
- Increase availability of CPR training by supporting ASFA instructors.
- Further expand outreach efforts in the community.
- Develop a certifying officer for our EMT program.

## **PUBLIC UTILITIES**

Mission: The Mission of the Department of Public Utilities is to provide electric, solid waste, wastewater and water services that, within regulatory guidelines, meet or exceed our customers' needs and expectations for safety, quality and quantity; to provide these services at a competitive price and in a fair and equitable and environmentally responsible manner.

### **DIVISION: Administration**

The Department of Public Utilities - Administration Division (DPUA) is responsible for the overall management of the Water, Wastewater, Electric Distribution, Electric Generation (City Powerhouse and Valley Gen Set), and Solid Waste (Landfill) Divisions, and oversees all compliance and permitting requirements for the Department. The DPUA operates under the authority of the Alaska Public Utilities Commission "Certificates of Public Convenience and Necessity" Electric No. 106, Water No. 113, and Wastewater No. 397, and State of Alaska Solid Waste Permit No. 0125-BA000. The responsibility of DPUA is further defined in Title X of the City of Unalaska Code of Ordinances.

The DPUA is also responsible for managing multiple capital projects in various stages of completion; the management of 28 full time permanent and 6 full time temporary employees; maintaining current operating permits for all Utilities; and submitting applications and questionnaires for project grants and funding. The Department ensures that eligible funds from grants and funds for operations and capital projects are properly used for the designated operations and capital projects.

### Current Condition

- OSHA Recordable accidents increased from three in 2014 to four this year resulting in more lost man hours.

- Ninety environmental reports throughout all Utility Divisions have been sent to the appropriate government entities in a timely manner resulting in no financial penalties.
- Average fuel cost for electrical generation in FY14 was \$2.93 per gallon, which is \$0.43 lower than FY14 fuel cost, resulting in decreased electrical costs compared to last year.
- Implementation of the Lineman Apprenticeship program has resulted in a reliable source to meet the City's future personnel hiring needs.
- Installation of Radio Read system to the water meters has resulted in better accountability of lost water.
- Good management of the Solid Waste Facility has resulted in a score of 97.5 from the Alaska Department of Environmental Conservation.
- Solid Waste participation in the city-wide clean up resulted in removing unwanted garbage from Unalaska streets.

#### Tasks Completed

- All regulatory reporting and sampling are complete.
- Powerhouse Control System Upgrade, Waste Heat Recovery, and 4th Engine Installation projects are complete.
- Replaced six electrical transformers.
- New Pyramid Water Tank project design has been awarded.
- Backflow Prevention project design has been awarded.
- Hiring of a new Wastewater Operator 1 is complete.
- Leachate Facility construction is complete.
- Solid Waste Baler Conveyor Belt rebuild is complete

#### Tasks in Progress

- Testing of the 15 KV and 35 KV electrical lines is ongoing.
- The New Water Plant Construction is ongoing.
- The New Wastewater CEPT Plant construction is ongoing.
- Construction of Cells 2-1 and 2-2 is ongoing.

Recommended Improvements

- Update all Utility Division's Master Plans after major projects are complete.
- Install a 35kV electrical line down Captains Bay Road from Airport Beach Road.
- Install a second Pyramid Water Tank.
- Purchase a tire baler for the Solid Waste Division.

DIVISION: Electric Power Generation

The Unalaska Powerhouse is dedicated to producing electrical power in the most safe and economical way as defined in our ADEC Title V permits #215TVP01 and #216GP101. The authority to provide Electric service is defined in the Alaska Public Utilities Commission "Certificate of Public Convenience and Necessity #106".

The City of Unalaska generates power using two diesel-generating plants, with a total installed capacity of 19.8 megawatts. The Dutch Harbor Power Plant (Powerhouse) has an installed capacity of 18.8 megawatts and the Unalaska Plant (Valley Gen Set) has an installed capacity of 1 megawatt. There is an additional 1.8 megawatts available from UniSea, Inc. Peak consumption is approximately 9.5 megawatts. Firm capacity is 15.4 megawatts. The activities of the Powerhouse Division are carried out with seven full-time employees.

Current Condition

- The Powerhouse suffered two lost time accidents in FY 2014 resulting in lost man hours and the increase of over time.
- Safety training and meetings are up-to-date, resulting in fewer accidents.
- Weekly and monthly safety equipment checklists are up-to-date, resulting in decreased maintenance costs.

- Visual emissions tests are up-to-date, meeting air quality permit requirements.
- Wastewater discharge reporting is up-to-date, meeting our NPDES permit requirements.
- Preventive maintenance plan is up-to-date, resulting in lower maintenance costs.
- Average fuel cost for FY15 is \$2.93 per gallon, which is \$0.43 lower than FY14 fuel cost, resulting in decreased electrical costs compared to last year.
- All Gen Sets are in good running condition, resulting in approved reliability.
- Maintaining an average engine efficiency of 15.9 has resulted in decreased electrical cost.

Tasks Completed

- All engine maintenance and preventive maintenance is up-to-date and completed.
- Powerhouse Control System Upgrade, Waste Heat Recovery, and 4th Engine Installation projects are complete.
- Two employees are trained to perform Visible Emissions testing for the City of Unalaska per the City's air quality permit.
- Development of new reporting documents is complete.
- Operational environmental documentation is up-to-date.
- Battery room safety shower installation is complete.

Tasks in Progress

- Developing an operating and maintenance plan for the new Powerhouse.
- Developing long-range maintenance plan for new powerhouse.
- Continuing to find ways to increase electrical generating efficiency.

Recommended Improvements

- Conduct an electrical rate study in FY16.
- Complete operating SOPs for new powerhouse.
- Upgrade Electrical Production's master plan.

DIVISION: Electrical Distribution

The Electrical Distribution Division's (EDD) authority to provide Electric service is defined in the Alaska Public Utilities Commission's "Certificate of Public Convenience and Necessity # 106." Service is implemented to reflect these responsibilities through Title X of the City of Unalaska Code of Ordinances.

The EDD delivers electric service to residential, commercial, and industrial customers throughout the City as defined in Title X of the City of Unalaska's Code of Ordinances. The Division is responsible for constructing, repairing and maintaining the electrical equipment within the City grid and is composed of two Lineman Apprentices, one Journeymen Lineman, and a Lineman Chief. The Division is responsible for performing locates for surveys; providing assistance in design and coordination of all capital projects involving electrical utilities; and performing the repair, installation and maintenance of the City's distribution facilities. Maintenance and installation of electrical apparatus must comply with the National Electrical Safety Code (NESC) standards.

Currently, the Electric Division has two 5MVA substations that serve 12 miles of 35 KV circuit with 30 miles of 35 KV cable. The substations serve customers with 17 miles of 15 KV circuit with 43 miles of 15 KV cable. The customer base is served with 988 meters, 181 streetlights, 190 transformers and 128 sectionalizing devices. To ensure compliance with industry standards, the meters are read monthly and routinely tested for accuracy.

Current Condition

- Electric Distribution suffered no lost time accidents in FY14 resulting in less overtime.
- The Lineman Apprenticeship program is doing well and will result in a reliable source to meet the City's future personnel hiring needs.
- Installation of monitoring equipment to major field transformers has resulted in quicker operator response time, which avoids power outages.
- Electrical line testing program has resulted in prolonged use of electrical lines.
- Implementation of electrical grid analysis program has resulted in the recovery of lost revenue and a safer electrical grid.
- The replacement of weather damaged equipment in the field resulted in a more reliable system.
- Having only three 35kV transformers at the Powerhouse leaves no room for redundancy.
- The in house reconditioning of weathered transformers and sectionalizing equipment has resulted in monetary savings for the City.
- The upgrade to Westward Seafood's electrical transformer has resulted in increased electrical sales.

Tasks Completed

- The installation of the new 35kV transformer at the Powerhouse Substation is complete.
- Replaced 3 transformers throughout the City.
- APL transformer monitoring equipment installation is complete.
- Westward transformer monitoring equipment installation is complete.
- Horizon Lines electrical upgrades are complete.
- Delta Western electrical upgrades are complete.
- Twenty-year maintenance plan is up to date.
- Completed maintenance on Street Lights.

Tasks in Progress

- The installation of Alyeska Seafoods to the City's electrical grid is ongoing.
- Location of secondary line and equipment information input into the GIS database is ongoing.
- Transformer maintenance and replacement according to system maintenance plan continues.
- Updating the one line diagram to include system upgrades is ongoing.
- Installation of 35KV line across Horizon yard is ongoing.
- Training of two Lineman Apprentices is ongoing.

Recommended Improvements

- Change out 15kV transformer with a 35kV transformer at the Powerhouse and install the existing 15kV transformer at E1 Switchgear.
- Install 35 KVA electrical lines down Captains Bay Road from Airport Beach Road to OSI.
- Update Electrical Distribution Division master plan.

DIVISION: Water

The Water Division (WD) operates Public Water System ID #260309 under the authority of the Alaska Public Utilities Commission Certificate of Public Convenience and Necessity #113, and is regulated by the Alaska Department of Environmental Conservation (ADEC). The WD's authority and responsibilities are further clarified in Title X of the City of Unalaska's Ordinances.

The WD maintains and operates two open and two enclosed reservoirs, four wells, ten building facilities, 177 fire hydrants, 3 post hydrants, 556 water services and 21 miles of pipeline. The WD also works with customers and the public on health, water use and water quality related

issues. The WD currently staffs one state certified water supervisor/operator and three full time state certified water operators. The WD also hires temporary employees as needed. Additionally, the WD maintains a control system for our operation equipment, providing reliable service to the utility's customers.

The WD produced an average of 3.281 million gallons of water per day over the past 12 months. The peak production month was March 2014 with a total production of 200.81 million gallons and an average daily production of 6.478 million gallons. The peak production day occurred on March 18, 2014 with 6.945 million gallons produced in one day.

#### Current Condition

- The Water Division had one lost time accidents resulting in overtime.
- Installation of Radio Read system to the existing water meters has resulted in water loss accountability.
- Refurbishing the water wells has resulted in more reliable water production.
- Lack of dual disinfection for our unfiltered surface water results in not meeting the Long Term 2 Enhanced Surface Water Treatment Rule (LT2). Compliance is required by October 2015.
- Lack of ability to pipe potable water to the Crowley service when the Pyramid CT Tank is at lower levels or when maintenance is being performed results in water boiling order.
- Lack of a second Pyramid Water Tank results in water outages when maintenance is being conducted on the existing Chlorine Contact Tank.

#### Tasks Completed

- Construction portion of the Water Plant Upgrade Project has been awarded.
- Icy Lake Power upgrade Project is complete.

- All regulatory reporting and sampling are complete.

#### Tasks in Progress

- Construction of the new water plant is ongoing.
- Pyramid Water Tank project design has begun.
- Water loss program development is ongoing.
- Installation of automatic meter reading system is ongoing.
- Preliminary planning for the Icy Dam Reservoir expansion is ongoing.

#### Recommended Improvements

- Investigate the need for an East Point Crossing upgrade.
- Conduct a survey of Icy Lake.
- Complete the construction of the New Water Plant.
- Install a second Pyramid Water Tank.
- Update Water Division master plan after the new water plant project is complete.

#### DIVISION: Wastewater

The Wastewater Division (WWD) is mandated to discharge Primary treated wastewater to South Unalaska Bay under Permit #AK-004345-1, issued by the United States Environmental Protection Agency (EPA) and Permit #AK-0209-01AA, issued by the State of Alaska's Department of Environmental Conservation (ADEC). The City's authority to provide Wastewater service is defined in the Alaska Public Utilities Commission "Certificates of Public Convenience and Necessity # 397" and clarified in Title X of the City of Unalaska's Ordinances.

The WWD cleans and maintains nine wastewater lift stations, 350 manholes, 20 miles of gravity sewer line and three miles of pressure sewer line. The WWD also cleans and maintains two additional lift stations, one each for the Solid Waste and Ports Departments. The

WWD also maintains the Wastewater Treatment Plant (WWTP) which screens and disinfects an average of 0.475 million gallons per day of domestic wastewater. In addition to their routine duties, the WWD responds to calls from the private sector to aid in service blockages, damaged services and pumping of septic tanks along with public and private portable toilets.

The WWD is currently staffed by one state certified wastewater supervisor/operator, and three full-time state certified wastewater operators. The WWD also hires temporary employees as needed to assist in the annual collection cleaning projects.

#### Current Condition

- No lost time accidents in the Wastewater Division has resulted in decreased overtime and lost man hours.
- Overall condition of collection system is in good working condition resulting in reliable service with few interruptions.
- Safety training is up to date, resulting in the WWTP being a safe and efficient workplace.
- Lack of a controlled atmosphere for the UV control panel cooling system creates corrosion problems, resulting in higher maintenance costs.
- UV unit is required to operate with all four banks 100% of the time, resulting in bulb and quartz tube replacement at shorter intervals than designed.

#### Tasks Completed

- As of June 2015, cleaned 30% of the collection system.
- All regulatory reporting and sampling are complete.
- Annual review of operational documentation is complete.
- Annual preventive maintenance is complete.
- Hired an Operator 1.
- Ordered new vehicles needed for new Wastewater Plant.

Tasks in Progress

- New Wastewater CEPT Plant construction is ongoing.
- Collection system cleaning is ongoing.
- GIS information input is ongoing.

Recommended Improvements

- Video inspection and assessment of the entire collection system.
- Complete Construction of the Wastewater Plant chemically enhanced primary treatment by December 31, 2015.
- Update Wastewater Division master plan after the new Wastewater Plant construction is complete.

DIVISION: Solid Waste

The Solid Waste Division (SWD) has a primary responsibility for operating the Landfill in accordance with the ADEC Solid Waste Permit Number SW1A009-13. All procedures and monitoring must be in full compliance with the permit. The SWD currently processes approximately 8,700 tons of Solid Waste each year. Four full-time and one temporary employee are assigned to operate the Baler Facility and Landfill in a safe and sanitary condition as defined by the permit and the City's Title 10.18 Code of Ordinances. Work includes weighing vehicles; sorting and baling solid waste and hauling bales to the cell; and stacking and covering the bales with 6 inches of daily cover.

The SWD is required to sample and analyze one up gradient well and three down gradient wells on a quarterly basis. They are also required to analyze two storm water samples on a semi-annual basis. Analyses of these samples include pH, Turbidity, Conductivity, Metals and Volatile Organic Contaminants. Other duties include hauling metal, wood, net and line to the appropriate area; preparing batteries for shipment to a recycler; removing the CFSs from refrigerant appliances; daily cleaning

of the baler facility; performing scheduled maintenance and inspection of the Mosley Baler; maintaining Landfill roads and drainage; collecting litter; repairing fences; and plowing snow. The SWD is currently operating in Cell 4.

Current Condition

- One lost time accidents in the Solid Waste Division have resulted in lost man hours.
- Good management of the Solid Waste Facility has resulted in a score of 97.5 from the Alaska Department of Environmental Conservation.
- Lack of sufficient revenue results in the Landfill being subsidized by the general fund.
- Installation of the Leachate facility has resulted in cleaner leachate being sent to the Wastewater Plant.
- The removal of over 11,500,000 pounds of metal from the island results in a cleaner, tidier community for the residents of Unalaska.
- Participation in the city-wide clean up resulted in removing unwanted garbage from Unalaska streets.
- In house maintenance of the Baler system has resulted in monetary savings to the City of Unalaska.
- The increased amount of tires at the Landfill has resulted in a removal citation from FAA.

Tasks Completed

- Rebuilding of the Baler Conveyor Belt is complete.
- Purchased cover material.
- Participated in city-wide clean up.
- Held Household Hazardous Waste Clean Up program.

Tasks in Progress

- Performing daily and monthly Baler inspections and maintenance.
- Continuously repairing fence and gates.
- Preparing batteries for shipment to Seattle for recycling.
- Ongoing surface water quality monitoring and reporting.
- Ongoing Freon removal from appliances.
- Construction of Cells 2-1 and 2-2 is ongoing.
- Locating companies to take tires is ongoing.

Recommended Improvements

- Continue to ship junk vehicles and metals off island for recycling and to increase life of Landfill.
- Complete the construction of Cells 2-1 and 2-2.
- Purchase a tire baler.

## **PUBLIC WORKS**

Mission: The Mission of the Unalaska Public Works Department is to responsibly develop and preserve the physical infrastructure which provides the foundation for our diverse and growing community, while recognizing our remote character and responding to our unique challenges.

The Department of Public Works is comprised of 5 Divisions with a total of 32 full-time employees, three seasonal employees, and an annual General Fund budget of \$6,201,147.

### **DIVISION: Administration**

The Department of Public Works Administration (DPWA) is responsible for the overall management of the Administration Division and Engineering Staff, Roads Division, Vehicle Maintenance Division, Facilities Maintenance Division, and the Supply Division. The DPWA is also responsible for currently managing 32 capital projects in various stages of completion worth an estimated \$82,996,967, in-house engineering projects, building, demolition, and excavation permits, surveying and, in cooperation with the Planning and Utilities Departments, maintains the City's GIS system. This Division consists of the Director of Public Works, Office Manager, City Engineer, Engineering Technician, Data Specialist I, Data Specialist II, and Administrative Assistant II. The Division provides administrative support for all Divisions within the Department of Public Utilities, and all other City of Unalaska Departments as needed

### Current Condition

- Increased regulations, raw materials, land space limitations and transportation costs continue to have a significant impact on project and operational cost increases.

- Federal and State regulations, aging facilities, and economic growth have led to major infrastructure construction over the past 5 years with more to come over the next 2-4 years.
- Ancillary utilities upgrades are often required to supplement updated facilities, expanding the scope and cost of projects.
- The number and size of projects periodically stretches the workload of the Engineering and Administrative staff beyond capacity for adequate review and design analysis.
- Costs for removing material contaminated decades ago, but encountered during present day excavation work, along with remediation and monitoring to fulfill legal requirements, creates significant impacts to the City budget.
- Current building codes adopted by City ordinance and processes for building, demolition, and excavation permits are outdated and cumbersome for the public.
- Snow dump sites are limited creating the need to truck snow during severe snow accumulations.
- Infrastructure expansion to support potential oil exploration and development in the Chukchi and Beaufort seas will tax the City's resources.
- Staff turnover and upcoming retirements impact the City in additional recruitment costs and the loss of institutional knowledge.

Tasks Completed

- Airport Controls Upgrade
- Powerhouse Engine 4
- Powerhouse Control System Upgrade
- Waste Heat to Energy
- Ports High Mast Lighting
- Ballyhoo Road Paving
- Delta Way Drainage
- Lift Station #3
- Pavement Resurfacing
- Misc. Paving Projects

- Summer Bay Bridge Replacement
- 2014 Paving
- High School Clock & PA System Upgrade
- Airport Short-Term Parking Lot Improvements
- Biorka Drive Resurfacing
- South Channel Bridge Resurfacing
- Parking Lot Resurfacing (Airport Long Term, City Hall, Library, and High School)
- Airport Expansion - Utility Relocation
- 4-Plex Boiler Addition
- Community Trail Paving
- Parks Community Recreation (PCR) Landscape Retaining Wall

Tasks in Progress

Capital Improvement Projects:

- Aquatics Center Improvements
- Waste Water Treatment Plant (WWTP) Improvements
- Pyramid Water Treatment Plant
- Unalaska Lake and Lower Iliuliuk River Restoration Projects
- Landfill Cell 2-1 / 2-2 Development
- General Hill Water Pressure Booster Pump Station
- Robert Storrs Harbor Float C Replacement
- Entrance Channel Dredging
- Unalaska Marine Center (UMC) Expansion
- Multiple City-Wide Drainage Projects
- Public Safety Parking Lot Expansion
- Shoreline Stabilization on Captains Bay Road
- Retrofit of City Backflow Prevention Assemblies
- Summer Bay Road Bridge Replacement
- Saltery Trail

Ongoing Non-Capital Improvement Projects:

- Analysis and verification of structural safety of 5th Street Pedestrian Bridge
- City Standard Utility Details and Specifications
- Continuing implementation of the Record Retention Policy in paper files and electronic files
- Re-organizing of as-builts
- Improving of Building Permit application and publication of guidance pamphlet
- Comprehensive landfill as-built map
- Groundwater monitoring at 8plex and operation of bio-remediation equipment
- Valley Weather Stations
- Street Lighting Load Centers Assessment and Retrofit
- City ARC-GIS Mapping
- Implementation of 1st Phase of Alaska Department of Environmental Conservation (ADEC) Industrial MSGP Storm Water Pollution Prevention Plan (SWPPP) and SPCC Plans for Relevant Facilities

Recommended Improvements

- Develop a location and long term plan for stockpiling and treating contaminated material.
- Revise ordinances and processes for building, demolition, and excavation permits so they are less cumbersome for the public.
- Improve capital project management systems reporting and consultant management.
- Continue to work with the Roads and Facilities Maintenance Divisions, IS and Finance to fully utilize work order and cost tracking systems in these divisions.
- Expand engineering staff to more effectively review, analyze and manage capital projects.
- Implement the standard construction details and specifications

DPWA already has on file and apply them to the building permit process and capital projects.

- Continue updating City website with relevant information.
- Continue developing road and utility standards and specifications.

#### DIVISION: Facilities Maintenance

The Facilities Maintenance Division (FMD) consists of seven full-time and two temporary employees who maintain more than fifty facilities, sixteen housing units, eight parks, and the grounds at six facilities. The facilities maintained include: Burma Road Chapel, City Hall, two concessions/restroom buildings, two HazMat buildings, Amaknak Fire Garage, Henry Swanson House, Library, Museum, Community Center, Aquatics Center, Public Safety, Public Works/Utilities, Supply Warehouse, Sitka Spruce Restrooms, Parks Equipment Building, three park Gazebos, Wash Bay, Haystack Repeater Station, Airport Terminal building, USCG Dock Phone building, UMC Warehouse, the Carl E. Moses restrooms, CEM Used Oil Building, and finally the Sand/Salt building.

The FMD provides maintenance services to all the Department of Utility's Facilities including the Icy Lake Control Plant, Icy Creek Control Plant, Pyramid Control Plant, Town Substation, Unalaska Chlorine Plant, Unalaska Control Plant, three well houses, Nirvana Pump station, Agnes Beach PRV building, Eastpoint Valve House, EOD Building, Landfill Baler building, Wastewater Treatment Plant, Lift Station #4 generator building, Leachate facility, both the old and new Power Houses.

The regularly maintained housing units are the Ptarmigan Road 8-Plex, Loop Road 4-Plex, two Duplexes on Lear Road, and lastly the Remediation Control Building.

The parks maintained by FMD include Expedition Park, Memorial Park, Ounalashka Community Park, Philemon Tutiakoff Memorial Park, Sitka Spruce Park, Skate Park, Tanaadakuchax Park, and Unalaska Town Park.

FMD maintains the facility grounds at the Airport Terminal, Burma Road Chapel, City Hall, Library, Museum, Community Center, Henry Swanson House, Public Works/Utilities, the Power House and Town Substation. The Facilities Maintenance Division was asked to add the two Iliuliuk River foot bridges to our maintenance responsibilities and have done so as of 2008.

In addition to the regular maintenance, this Division has completed numerous Capital Improvement Projects and assisted in several park development projects. FMD personnel perform most elements of construction and maintenance such as carpentry, electrical, plumbing, mechanical, painting, landscaping, and playground structure maintenance. For FY15, FMD requested one additional regular full-time Installation Maintenance Worker and will drop the two Temporary Installation Maintenance worker positions from future budget requests.

#### Current Condition

- Airport Terminal - An extensive capital renovation project was completed in 2006. While the renovation project was underway, two areas of the exterior walls were found that showed signs of degradation to the steel framing within them. There could easily be other areas with similar problems but these walls were the only ones opened up for repairs or renovation. While action at this time is not cost effective, dealing with this corrosion will need to be considered as part of any renovation plans for the future. In FY 13 the passenger Tarmac access ramp replacement was funded and completed so in FY14 and FY15 work to install the ramp's Ice Melt System will be carried out. Also included in the FY 14-15 Capital funding request is a new Direct Digital Control (DDC) main controller that will re-establish communications between local heating system controllers and outside sources for diagnostic work and programing revisions. The DDC replacement work was completed in June 30, 2014. Exterior damage to the faces of walls and beams where

baggage handling equipment operates regularly prompted installation of the UHMW in the summer of 2014. Work to upgrade the wall finishes in the restrooms will require Capital funding and will need to be added to the FY16 or 17 Request. The paint maintenance on the structural steel and exterior wood beams funded in FY 15 has been completed and should add 3 to 4 years life to the exterior finishes, and the and the tarmac door locks were replaced as they were funded in FY15 as well. The lighting fixtures down the center of the concourse have been going thru ballasts at an alarming rate. The FMD is looking for alternative lighting fixtures for this area, preferably LED Fixtures. When the fixtures are found, a request for funding will most likely be made. For FY 16 we have requested funding for new interior door locks as many of those currently in service are worn out and work poorly. Also requested is funding to give the DDC System a point by point check and assess the possibilities for energy conservation as well a try to develop a replacement schedule for system components. Our goal as with all our facilities will be to increase our energy conservation efforts and reduce operating costs. Funding has also been requested to replace 3-4 exterior Glulam Beams that have rotted on the NW corner of the Building around the Loading dock. This Beam Replacement project will be done by in house labor.

- Landfill Baler Building - The general condition of this building structure is good. The existing boiler flue is sized too small for the boiler so a draft inducer was installed.
- In early FY15 the State's Boiler inspector inspected the boiler recently installed and has given the City one year to make plan and begin a project to remove the small flue and replace it with one of the proper size. This also should help conserve energy as the draft inducer currently used runs regularly as the boiler demands. The exterior overhead doors at this facility will also need a considerable amount of work over the next few years as operating cycles and the environment at the site are taking their toll. Birds pecked the

insulation blanket at many locations to the point the thermal protection provided by the blanket has been compromised. Some solutions have been discussed and a cost effective way to correct the problem has been devised. The plan at this point includes a capital funding request for FY16 that will allow the damaged insulation to be replaced and a corrugated PVC protective cover to be installed over the insulation to keep the birds from damaging the insulation again.

- Landfill HazMat Building - The structure of this building is in fair condition. No major maintenance projects are scheduled for the facility in the near future.
- Burma Road Chapel - The roof of this building develops ice dams during cold weather and efforts to temporarily correct this has been completed. The temporary solution works but was deemed not to be energy efficient. It is possible to limit the energy consumption by not turning on the heat traces until the weather is getting very cold but the heat traces do consume energy at a fairly high rate. For a more permanent correction to the problem, the roof will need to be torn off, the insulation replaced, and the ventilation corrected in the joist space just below the roofing.
- The roof replacement project could be deemed an energy driven project and funded as such. This will be a Capital Maintenance Project and is presently scheduled for FY 2019- 2020. A new retaining wall along this facility's 5th Street and Broadway Ave. sides was installed last summer and is expected to reduce work for the Grounds Maintenance Staff repairing damaged lawns after winter snow removal activities. Funding was requested for FY 16 to replace the vinyl floor coverings throughout the facility as the current vinyl flooring is worn and in need of upgrading. With the exception of the roof and vinyl floor only handicap access is being considered for this building in the next 3 years. At this time accessibility for this facility is being looked at a by a registered

Architect who may find an upgrade to a restroom will be needed as well.

- City Hall - The general condition of this building is good. The facility's storage areas have proven to be inadequate over the years. Some of the windows leak during rain storms with high winds. Efforts have been made to correct this problem and have only been partially successful but will continue.  
The deteriorating concrete walks were replaced along with the curbs and parking lot last summer and final clean-up and planting is nearly complete. Ice melt heat tubing was installed in the entrance slab at this time funding has been requested to have the new ice melt controls installed and the system tied into the heating system piping. We have also requested funding to do the same point by point DDC evaluation as the Airport. Our Goals are the same as with the Airport. No other major maintenance work is scheduled for the next couple years.
- Henry Swanson House - This building requires foundation work and much of the floor structure needs to be repaired or replaced. Left as is, this building is unusable and moisture damage increases as the years pass. We should decide if this structure is worth the cost of repair or if it should be disposed of entirely in some manner. At present, it is not being used but utility costs and maintenance costs, although minimal, continue.
- Library - This building is in good general condition. Issues with parking space have prompted a plan to replace the parking area with the center island removed. This change has added additional parking spaces and has removed all walks in the interior of the parking lot area. While doing this, the driveways and lighting systems were re-configured, eliminating concerns about the fiberglass poles that have arisen in recent years. Work to repair the landscaping and replant disturbed areas of the lawns is being completed in May of 2015. In early FY 13, the deteriorated concrete

walks at the Gazebo entrance to the building were replaced and heat tubing was installed at that time. Work to install the remaining portions of the ice melt system for the walks was completed in late fall of 2014. The original key card system was replaced as scheduled in FY14 and an upgrade to the DDC system's main controller was completed. New Carpets were installed as scheduled in early 2015 and while this was being done several areas of the interior were repainted. This work is complete but there are some electrical needs yet to be addressed in the floor system. Materials were not available at the time of the carpet replacement. On the horizon, projects for this is a point by point check and assessment of the DDC system and the installation of the floor outlets requested for operations.

- Museum - This building is in good general condition. The parking lot light poles are showing stress cracks. These poles are likely to fail under high winds and replacement will need to be considered. Unless new information is made available, risk of peripheral damage versus budget constraints need to be considered to determine replacement schedule. The FM200 Fire Suppression system work needed to make this system function as required by code was completed in 2015. An upgrade to the main controller of the DDC (Heating Control) system was completed in June of 2015. New fiberglass doors of the Loading dock were ordered and will be installed by in house labor prior to the end of FY15. The Existing steel doors are not in good condition. New fiberglass doors still need to be installed for the rear entrances and funding was requested for FY16. As with our other Facilities we have requested funds to do a point by point check and assessment of the DDC system to insure we are running the most efficient we can. New exterior walks and exterior lighting including poles and bases should be next of the horizon for replacement at this facility.
- Parks Community Recreation (PCR) Building - This building has the highest amount of public use of any structure within the City's

facilities except the Airport and maintenance costs are proportionate to that use. Structurally and mechanically, this facility is in good condition and most repairs are to architectural finishes or equipment. Work to repaint the interior over the winter completed in December of 2015. The Interior painting will continue in FY15 until completed. Funding was granted in the FY14 budget to install a retaining wall system down the 5th Street side of this facility and work was completed during the summer months of 2015. Also in the FY14 budget were funds to repaint the heating fuel tank which was completed prior to 30, 2014. The parking lot lighting fixtures were replaced with new LED fixtures in February of 2015 and have brightened the lot considerably during the hours of darkness. The FY15 budget request also includes funds to install new LED light fixtures around the running track and on the building's South and West facing exterior soffits (the only exterior lights not replaced in the 2011 renovation work). This work has yet to begin but the electrical contractor insures it will be completed by the end of the FY15 fiscal year. New control wiring and updated VAV controllers were installed in November of FY15 and appear, after to some adjustment, to be working quite well. In early summer 2014 a project to paint the heating fuel tank was completed and is wearing very well at this time. A major maintenance project, to replace the carpets in this building, is included in the FY16 budget as is funding to do a point by point check and assessment of the building's DDC system. Currently there is no major maintenance work on the horizon for this facility for fy17 but FY 18 calls for a total resurface for the Gym floor and the exterior being repainted.

- Aquatics Center - The pool building structure is in fair condition. A major renovation project, to renovate the shower, restroom, and locker rooms has been postponed for 1 year while staff works on planning and design. It is hoped design can include some work that will reduce the energy used to operate the pool and pool building. The renovation work will include a family dressing room and a relocation of the reception office and the Sauna. New acoustical

panels were installed by Facilities Maintenance Staff November and December of FY15 in the Natatorium and Cardio rooms. Most major maintenance needs for this facility in the next couple years will be included with the renovation project being designed so other than possibly a new set of main entrance doors this facility should not need a Major Maintenance project for 2 to 3 years or more.

- Public Safety Building - The original copper water piping in this facility, though it meets code, was the thinnest material that met code at the time this facility was built. Leaking sections have been found on several different occasions and, when removed, the sections revealed areas where the copper had become very thin due to the extremely soft nature of our supply water. Repairing the leaks is not too costly at this time but may develop into an issue in the future. Heating system maintenance at this facility has been notable in past 6 months as we have recently had to replace the two main unit heaters in the truck bays and have drained the system twice to replace the nipples at both the glycol supply and the glycol return ports in the boiler. These problems have had mostly to do with a lack of di-electric fittings between the black iron and the copper piping and have been remedied by the installation of di-electric fittings where they are needed. The mansard's steel siding was repaired and repainted in the summer of FY15. The final major maintenance project scheduled for FY15 was repainting fire truck bay floor which was completed in early January 2015. Two projects are included in the FY16 budget request; one is to replace the existing steel exterior doors entering the Generator room. The current steel doors are failing due to deterioration and an upgrade to Fiberglass doors will save extensive maintenance efforts in the future. The second project included in the FY16 budget will replace the 1<sup>st</sup> floor carpets in all areas that were not replaced in the past 3 years. Exterior painting on the wood portion of the building's siding scheduled for FY17, is the only project scheduled at this time until 2020 for this facility.

- Public Works/Utilities - This building is in good condition. Several windows still leak in high wind conditions despite efforts by the Facilities Maintenance Division (FMD). This problem has not proven to cause serious extenuating circumstances so high cost repair measures will not been taken at this time. The existing heating fuel tanks on this site were repainted in June of 2014. The main DDC heating controller was replaced in early November and a few minor bugs are still being worked out however we can consider the project complete. The last of the facility's offices were painted this past winter and the remaining project scheduled for FY15, repainting the vehicle repair bay floors, will begin in mid-May and will be complete by June 30 2015. In 2016, this facility is scheduled to have the DDC system checked point by point and assessed for a replacement schedule of components as well as for energy conservation ideas. No other projects are scheduled until FY17 when the exterior metal trim is scheduled to be repainted and the fire alarm system will be assessed for replacement. Both of the projects may be extended and will proceed only in the need is truly apparent.
- DPW/DPU HazMat Building - This building is in good condition at this time. Due to weather conditions, this building will need extra care to maintain the doors and exterior. The exterior doors were replaced with composite doors which will handle the weather conditions much better that the original steel doors reducing the maintenance needs for the facility. For Major Maintenance on the horizon only exterior painting is currently scheduled and that is in FY18.
- DPW Sand/Salt Storage Building - This building is in good condition. No major maintenance projects are planned for this building in the near future.
- UMC/Ports Warehouse - This building is in good general condition. Sidings, building trim, and doors (man and overhead) are all subject to periodic maintenance. Painting of the structural steel framing in

the loading dock area is being considered. Several roof leaks near the ridge cap were suspected so FMD staff has worked to seal the roof. This work has little effect on the water appearing above the insulation blanket so condensation is most likely the cause. At this time, no work is being planned to relieve the issue and no complaints are being made by the tenants. The electrical transformer and exterior electrical service need to be replaced and a project to do that has been included in the FY16 Budget request. No other major maintenance will be scheduled for this building until the future dock construction determines the fate of this building.

- USCG Dock Phone Building - The exterior of this building has been upgraded with new siding and new composite doors. The facility was repainted in FY14 after the siding was replaced and the new siding finishes will protect this facility for some years without issue. The water service room has experienced flooding more than once because a pressure reduced backflow preventer valve has opened due to sediment in the water supply. This valve, when stuck open, allows a large volume of water to flow on to the floor of the service room. The flow is much more water than can be drained thru the existing floor drain and, on one occasion, the flow was not noticed before the water level rose above the level of the main building's floor structure allowing water to enter the other spaces of the building. A capital project has been submitted by the Water Division of DPU that will replace, repair, and reconfigure all the city facility backflow prevention valves and will also address this drain issue.
- Spit Dock Electrical Switch Van - This facility is in fair condition and has received a new paint job completed in FY13. No other major maintenance projects are planned for this facility for the next few years.
- Carl E. Moses Small Boat Harbor Upland Structures- The facilities are in good condition and mostly minor maintenance is all that will be need for a couple years yet. There is one project however that

needs to be completed in FY16 and funding was requested in the FY16 Proposed Budget. The project will add 2 screen walls to protect the Men's restroom door and the office Door from the strong winds that can cause water infiltration and the doors to not close properly. The screen walls will be constructed similar to the screen wall at the women's restroom door and will use materials to match the original building. No other major maintenance projects have been recognized or are scheduled for these facilities until painting in FY20.

- Supply Warehouse - The steel roof of this building was painted in FY09 in an effort to slow deterioration of the steel. The roof coating has been working well and a new roof installation has been delayed for several years.
- In FY14 FMD staff replaced all the damaged steel panels and in the last month of FY14 the new paint coating was placed on the exterior walls to match that on the roof. At the time of the exterior wall painting project the heating fuel tank was also repainted which will protect the tank from the elements for years to come. New Modine unit heaters were purchased and installed in early FY15. New glycol heat transfer fluids will be installed in the heating system of this facility this coming summer. No other major maintenance work is scheduled for the next 4 years.
- Town Substation - This building is in good condition, requiring very little work. The transformer containment pad/pit was painted several years ago but has proven to be problematic in keeping coatings intact through the freeze/thaw cycles of winter. Maintenance work will be ongoing on these coatings in years to come. No other major maintenance work is scheduled for this facility at this time.
- Wash Building - This building is in good condition and needs little maintenance. In FY15 a project that replaced the original Pressure

washer was completed in October. In FY16 two projects are scheduled and funds have been requested in the FY16 budget proposal. The first item would replace the original Water Clarifier that has been difficult to maintain because of its vertical configuration and it is old enough that original parts are no longer available. The second item scheduled for replacement is the air dryer used in the compressed air system. Again the original is no longer supported by the manufacturer and parts are no longer available. On the horizon is re-painting the small entry roofs in FY17 and evaluating the unit heaters for replacement in the next 2-3 years.

- Water Facilities - Most water facilities are in fair condition. The Pyramid control building replacement project has been moving along and operations should begin sometime this summer. The old plant will be torn down following the operations shift. The Well Houses and Valley Control Plants were given an exterior paint job in the summer of 2014. The Icy Creek Valve and Control building were retrofitted with new remotely actuated valves and some communications equipment to operate them remotely. Because of condensation and roof leaks with-in the building a capital project was funded in FY15. To complete the projects this summer FM Staff will install new insulated steel panels on all the walls and roof of the main building and add an arctic entry with a roof hatch entry, removing the roof hatch from the main building. These measures should stop the sweating within the building and eliminate the leaks in the main structure. The Facilities Maintenance Division has been requested to install a new window in the Icy Creek Dam Control Building so work to do that will most likely go forward this summer as well. No other major maintenance work is scheduled for the next 4 years and any such work is subject to an adjusted schedule depending on condition when observed during the annual inspections.

- Wastewater Treatment Plant (WWTP) - This facility is in good condition with mostly minor maintenance needs. The finish coat of the epoxy floor coating in the truck bay, where the UV bulbs are acid washed, is still coming up in places and the concrete beneath is deteriorating. This damage will be addressed as the new treatment facility is constructed and the old plant is re-furbished to accept a new role. Exterior painting of the roof and walls will also be done with the construction of the new WWTP. Aside from the work scheduled in the transition from the old treatment process to the new, no major maintenance work is expected at this facility in next couple years. A new Major Maintenance plan for this facility and the additional Waste Water Plant building will need to be developed within the next year or so.
- New Power House - This facility is in good condition and one major maintenance project is scheduled at this time. The MM Project currently scheduled will do a Point by Point evaluation of the DDC system and assess the systems components for a replacement schedule. The assessment will also strive to recognize options for energy conservation upgrades and make recommendations for such work in the future.
- Old Powerhouse - This facility's use is being changed as the new Powerhouse is being developed. It currently houses a system that converts waste energy from the cooling water from the generators in the new powerhouse into electricity. A major maintenance project for FY16 will fund the replacement of the original plate steel man door at the old entrance with a more conventional door that can be keyed to match the doors at the new Powerhouse and sealed against rodents. Also included are a couple additional doors to be installed in openings that had no doors previously. These new doors are part of the conversion of this facility into its new role in the power production system. No other Major Maintenance projects have been recognized for this facility at this time.

- Ptarmigan Road 8-Plex – An 8-Plex apartment building was constructed in FY12 to house teachers and Public Safety employees. This building is in good condition at this time and no major maintenance work is scheduled for this facility in the next couple years. Our current major maintenance plans need to be updated to include this facility but little if any major maintenance will need to be considered for at least the next 4 years.
- Loop Road 4-Plex - This building is in fairly good condition. Exterior painting was completed in late FY14 and work to re-grade the back yard and plant grass was completed in late FY15. A capitol project to replace the existing roofing, sheathing and trusses is being brought forward for FY17 design and FY18 construction. This plan should be carried out and because of the extensive nature of the work an energy conservation project should be included to increase the attic insulation and install new vapor retarders and increase attic ventilation. These changes will add to the energy efficiency and reduce issues experienced during cold weather. No other major maintenance projects are scheduled for this facility for several years.
- Lear Road Duplexes - These buildings are in good condition. No major maintenance work is scheduled for these facilities until FY18 or later.
- Parks - All parks receive regular maintenance including garbage removal, restroom cleaning, grass mowing, and playground upkeep. At Sitka Spruce and Town Parks, a 2002 Play Ground Safety Audit showed two playground structures have a few problems, mostly due to the age of the structures and/or type of materials used when they were constructed. For these reasons two pieces, the swing set at Sitka Spruce Park and the elevated Play House with the Slide at Town Park are scheduled to be replaced in FY15. Currently the Swing at Sitka Spruce Park has been replaced and the elevated play structure in Town Park is under construction. In early FY15 the

southern fence around the Play Field at Philomen Tutiakoff Park was replaced and the floor in the Town Park Gazebo was replaced. Also in FY15 the last of the Memorial Park walks were replaced. All the FY15 work was done using in-house labor. The siding on both the Ounalashka Community Park's Restroom/Concessions building and the Parks Equipment Storage building is beginning to flake away as we have experienced on other facilities using this type of siding. Work to replace the siding on these two buildings is part of the FY16 schedule. Some paint work will need to be done on the buildings following the siding and may be addressed in FY17 when a new painting contract is being set up. The ball field is in need of 2-3 inches of infield topping and in the interest of keeping the field in a usable condition should be included in the FY17 Schedule and budget. At Expedition Park, work to rebuild the access stairs/ramps has continued with a design developed and materials on order. Work to construct the ramps and stairs will begin in most likely in July of FY16. Last fall we found a section of the roof on the Tutiakoff Park restroom building was being battered by winds and was damaged to the point of leaking. A new roof will need to be installed in FY16 so it has been included in the FY16 Budget request. The work to replace the roof will be done by in-house labor. On the horizon for our parks are a variety of play equipment replacements and upgrades to the restroom facility at Sitka Spruce Park Town Park and Tanaadakuchax Park.

- Iliuliuk River Footbridges - The two footbridges (one steel, one wooden) over the Iliuliuk River are in fair condition. At present, the bridge fabricated of steel needs received some repair and was repainted in FY15. No other Major Maintenance work is scheduled for this bridge for several years. The wooden footbridge will not require painting but periodically all threaded fasteners should be checked and tightened as needed. The Facilities Maintenance Division will be doing this work in the near future as time allows. Both bridges are structurally sound enough to carry the design loads at this time.

Facilities Maintenance Issues

Often materials are purchased in advance of projects and some materials need to be kept on hand for incidental repairs. Costs of these materials are greatly reduced as are shipping costs if the material can be purchased in unit lots rather than individual pieces. Dry storage of these materials is essential to retain their integrity until they are used but little space is available for this purpose at this time. The City's new articulating boom man-lift is also a problem during the winter months not only due to lack of storage space for the man-lift but also to transportation issues. The man-lift is a heavy piece of machinery and must be transported using the City's tilt bed trailer. The trailer is a steep climb for the man-lift which can barely crawl up the trailer's deck if the deck is damp or dry. Even with the deck of the trailer dry, loading this piece of equipment is a safety concern for the operator. If any mistake is made, the situation can become critical quickly. The trailer sits out in the weather all winter and when the lift must be moved to make a repair, staff must shovel the snow off then either salt the deck or pull it into the wash building to wash the remaining ice from the deck. Once that is done, staff must then wait for an hour or so to allow the deck to dry a bit before they can load the lift. A dry storage place for this tilt bed trailer would save the FMD staff at least 8 man-hours at each move when there is snow on the deck of the trailer. An area 50' X 200' of unheated dry storage for these materials, the man lift, and other equipment is greatly needed.

Costs of many materials and pieces of equipment have risen due to energy related manufacturing and shipping cost increases. These increases have made repairs and replacements of several additional facility components fall within what is considered "major maintenance". In order to assist in budgeting for these repairs, the Facilities Maintenance Division's twelve-year-old Major Maintenance Plan needs to be reviewed and updated. However, it is important to note that even if the Major Maintenance Plan is updated, unforeseen material failures will continue, creating a need for an occasional budget amendment,

although likely not as many as would be needed if the Major Maintenance Plan were not updated.

The new Global HazCom material data sheets are to be upgraded by 2016. This Division has a wide variety of chemicals, adhesives, finishes, and lubricants that we use regularly to perform our duties. Since these chemicals are required, conversion from our current MSDS pages to the MDS sheets will be very important and time consuming. The time required to perform this conversion will be quite costly if we are to do this in-house, possibly in more ways than one. In order to continue to keep repairs current and to complete maintenance projects, this Division strongly suggests the update work be done by an outside contractor.

#### Tasks Completed

- Painted the exterior of the Loop Road 4-Plex
- Updated the main DDC Controller at the Tom Madsen Airport Terminal Building, the Museum of the Aleutians, the Unalaska Library, and DPW/DPU
- Replaced the acoustical panels at the Aquatics Center
- Finished replacing the exterior man doors at the Unalaska Community Center
- Repainted the heating fuel tank at the Community Center
- Built a retaining wall around the Community Center and Burma Road Chapel
- Repainted the heating fuel tanks at DPW/DPU the Supply Warehouse, and the Wash Building
- Installed the controllers and pumps to activate the Ice melt systems at the Unalaska Library and the Tom Madsen Airport Terminal Building
- Repainted the interior of the Community Center
- Repainted interior of the Aquatics Center
- Repainted the interior of the Unalaska Library
- Renovated the controls on the FM 200 fire suppression system at

- the Museum of the Aleutians to meet Fire Code
- Repainted the exterior walls of the Supply Warehouse
- Replaced the southern playfield fence at Philomen Tutiakoff Memorial Park
- Installed new exterior doors at the DPW/DPU HazMat Building
- Repaired and repainted the mansard roof steel at DPS Station 1
- Re-painted the steel footbridge over Iliuliuk River
- Repainted the truck bay floors at DPS Station 1
- Replaced the original VAV Boxes at the Community Center
- Replaced the parking lot lights and poles at the Community Center
- Replaced the swing set at Sitka Spruce Park
- Replaced the pressure washer in the Wash Building
- Replaced the Carpets in the Unalaska Library
- Replaced the Loading Dock doors at the Museum of the Aleutians
- Repainted the exterior walls of Well Houses 1, 2, & 3
- Repainted the Unalaska Chlorine Plant
- Repainted the Unalaska Pump Control building
- Installed new door locks on the Tarmac doors at the Tom Madsen Airport Terminal building
- Repainted the Structural Steel components at the Tom Madsen Airport Terminal building
- Re-graded and planted lawn behind the Loop Road 4-Plex
- Repainted the interior of Burma Road Chapel
- Repaired the landscaping at the Unalaska Library and Unalaska City Hall after the parking lots were repaved and new curbs installed
- Completed the installation of UHMW at baggage loading docks at the Tom Madsen Airport Terminal building

Tasks in Progress

- Repainting the Vehicle Maintenance bay floors at DPW/DPU
- Install new LED Lights above the running track and at the south porch of the Community Center
- Replace the elevated play structure at Town Park
- Replace heat transfer fluid at City Hall

- Replace glycol heat transfer fluid at Community Center
- Replace glycol heat transfer fluid at DPS Station 1
- Replace glycol heat transfer fluid at Supply Warehouse
- Replace the stairs and ramps at Expedition Park
- Replace the siding and build an Arctic Entry at Icy Creek Control House
- Renovating the Aquatics Center's restroom, locker, and shower rooms

Recommended Improvements

- Replace restroom wall finishes at Tom Madsen Airport Terminal Building
- Install new LED lighting fixtures in concourse at Tom Madsen Airport Terminal Building
- Replace carpets at Library
- Repaint exterior of Library
- Replace the Vinyl floor coverings at Burma Road Chapel
- Repair insulation and install PVC insulation covering at Landfill Baler Building
- Rebuild roof and roof ventilation system at Burma Road Chapel
- Decide on course of action for Henry Swanson House
- Install new ice melt system at main entry at City Hall
- Provide point by point evaluations of DDC controls at Tom Madsen airport Terminal, City Hall, Community Center, Library, Museum of the Aleutians, DPW/DPU, and New Powerhouse
- Replace carpets in all areas of the Community Center not replaced in the 2010 renovation
- Replace the original steel Generator Room doors at DPS Station 1
- Replace 1<sup>st</sup> floor carpets at DPS Station 1
- Replace remaining exterior steel doors at the Museum of the Aleutians
- Install secondary water sanitization system for Swimming Pool water
- Install new fiberglass locker room doors at Aquatics Center

- Install new carpets in Life Guard's Office at Aquatics Center
- Reside the restroom/Concessions and Equipment buildings at the Ounalashka community Park
- Reroof the Philemon Tutiakoff Park's Restroom building
- Replace the Clarifier and air dryer in the Wash building
- Replace the rotted glulam beams at the baggage loading dock at Tom Madsen Airport Terminal building
- Replace the boiler flue at the Solid Waste Baler building
- Install wind screen walls at Carl E. Moses Restroom /Shop building
- Install new man doors in the Old Powerhouse
- Install new window in the Icy Creek Control building
- Repaint structural steel framing at loading dock at UMC Warehouse
- Replace electrical service equipment at UMC Warehouse
- Install day-lite floor drain in water service room at USCG Phone Building
- Install new Locks on all interior doors at the Tom Madsen Airport Terminal building
- Tighten fasteners on wooden Iliuliuk River Footbridge
- Construct additional dry storage for equipment and materials
- Update Major Maintenance Plan
- Update MSDS to MDS as directed by OSHA to comply with new Global HazCom System

DIVISION: Roads

The Roads Division (RD) is responsible for maintenance and snow removal on approximately 42 miles of roads and five bridges, including drainage systems, traffic controls, and safety systems. Paved roads account for 9.4 miles and gravel roads comprise 32.6 miles of right-of-way. In addition to the paved roads, the City maintains 15.6 acres of paved and gravel parking areas. The RD equipment consists of dozers, backhoes, compactor, dump trucks, loaders, tractor-trailers, pick-ups, road graders, sander trucks, and a street sweeper. This Division is staffed with a Roads Chief, three Heavy Equipment Operators, four Medium Equipment Operators, two Light Equipment Operators, and

one six-month temporary Medium Equipment Operator. The RD assists other Departments and Divisions as needed.

Current Condition

- RD equipment is at a high rate of operational readiness with all units being ready for use at a moment's notice.
- The RD has a good working relationship with other Departments and Divisions including the Unalaska City School District, Qawalangin Tribe, and local businesses allowing the RD to perform our work in a cooperative manner.
- Lack of adequate dump snow dump sites makes snow removal more time consuming and more costly especially during heavy snow years.
- Erosion on roads adjacent to the Sea caused by storm surge and tidal action continues to occur.
- Drainage culverts clogged in some areas caused by storm run-off require frequent maintenance.

Tasks Completed

- Annual surfacing of Captains Bay, Summer Bay, East Point, and Ballyhoo Roads improved drivability and ease of maintenance of these roads, with 7,000 cubic yards of E-1 (3/4 inch minus) gravel.
- Annual ditch cleaning and drainage improvements were made along Captains Bay, Summer Bay, East Point, and Ballyhoo Roads, with 23,750 feet of ditch cleaned and 8,957 cubic yards of waste from the ditches excavated and trucked out.
- Annual drainage infrastructure maintenance included cleaning sediment separators, jet rodding culverts Citywide, with 124 catch basins cleaned, 49 culvert crossings repaired, 1960 feet of culverts jet-rodded, and 7 sediment separators cleaned.
- Completed erosion control measures along Airport Beach Rd, Ballyhoo Rd. and Captains Bay Rd. with 16,000 Cubic Yards of shot rock from the Waste Water Treatment Plant project.

- Humpy Creek Bridge was re-decked with full length 4" X 12" treated timbers, and the Summer Bay Bridge had the wear deck runners removed to improve the drivability.
- Assisted Building Maintenance by using a back hoe and two employees at three locations to excavate for the retaining wall project at PCR, Airport Beach Rd., and East Broadway.
- Installed erosion control measures along Summer Bay Road and Overland Drive at Summer Bay Lake with 1000 Tons of A Stone.
- Improved Driving surfaces with 5660 Cubic Yards of Recycles Asphalt Milling from paving projects.

#### Tasks in Progress

- Developing GIS infrastructure data.
- Continue Erosion Control efforts City Wide.
- Asphalt hot patch in areas of paved roads as needed.
- Developing more useable flat areas owned by the City.
- Sign, Guardrail, Curb Replacement
- Tracking material and labor costs.

#### Recommended Improvements

- Develop one snow dump site on each end of town.
- Improve storm drainage system (rip rap ditches, grading, upgrade catch basins, new pipe runs).
- Improve driveway accessibility with lower road profiles and by filling approaches.
- Expand useable flat City areas.
- Develop a system to sell waste rock material to the Public from maintenance and capital projects.
- Equipment replacement for older snow blowers, sanders, trucks, graders and backhoes.
- Replace aged safety infrastructure signs, guardrails and curbs.
- Continue GIS data collection and entry.

DIVISION: Vehicle Maintenance

The Vehicle Maintenance Division's primary mission is the inspection, maintenance, and repair of the City of Unalaska's gas and diesel vehicles and equipment. The City has more than 150 units requiring general upkeep and repair. The service work and repairs are accomplished by 2 light duty mechanics, 2 heavy duty mechanics and 1 oiler. The Maintenance Chief oversees the scheduling, parts ordering, and day-to-day administrative activities to keep the fleet rolling. The Vehicle Maintenance Division is often called upon by other departments to assist in a wide variety of repair and fabrication work on all manner of City related projects.

Current Condition

- The City of Unalaska continues to enjoy a high rate of operational readiness, with almost all units being ready for use at a moment's notice.
- Parts and materials availability continues to be a challenge, causing delays in repairs.
- Diagnostic procedures for newer electronic computer controlled equipment (engines, brakes, hydraulics, and transmissions) are beginning to be a challenge to conduct.
- Some occasional-use equipment suffers weather damage from long term outside storage.
- The aging fleet requires more repairs but limited warehouse space restricts the amount of parts that can be kept on hand thereby increasing the downtime of the equipment/vehicles.

Tasks Completed

- Performed a wide multitude of routine maintenance as required.
- Processing impounded junk vehicles (removing all fluids, batteries, tires, garbage).
- 2004 CAT 14H Road Grader (RG2): Replaced engine and

transmission with remanufactured ones, rebuilt the differential and replaced the hydraulic lines.

- 2003 Ford F150 (PW0688): Transmission was replaced.
- 2008 Ford Explorer (UPD9633): Replaced transmission.
- 1997 Vactor Truck: Rebuilt the high pressure water pump and replaced the suction hose.
- 1994 Dump Truck: Rebuilt the dump box.
- 2006 Volvo G976 road grader: Replaced rusted brake lines and exhaust pipe.
- Performed extensive brake work on the dump truck fleet.
- 2009 Ford F250 (HM5059): New paint job and installed a new front fender and headlight assembly.
- 2002 Street sweeper (SS1): Put new bearings on the suction fan.

#### Tasks in Progress

- 1997 Hydro-Mulcher- Seed Blower (HS1): Installing new clutch and pump.
- 2007 Volvo L120E loader: Replacing the exhaust gaskets.
- 2003 Ford F250 (UFD0118): Installing new steering box and damper.
- Installing new heating elements in the asphalt hot box.
- Processing impounded and junk vehicles (removing all fluids, batteries, tires, garbage).
- Reviewing Rolling Stock Replacement Plan to update replacement projections for all heavy and light equipment.
- Continuing rust abatement program to extend the life of vehicles and equipment.

#### Recommended Improvements

- Construct 50' x 200' unheated storage garage to preserve infrequently used equipment and parts which are presently exposed to year-round weather and are in various states of deterioration.
- Modify existing facility or look for space to rent in the community to complete necessary vehicle, equipment, and parts painting.

- Replace vehicles that are unsafe due to irreparable rust damage.

DIVISION: Supply

The Supply Division (SD) is responsible for maintaining inventory and shipping and receiving for all purchase orders. Mileage and hour tracking is performed on 156 pieces of equipment for preventive maintenance scheduling. SD maintains accurate records of new and surplus equipment. SD is also responsible for registration and licensing of the City of Unalaska's fleet. The SD processes work orders for capital projects, Vehicle Maintenance, Facilities Maintenance, Roads, Water, Wastewater, Solid Waste and Electric Divisions. SD creates monthly fuel and financial reports. The SD is responsible for the approval of fuel and freight invoices to ensure proper billing. SD maintains up-to-date information in the fuel island software. This Division also aids various departments in locating items for their specific needs. This Division is comprised of a Supply Division Supervisor and three Storekeeper I positions.

Current Condition

- Multi-departmental purchases require a complex approval process that sometimes results in long delays in placing the orders.
- Limited space within the Supply Department for receiving new inventory.
- Limited warehouse and shelving space restricts the amount of parts that can be kept on hand for vehicle/equipment repairs.

Tasks Completed

- Received four new pieces of equipment.
- Sold two pieces of equipment.
- Conducted one surplus sale in FY15.
- Annual inventory discrepancies were less than 2 percent.

Tasks in Progress

- Training newly hired Storekeeper I.

Recommended Improvements

- Continue to remove parts pertaining to vehicles that are sold during the year.
- Organize Supply Department inventory space to fit more shelving.
- Expand warehouse to enable more parts to be stocked in inventory.