



CITY OF UNALASKA
ANNUAL ASSESSMENT OF CITY SERVICES
Fiscal Year 2016
July 1, 2015 – June 30, 2016

July 1, 2016

Dear Mayor Marquardt and Council Members:

I present to you the 15th Annual Assessment of City Services covering Fiscal Year 2016. The primary purpose of this assessment is to inform the Council and our community of the City's accomplishments over the past year.

We enjoyed another productive year at the City of Unalaska, and this assessment documents the work performed by the staff. City employees work many hours to produce quality services within the budget provided by the City Council. We are a cohesive team that works well together and produces results.

We hope this assessment is a resource for improving communication between City staff, the Council, and the public. The assessment is a statement of the current condition for each department, the accomplishments for the year, the work still in progress and recommended improvements.

We plan to assess the value of this document versus the tremendous amount of effort to produce it and decide whether it is worth the effort.

This construction season we are going to complete the ongoing construction on the Wastewater Treatment and Water Treatment Plants and will begin work on the Light Cargo Dock and Backflow Prevention Projects. It will be a busy season that will provide valuable projects to the community and City.

I am extremely happy to be a part of the City Staff and proud of the work we accomplish on behalf of the City of Unalaska and the community. I look forward to working with you as we begin the new fiscal year.

David Martinson
City Manager

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CITY MANAGER'S OFFICE

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.

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.

The City Manager's Office consists of two employees: City Manager and Administrative Coordinator.

Current Condition

- Limited Federal and State government spending affects funding availability and capital projects.
- Lack of available airplane seats in the market for travel to and from Unalaska negatively impacts local businesses and the provision of City services. However, the new Saab 2000 has improved ability for baggage to flow with passengers and reduces flight times.
- Leadership training needed for some supervisors.
- CMMP process much improved.
- Lack of city-wide storage space results in increased costs and inefficient use of available space.
- Lack of adequate housing makes employee recruitment and retention difficult for businesses and the City.
- Public relations continue to improve with press releases, City website and social media presence (Facebook).
- Former Resource Analyst, now Council Member, 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; fishery harvest information is useful for the Finance Department in projecting general fund revenues.
- Relationship between City of Unalaska and the Ounalashka Corporation is improved.
- GASBY requirements relating to booking of PERS liability continue to negatively impact finances.

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, Captain's Bay Road utility improvements, and upgrades to the Storrs Harbor.
- Completed successful Legislative Reception in Juneau.
- Attended conferences of Alaska Municipal League and Southwest Alaska Municipal Conference.
- Compiled and distributed monthly department reports to Mayor and Council.
- Unalaska channel dredging study funded by Corps of Engineers with a 50 percent cost sharing.

Tasks in Progress

- 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 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 Program.
- Continue to send Councilman Frank Kelty to North Pacific Fisheries Council meetings; Council groundfish and crab plan team meetings; and 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, MPAs and MMPA.
- Continue to improve fisheries catch and value information for Finance Department budget process.
- 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 and MMPA issues as they pertain to the Pacific Right Whale, Fur Seal and Steller Sea Lion.
- Council Member Kelty to continue fisheries reports on KUCB radio.
- Continue work on increasing public awareness of fishery issues together with the local media.
- Continue to improve transparency through Council Meetings and the media.

Recommended Improvements

- Improve housing availability for employees.
- Develop a better understanding of various new Federal policies and issues such as Ocean Policy, Marine Spatial Planning and Catch Share regulations.
- Develop Comprehensive plan and strategic plan for the City and its services.
- Continue to investigate potential for fiber optic spur for high speed Internet.

ADMINISTRATION

Mission

Our mission is to support the City of Unalaska, our employees and future employees through ensuring a safe and equitable working environment, extending training and learning opportunities for professional growth, standardizing policies, and facilitating clear and consistent processes.

The Administration Department's primary function is to ensure that the policies established by the City Council are properly implemented. Administration is responsible for establishing overall direction, coordination, management, and support for 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, 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 Employee Housing Program.

Administration is also involved in various projects 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.

Current Condition

- 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.
- Increased education and usage of Munis HRIS program module has resulted in improved applicant tracking and employee recordkeeping, in addition to streamlining data entry tasks.
- Difficulty with the management and accessibility of citywide policies and procedures results in inconsistent practices and unclear guidance.
- The cost of health insurance continues to rise and the Affordable Care Act has resulted in new reporting requirements.
- Ten employees are on the waitlist for City-owned employee housing. The City 8-Plex and 4-Plex are fully occupied and Lear Road Duplexes has two available units, which are being reserved to help recruit for key positions.
- Challenges in locating desirable and readily available housing impacts the ability to recruit and retain qualified employees.

Tasks Completed

- Administration, in partnership with the Finance department completed ACA compliance milestones for calendar year 2015 and continues to stay informed on Affordable Care Act compliance responsibilities.
- Negotiated a 3 year contract with the three IUOE 302 bargaining groups, for DPW and DPU, City Hall and PCR employees.
- Key positions recruited for and filled, namely City Manager, Assistant City Manager, Public Safety Director and Planning Director now filled; 3 of 4 positions filled through internal promotions.
- Assisted with recruitment of various other positions throughout the city either by directly

participating on interview panels or by providing guidance to department directors and supervisors in the recruitment process.

- Completed City-Wide Anti-Harassment training in partnership with APEI.
- Assisted various City departments with risk management questions, updated forms, waivers, and agreements to comply with the City's insurance and liability requirements.
- Scanned approximately 15% of certificates of insurance and approximately 25% of OSHA training records into an electronic data base.
- Established a City Safety Committee to work together to increase collaboration organization wide and reduce the duplication of efforts to keep our employees safe and in meeting OSHA requirements.
- Distributed safety suggestion boxes to be installed in City buildings for employees to share their recommendations to improve the working environments.
- Filed and maintained Workers Compensation claims and documents.
- OSHA Annual Report completed and form 300A posted in all departments.
- Completed OSHA hearing tests as required by the OSHA Hearing Conservation Program.
- Streamlined the process and application material for the Community Support Review Committee packets, and facilitated meetings for the Community Support Review Committee.
- Completed the insurance budget and insurance application. Application process included updating property, vehicle, and mobile equipment asset schedules for the insurance renewal, including new city properties and vehicles acquired.
- Allocated insurance premiums based on physical assets, salaries, revenues and liability potential.
- Included housing projects, namely the kitchen remodel for Lear Road Duplexes and a roof replacement for the 4-Plex, in the FY17-21 CMMP.

Tasks in Progress

- Recruiting for various key positions, including Finance Director, Treasurer and Fire Chief.
- Implementing PowerDMS as a tool to better manage, review, update, disseminate, and access citywide and departmental policies. City and Departmental policies and preparing updates for PowerDMS.
- 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 roles and responsibilities change with promotions and transfers throughout the City.
- Continuing partnership with IS Staff and Finance toward final implementation of Munis Employee Self-Serve and online application module.
- Reviewing forms, agreements, policies and procedures for each department for risk and liability issues.
- Researching software to help manage and track certificates of insurance.
- Scanning and organizing remaining OSHA safety training files.
- Assisting departments with using Target Solutions training website. Looking into how to integrate this with PowerDMS for improved tracking and reminders.
- Coordinating the development of Job Hazard Assessments; so far we are 60% complete. These JHAs will be used to help identify training, certifications and in implementing other safety measures.
- Developing an OSHA safety training schedule and safety orientation process.
- Reviewing and updating City wide and departmental Safety and Health Plans per OSHA regulations.
- Launching MSDS Online to remaining employees.

Recommended Improvements

- Expand training for new or front line supervisors in human resource issues, including evaluations and employee discipline.
- Develop training programs in various areas including effective communication, public management, leadership, and ethics.
- Review and update housing, risk, human resources and general Administration policies using PowerDMS.
- Upload, review and update job descriptions utilizing PowerDMS to facilitate review and improve accessibility.
- Development a meaningful employee recognition program to promote long term retention of quality employees.
- Strengthen knowledge and usage of Munis modules, including Employee Self-Serve, within the Administration Department. This will aid in the in the areas of annual reporting requirements and improved applicant tracking, and has the potential to process timesheets, leave requests, evaluations and adjustments to pay.
- Review the Classification and Compensation Study and conduct a compensation analysis per City Code.
- Establish an OSHA Safety training schedule and safety orientation process.
- Review, evaluate and update City-wide and departmental OSHA Safety and Health policies.
- Streamline the orientation process by scheduling standard start dates for new employees. This will allow for a group orientation to city wide and general polices as well as an introduction to the functions and responsibilities of the various City departments and divisions. Use Power DMS where applicable to help implement programs and processes, including employee orientation.
- Improvements to city housing, such as a bike rack outside the 8-Plex; a BBQ pit/picnic area between the 4-Plex and 8-Plex buildings; and landscaping around Lear Road duplexes.
- Define housing requirements for employees.
- Add an Employee Assistance Program (EAP) to the employee benefits package.
- Develop Training program for employees serving as notaries.
- Provide 10-hour OSHA training for employees serving on Safety Committee.
- Update the local landlord contact list in consultation with the City Clerk's office.
- Enable and encourage Administration managers to obtain professional certifications in the areas of Human Resources and Risk Management.

CITY CLERK

Mission

To serve the citizens of Unalaska as accessible and responsive representatives of transparent and open government, and to facilitate and promote full participation by citizens in our local governmental process. The City Clerk's Department, which consists of a staff of three, is a service-oriented department that provides legislative support to the Mayor and Council, administers elections, manages official records and answers public records requests, issues business licenses and taxi permits, administers property tax assessments, manages the assessment and collection of sales tax, raw seafood tax, hotel-motel room tax, and local improvement district special assessments, prepares and posts public notices, and provides phone and mail support for City Hall.

Current Condition

- Information about sales tax ordinance revision has been sent to licensed businesses; staff is prepared to answer questions and provide assistance as businesses adjust to new procedures.
- Deputy Clerk continues to pursue professional development opportunities; in 2016 she completed the second year of the Northwest Clerk's Institute program.
- Monitoring business license and sales tax reporting compliance is labor intensive and time consuming and would benefit from increased automation.
- Very little progress has been made in the implementation of Tyler Content Manager.
- Inventory of city-wide records is obsolete; the last inventory was conducted ten years ago.
- The records retention schedule is outdated.

Tasks Completed

- Wrote and adopted a major revision of the sales tax ordinance creating an exemption certificate program.
- Created and adopted a 5-year property tax exemption for new subdivisions.
- Wrote and adopted a \$30K business personal property tax exemption ordinance.
- Created spreadsheets to monitor compliance with business license and sales tax reporting requirements.
- Created an information packet for sponsors of initiative/referendum petitions.
- Completed improvements to the sound system in the council chambers.
- The State Assessor provided board of equalization training.

Tasks in Progress

- Planning process has begun to accomplish a new city-wide records inventory.
- Staff is reviewing records retention schedule in preparation for a major schedule revision.
- Documentation of departmental procedures is being prepared and collected in preparation for entering procedures into Power DMS.
- A revision of the sales tax exemption for new residential housing to include renovations of existing buildings to create new housing units is awaiting council approval.

Recommended Improvement Projects

- Update handbooks for Directors and Council Members.
- Work with new Finance Director to facilitate implementation of Tyler Content Manager for Munis-created documents.
- Evaluate Tyler Meeting Manager software as a tool to facilitate council agenda creation and distribution.
- Work with Munis staff to implement sales tax module.
- Prepare ordinance governing Board of Equalization procedures.
- Explore alternatives to American Legal Publishing for codification services.

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;
- Performing grant administration and reporting; and
- Perform accounting for capital projects and fixed assets.

Current Condition

- The City has received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the last 10 years resulting from 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 the Certificate of Achievement for Excellence in Financial Reporting for the fiscal 2015 Comprehensive Annual Financial Report which had an unqualified opinion.
- Changed the billing system to allow customers to have their monthly bills emailed to them.
- Introduced and successfully implemented EFT program to allow customers to sign-up for monthly auto pay of their Utility Bills from their checking accounts.
- 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.
- Ensured City compliance with our initial year in the new Affordable Health Care requirements by processing employee 1095C forms and successfully submitting electronic files to the IRS.

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 or revamp the City's purchasing card program.
- Overhaul the Accounts Payable procedures and programs to better utilize City staff and ensure timely payment and handling of all data records and payments.
- 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 general billing.
- With each new version of Munis/Tyler implemented, evaluate new methods and opportunities for training finance staff and other City employees.
- Working to implement Request for Check feature in Munis which will streamline accounts payable processing of local purchases and eliminate unnecessary paperwork.

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/State Financial Assistance worksheet monthly, not annually.

DIVISION: Information Systems

The Information Systems (IS) Division supports all computer and software activity. Three employees maintain 35 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 the Library's network with new virtual servers and virtual desktops for both the staff and public users.
- Worked with vendor and the School to allow the sharing of internet bandwidth for the School and Library.
- Upgraded and installed new network equipment, IP cameras, and VOIP equipment at both new Water and Wastewater Treatment Plants.
- Implemented a virtual desktop server cluster to support both a great quantity of user desktops and a better desktop experience for power users.
- Upgraded the Network Core Switches and SAN for a more efficient and responsive network for all users.

Tasks in Progress

- Support DPW with their development of 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 upgrade the server infrastructure and software needs for DPS.
- Installation of new security cameras and associated NVR equipment for both the Water Treatment Plant and the Wastewater Treatment Plant.
- Work with Electric and Water Utilities to implement automatic meter reading hardware and software.
- Work with Ports department in developing a comprehensive plan to implement security cameras at the Carl E. Moses Boat Harbor and other Port facilities.
- Consolidate isolated City networks to leverage a single ISP backbone for both simplicity and cost effectiveness.
- Work with all departments in the implementation of Power DMS.

- Continue working with all departments on other City wide software projects.

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.
- Develop better collaboration on City capital projects that require IS involvement.

PARKS, CULTURE AND 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; a staff of 34 employees, five facilities, nine parks, two advisory committees, and an operations budget of approximately \$3 million.

DIVISION: Administration, Facilities & Operations

Current Condition

- Staff and community connection to the many benefits of parks and recreation and library services.
- Continued turnover with aquatic, operations, and recreation positions within the department.
- The lack of a systematic intercom system at the Community Center creates interruptions during programs, events and meetings.
- 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.
- There are limited recreational facilities available on Amaknak Island.
- Some of the equipment in the Weight Room is out of date.

Tasks Completed

- The mission statement used more and a new department slogan developed.
- All department policies updated.
- Work calendars development with leadership team.
- Developed a staff training plan.
- Quarterly department meetings held with all PCR employees.
- 360 evaluations completed with the department Director and managers.
- Three PCR leadership team members elected to Board of Director positions at the state level.
- Replaced upstairs refrigerator and moved the old refrigerator to Burma Road Chapel.

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.
- Research of grant funding for PCR projects 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.
- Replacement of kitchen supplies.
- New chairs for Conference Room ordered.

Recommended Improvements

- Better connect staff and the community with the benefits of parks and recreation and library services and how what we do at PCR aids in all aspects of having a healthy community.
- Update PCR's Master Plan.
- Professional development opportunities for staff at all levels.
- Install a small multipurpose court at Sitka Spruce Park.
- Continue to look for opportunities to increase recreational areas on Amaknak Island.
- Determine why the bushes at Expedition Park are starting to die.

DIVISION: Aquatic Services

The Aquatic Center employs a staff of 16, which includes one full-time Aquatics Manager and 15 part-time Lifeguards. The Aquatics 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

- We are unable to extend the hours and offer more programs (community members have requested a WSI course, swim lessons for all age groups, water fitness classes, a year-round youth swim club, and Masters swim club) at the aquatics center
- Current lifeguard staff is young and overcommitted

Tasks Completed

- Reviewed and revised facility rules and policies.
- Completed operations manual.
- Held regular in-service trainings and meetings with Lifeguard staff.
- Identified and completed monthly and annual repairs and maintenance.
- Received satisfactory water quality sample reports.
- Completed Yearly DEC inspection.
- Completed Lifeguarding class.
- Offered preschool swim lessons.
- Offered Learn-to-Swim Program to for Kindergarten – 4th graders.
- Offered eight-week Youth Swim League season for Kindergarten – 8th graders.
- Funding approved in the CMMP for the Aquatics Center Improvement Project.

Tasks in Progress

- The Aquatics Center Improvement Project is in progress. The project includes improvements to the reception area and locker rooms, larger sauna, new deck drain, and addition of a family locker room, UV sanitation system, sound system, and timing system for swim meets, camera security system, key door locks.
- Revision of the Youth Swim Lesson program.

Recommended Improvements

- Purchase new cardio equipment for fitness area.
- Add a full time employee to the aquatics center staff to extend hours and increase programming
- Evaluate restructuring lifeguard positions and lifeguard hours to better meet the needs of the community and the Aquatics Center.

DIVISION: Unalaska Public Library

The City 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 approximately 39,000 volumes. Services include youth and adult programming, youth and adult circulating collections, outreach, public meeting rooms, internet access, free notary service, print/fax service, 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 2016.
- Growing book and movie collections, along with high meeting room use and children’s room use drive the need for a library building improvement project to remain on the City of Unalaska CMMP.
- Video conferencing equipment is being used by city staff and the public.
- High usage rates continue at the library with 4,622 active library card holders (card used in the last 5 years) and circulation totaling 145,675 items in 2015.
- Patron and staff laptops are over 5 years old and should be replaced.
- Current wireless internet speed is not always sufficient to handle the demand of patrons.
- Youth programming has maintained an increased level implemented last year in response to community interests.
- The OWL Grant provided video conferencing capabilities throughout FY16.

Tasks Completed

- Weeded out library collections, particularly children’s, teen, and adult fiction to make space for newer, updated materials.
- Upgraded and virtualized public and staff computers. Staff computers are on the City network, and public computers are on the library network, both of which are on servers at City Hall.
- Implemented automated computer sign-up for library patrons.
- Upgraded Library’s ILS (Integrated Library System) SirsiDynix for patron and item records and checkout and migrated to a server at City Hall.
- Staff members attended Active Shooter, Emergency Evacuation, and CPR/AED Training.
- Used IMLS Native American Library Grant and Public Library Assistance Grant funding to supplement the library materials budget.
- City Librarian successfully sought grants for Library Assistant to attend the Young Adult Services Symposium, and for City Librarian to attend the Alaska Library Association Annual Conference.
- The library has entered into a 3-year internet contract in collaboration with Unalaska City School District to increase the bandwidth from a 2.78Mbps/1.756Mbps connection to a 10Mbps/3Mbps connection shared between the two buildings, with bandwidth allocations changing over the course of the day between the two entities based on times of high use. Cost for this connection is supplemented by FCC E-Rate funds, as well as OWL (Online with Libraries) funds from the State of Alaska.

- Library expansion project was modified and remained part of the CMMP process, with project scoping in FY18 and potential design/construction in FY20/2021.
- Conducted a community survey to gather feedback on the current library building and potential improvements, including an assessment of the need for expansion.
- Reorganized Children's room and added several new shelving units.
- Expanded Summer Reading Program to include all ages, birth to adult.
In FY16, the non-profit Friends of the Library added two new board members, installed a Little Free Library at the Dutch Harbor Airport, donated a \$500 book scholarship for graduating seniors, and solicited donations from local businesses to support the Summer Reading Program. They also managed the book sale room at the library.
- Patron computer stations are virtual machines, installed in March 2016. Staff computer stations are virtual machines on the city network, installed in January 2016.

Tasks in Progress

- Create a new mission statement for the library, with community and staff input.
- Continue to offer increased youth programming and promote early literacy.
- Continue to promote library collections and lifelong learning with radio "Book of the Week" segments.
- Continue to work with the Ounalashka Corporation to secure ongoing IMLS grant to supplement library materials budget.
- Inventory the Alaskan materials in the Ray Hudson Room.
- Implement acceptance of credit card payments.
- Continue 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/UAF OWL project, keeping local library Internet access speeds above 1.5 mbps if possible through grant funding. If grant funding becomes unavailable, request an increase of the library budget to maintain the current amount of bandwidth.
- Continue to seek grant funding and promote the Library to remain on the City CMMP list to meet the future needs of the community.
- Accept credit card payments for library and passport fees.
- Create list of potential building improvements for the Library Building Improvement Project listed on the CMMP, based on community survey and input from staff and Library Advisory Committee.
- 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.

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.
- Management has renewed its focus on seeking qualified recreation professionals preferably with recreation or related degrees to fill Recreation Coordinator positions.
- High community expectations add pressure to change and offer additional recreational programming in all of our program areas.
- With a relatively new staff of coordinators an effort is being made to focus programming efforts on what has been successful and programming that has been requested by the community. This results in a slightly lower number of programs being offered but an overall increase in the quality of programming, while staff learns the varying aspects of their positions.
- Nationwide changes in the way volunteers are managed results in the need for staff development, and a more structured volunteer management system. This system will need to encompass both paid and unpaid volunteers.
- 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.
- PCR's Teen Council program is operating well and is garnering a lot of interest and participation from UCSD students.
- 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. Social media offerings include PCR's Facebook page and our Remind text messaging service.

Tasks Completed

- The Recreation Manager successfully passed his Certified Parks and Recreation Professional examination.
- Hired two new Recreation Coordinators and moved one Coordinator internally to the Arts and Culture Position.
- One Recreation Coordinator attended the National Recreation and Parks Association Conference.
- One Recreation Coordinator attended the Californian Recreation and Park Society Conference which focused on special event management.
- One Recreation Coordinator attended the Alaska Afterschool Network Conference.
- Youth basketball and soccer league officials received training.
- Youth soccer coaches received Honor the Game training.
- Implemented Honor the Game procedures with spectators during youth soccer and adult basketball leagues.
- Teen Council organized a number of different events, including a haunted house that was run in cooperation with PCR's Halloween Event and a Youth Leadership Summit held at the Unalaska City High School.
- Continued to enhance the look of the seasonal activity guides using new software.
- Developed and implemented a new program planning and evaluation procedure which incorporated professional standards derived from information received from a national accredited recreation school

and the National Recreation and Park Association's Certified Parks and Recreation Professional exam preparation materials.

Tasks in Progress

- Provide educational opportunities for staff.
- Streamline electronic file storage on the department's server.
- Use program planning procedure to identify the actual costs of each program in the effort to create an improved program budget and a well-defined program fee schedule.
- Continue to improve our arts and culture programming by the development of a summer cultural celebration, additional theatrical programming leading up to Missoula Children's Theater, and a community choir program.
- Partner and collaborate with businesses and organizations to provide more programs.
- Create and implement senior programming.
- Create and implement a walking program.
- Evaluate adult leagues offerings.
- Explore utilizing the Kids' Room as a more interactive recreation zone for Kindergarten - 4th graders during after school hours.
- Evaluate youth league offerings and add two mini seasons to introduce Unalaska's youth to additional sports.
- Develop a promotional plan utilizing social media and other sources to better promote PCR programming to the various demographics in Unalaska.
- Tailor Teen Council to include a heavy parks and recreation component which will introduce members to the professional field of recreation.

Recommended Improvements

- Evaluate programs offered and assess programming needs for different demographics.
- Formalize our volunteer system.
- Create an internship like program with UCSD.
- 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 5th to 8th grades.
- Seek ways to incorporate more national standards into PCR's program offerings, especially sports programming.

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, Associate Planner, and Administrative Assistant II. In Fiscal Year 2017, a new position will be created, bringing the department total to four positions. The new position will be GIS Administrator.

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, with the exception of the new GIS position. Recruitment for this position is in progress.
- Turnover has been limited on the Planning Commission, as there has not been a vacancy for over a year now. Training for the Commissioners is still a significant need.
- The Planning Department continues to collaborate with other City Departments, the Planning Commission, and the Planning 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.
- Major strides have been made in the physical organization of the office workspace in the Planning Department. Rearrangement and increased efficiency has made room for a new employee, while also creating less clutter in the office. There remains work to be done to catalog the records that remain and to archive some records.
- The Comprehensive Plan consists of three components: Unalaska Comprehensive Plan 2020; Comprehensive Plan 2020 Housing Plan; Unalaska Land Use Plan: 2015. These three components of the plan provide guidance for projects and City staff recommendations.
- Planning takes a leadership role in the City's GIS system. Most City departments currently use GIS to manage the geographic locations of their assets. Planning has successfully advocated for funding for an additional staff member ("GIS Administrator"), which will be added in FY17.
- The historic preservation program continues under the guidance of the Unalaska Historic Preservation Commission with professional staff support from the Planning Department. An update to the Inventory of Historic Sites and Resources was completed in FY16 with the help of the consulting firm DOWL.

Tasks Completed

- The completion of the Unalaska Land Use Plan: 2015 represents a significant achievement for the Planning Department. This supplement to our existing Comprehensive Plan adds a much needed component that was given very little attention in the original plan. The land use plan creates recommendations that are specific to locations in the community, focusing on which land uses are most appropriate in which neighborhoods or subareas in Unalaska. This allows planning staff to make better recommendations for land use requests by developers. The plan was developed through an in-depth public outreach process that lasted from June to August of 2015, leading to final City Council approval in November 2015.
- The Planning Department negotiated an agreement with the GTG consulting firm for GIS assistance services for FY16, and the tasks for the contract were carried out over the course of the fiscal year. Task 1 was an upgrade to the Vantage Points system, which is used to view GIS data by end users across City departments. Task 2 was to deploy ArcGIS Portal, which allows us to implement streamlined procedures for end users to edit/view data. Task 3 was to deploy ESRI's Collector App, which allows staff to use mobile devices to collect GIS data in the field. Task 4 was training and education, involving a site-visit from GTG staff to train City staff on LGIM database, Portal workflows, and Collector App. Task 5 was general assistance throughout the year, including assistance with the Aerial Photography Project. These tasks were all completed and invoiced to the City in FY16.
- In FY16 Planning successfully prepared for an additional position of GIS Administrator. In addition to the above mentioned GIS tasks that prepared our GIS system for a new staff member, the Planning Department worked to get funding dedicated in the FY17 budget for a new staff position in the department. Planning also determined the function of this new position and prepared a job description for the new positions, as well as prepared the office space physically for a new employee, which required months of work archiving cataloging and archiving records to make room.
- The FY17-21 CMMP was drafted and approved in FY16. Planning staff took the lead in preparing the document and determining the overall funding requirements through several rounds of review in order to allow the determination of funding capabilities in each round. The final CMMP was prepared and approved by City Council in April 2016.
- The update to the Unalaska Inventory of Historic Sites and Resources was completed in FY16 under contract with DOWL consulting services. The effort was moved forward by the Historic Preservation Commission and Planning staff. An RFP was released, DOWL's proposal was selected, and the project was completed by DOWL by June 2016. The final report catalogs about 200 historic sites in Unalaska with descriptions of the structures and histories behind them. It is a legal requirement of our historic preservation program.
- A CMMP nomination for Henry Swanson House Improvements was drafted and submitted by Planning staff. It was included in the original draft of the FY17-21 CMMP, but was not ultimately included in the final approved by City Council.
- Several text amendments to Title 8 were drafted by Planning staff and approved by City Council in FY16. First, Ordinance 2016-01 amended subdivision requirements to allow simple lot splits to waive the utility service line installation requirement, making it much easier for landowners to split lots and create new property for housing and other uses. Second, Ordinance 2016-02 ("Minor Offense Ordinance") changed many sections of code, including Title 8, clarifying that violations of the zoning code or subdivision code are considered a minor offense and can be punished with a citation. Third, Ordinance 2016-08 amended the rules for the Planning Commission to allow for telephonic participation, making it easier to attain a quorum for meetings.
- Several policies and procedures have been created for the Planning Department in FY16. A policy was created explaining the City's policy on easement acquisition. A corresponding guideline was created to standardize the City's procedure on acquiring easements for City projects, which is led by

the Planning Department. Following the passage of the Minor Offense Ordinance, the Planning Department created a guideline for enforcing public nuisances throughout the community.

- The Planning Department places an emphasis on youth education in the community. In FY16, two events were conducted by Planning staff. The first involved working with a classroom group on a multiday project, using planning principles to design hypothetical development in Unalaska. The second was attending the career fair at the high school to discuss planning and city government careers.
- Negotiated various lease agreements for tidelands ranging from 20 to 50 years, and brought them before Council for their approval.
- Submitted an Annual Report of the Historic Preservation Commission to the State's Office of Historic Preservation.
- Negotiated with land owners and local businesses for easements required for various improvements to infrastructure and utility systems.
- The continuing process of reviewing development applications continues, as every building permit is reviewed by Planning staff, and developments requiring exceptions to the zoning code are processed and presented to the Planning Commission on a monthly basis. This overall development review process continues to be the largest area of the department's function.

Tasks in Progress

- Planning staff are coordinating with Kodiak Mapping, Inc. to complete the GIS Orthophotography capital project. The contract was signed and work began in FY16. The photo was planned to be taken in June 2016, and data processing will follow into early FY17. The final product will be a full high-resolution aerial image of Unalaska for use in the City's GIS system.
- Preparations continue to be made for the incoming GIS Administrator position, along with general improvements to the City's GIS system. An FY17 contract with GTG is being negotiated and will include limited services due to the added expertise of the GIS Administrator.
- The Planning Department is continuing to find ways to improve the development review process, requiring interdepartmental collaboration. Streamlined interdepartmental processes have been looked at, but none have been implemented so far.
- Policies and guidelines are continuing to be developed. These are intended to standardize our procedures and create documentation of the way that operational tasks are performed by the department. This becomes most important with employee turnover, as incoming staff members need guidance on how to perform tasks. Over time, tasks will be performed the same regardless of staffing or individual circumstances, unless guidelines/policies are explicitly changed in writing by the Director. Subdivision review procedures are currently being documented in a guideline and other development review procedures will be reviewed as well.
- 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.

Recommended Improvements

- Update the Comprehensive Plan. During the course of FY17, Planning should begin the process of putting together the information for a new comprehensive plan. Without consultant assistance, Planning staff can do public outreach, prepare information for an existing conditions study, organize the plan into sections, and begin drafting the language of recommendations for each section. Consultant help may be required for some visualization and helping to organize the final draft, but Planning staff will always remain the project manager for the plan. A work plan for FY17 tasks relating to the comprehensive plan will need to be developed. The resulting comprehensive plan will be concise, very specific, involve mostly visualizations of its recommendations, have a strong land

use component, and include a significant section on public facilities and infrastructure improvements. The plan will aim to plan out to 2030.

- Following the comprehensive plan, Planning staff will work to create an implementation strategy that identifies in detail the City's capital improvement requirements year to year, which will serve as a guide to future CMMPs. The implementation strategy will also focus on implementing the land use section of the comprehensive plan by providing guidance to the planning department on zoning and land use regulation changes.
- With the help of the new GIS Administrator, expand and improve our GIS system in keeping with our tactical plan, implementing new technologies as they arise. This includes streamlining the data editing process for users across the City and focusing on enhancing the accuracy and completeness of the GIS data.
- Finalize the updated aerial imagery and integrate into our GIS.
- In partnership with the IS Division and the Library, create a kiosk for the public to view and print GIS maps.
- Improve the development review process. Explore the opportunity to use zoning permits to provide a standardized way to review building permits for zoning compliance. Anyone wishing to building in Unalaska would obtain a zoning permit first from Planning before going to Public Works for their building permit. There are checklists in the Planning office that have started a framework for this review.
- Explore options for amending the Historic Preservation Ordinance. Clarify the roles of members of the Historic Preservation Commission with the goal of eliminating ex-officio City staff positions on the commission and attempting to bring historic resources professionals into the commission.
- Improve the CMMP process. Some technical issues can be worked out by finding more streamlined processes for departments to submit their nominations (Munis, etc.). Also, scoring of projects needs to be standardized and links to the Comprehensive Plan and a general plan for infrastructure development need to be made.
- Continue education and training of Planning staff. The Associate Planner should continue working toward eligibility for the AICP (Certified Planner) exam. The Planning Department will cover the costs of the application and the exam fee with the APA. The Planning Director will continue to obtain Certification Maintenance credits for AICP through training and conferences. The GIS Administrator will attend conferences and obtain training to stay informed of the latest technologies in the GIS world.
- A training program for the department will be developed, specifically outlining which conference or training sessions will be attended by which staff members each year, with rationale and expectations for each.
- Continue training for the Planning Commission members and provide educational materials and presentations. The Chair should attend the Alaska Planning Conference in Anchorage and potentially the Historic Preservation Conference in Anchorage as well.
- Staff should explore bringing training professionals from the Alaska Division of Community and Regional Affairs to Unalaska for training with the Planning Commission
- Become more involved with planning education for the youth in Unalaska, using the APA's Ambassador program as a guide.
- 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.
- Continue monitoring tideland acquisition opportunities to accommodate increased development.
- 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.
- Best Management Practices Manual is current and plan is in practice as outlined
- Inconsistent fee structures across facilities results in confusion and lack of uniformity.
- Lack of affordable software to interface Port billing with Munis results in duplicate data entry and exposure to inefficiencies and errors.
- US Army Corps of Engineers has named dredging of the entrance channel as a new start-up project.
- 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 and funding for replacement facility is limited.
- Additional long-term requests for containerized and other cargo space cannot be fulfilled due to lack of upland availability.
- Additional fuel vendor line in use resulting in increased fuel transfers and vessel traffic at UMC.
- Robert Storrs C Float replacement has enhanced mooring opportunities and services.
- Facility security, changing regulations, and increased vessel traffic has positioned Ports in a reactionary position for operations and maintenance.

Tasks Completed

- Facility Security Plan reviewed successfully by the USCG and an independent audit.
- Harbor Safety Committee successfully implemented at Sea Medical Transfer procedures.
- Robert Storrs C Float Replacement project is complete and in use.
- Design for Light Cargo Dock completed and awarded for construction.

- 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 \$10,000,000 for UMC Replacement Project through the Federal DOT Tiger Grant program.
- Harbor Officers trained and current in Hazwoper, ICS, First Aid and CPR.
- USACE permits applied for and received for the LCD construction and UMC Expansion and Replacement Project.

Tasks in Progress

- Streamlining billing and data collection processes.
- Planning for Emergency Towing System and Mooring Buoy Annual Drill Summer 2016.
- Scoping for Robert Storrs A and B Float Replacement.
- Financing package for the UMC Expansion and Replacement Project
- Developing a Harbor Safety Committee to review and implement Standards of Care for vessel traffic, anchorages, and medevac procedures.
- Implementing a Maintenance Inspection Plan for Emergency Mooring Buoy.
- Developing an Operating Plan for Emergency Mooring Buoy.
- UMC Expansion and Replacement Project: design and permits.

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 bathymetric 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.
- Paving of the USCG Backreach has decreased maintenance and enhanced safety.
- Increased pot and gear movement at LCD has enhanced revenues and reduced the ability to provide off-season tie-ups.
- Future industrial vessel designs and current vessel drafts 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.

Tasks Completed

- Backflow prevention plan completed.
- Paving of the USCG Dock Backreach.
- Robert Storrs C Float Replacement completed.
- 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.
- Annual hull maintenance and fire monitor engine rebuild completed for the Tide Breaker.
- Completed agreement for new fuel vendor to transfer fuel at UMC.
- Harbor Officer hired and trained.
- Hosted 9 cruise ships.
- Completed design and awarded construction for the Light Cargo Dock Expansion.

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.
- Biological data collection for IHA permits for replacement of UMC Positions 3 and 4.
- Robert Storrs A and B Float continued Maintenance.
- Installation of backflow preventers.
- Expansion of the Light Cargo Dock.

Recommended Improvements

- Finalize Plan for development of Positions 3 and 4.
- 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 Security fencing and cameras at UMC.
- 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 and/or the General Fund for annual operations and major maintenance
- Long-term parking was partially re-opened with a no parking zone next to the deteriorating torpedo building.
- The State of Alaska has reached an agreement with a private party to demolish the Torpedo Building completion of demolition will enhance safety for the long-term parking and businesses adjacent to the torpedo building during high wind events.
- Newly installed in both the long-term and short-term parking lots enhances safety and security
- The roof is nearing the end of its useful life the rest of the terminal building is generally in solid condition.
- Current baggage handling creates heat loss to the building.

Tasks Completed

- All tenant subleases reviewed.
- Outside Major Maintenance completed.
- Multi-agency mass casualty drill completed.
- Pest control program for terminal building implemented.
- Lighting for long-term and short-term parking installed.
- Lease agreements in place for vending machines, ATM and advertising spaces.

Tasks in Progress

- Installation of video surveillance.
- Review of Anchor Tenant Subleases are under review
- Bathroom upgrades.
- Terminal is monitored by daily rounds of harbor personnel, maintenance personnel and cleaning staff.

Recommended Improvements

- Replace roofing.
- 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 22 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 & 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 2596 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

- Manpower vacancies negatively impact personnel and present challenges with maintaining minimum staffing, training new recruits, and allowing police staff to taking earned vacation. Additionally, it impacts our ability to conduct long term or complex investigations, and affects our outreach projects.
- Lack of available and affordable housing continues to negatively impact recruitment and retention of officers.
- Improved transparency with high level of public outreach and implemented a strategy to improve media relations which helps maintain a positive relationship with the community.
- Increased ability to coordinate activities results in a safer and more prepared community through developing and maintaining positive working relationships with partner agencies.
- Initial steps have been taken towards centralizing departmental training records to ensure consistency between divisions, and increase the ability to track and produce accurate employee training records.
- The Department's records management system is aging and no longer meets Federal guidelines, does not interact with statewide information sharing networks, and no longer receives version support.
- The Department continues to lack a social media presence which is one of the primary ways by which members of the public receive information. A social media presence will give the Department an efficient means of disseminating information, and provides an interactive tool for communication with the public. The kennel is suitable for holding animals only for short term periods.
- A new parking lot was completed, adding additional parking for staff and public.
- The radio communications system is aging and some components are in need of repair and/or replacement.

Tasks Completed

- Participated in numerous outreach events and activities.
- Centralized policies and standard operating guidelines (SOGs) in City's document management system (PowerDMS).
- Identified and trained alternate DMV agent.
- Participated in an airport functional exercise with DOT.
- Impounded and disposed of numerous junk vehicles.
- Completed a revision of City Code that addresses minor offenses.
- Participated in the statewide exercise, Alaska Shield 2016.
- Provided training to all city staff on workplace violence.
- Coordinated and participated in Regional Tsunami Awareness workshop.
- Deputy Chief attended executive development training at FBI National Academy.
- Completed documentation of Department leadership going back to 1969.
- Continued to update Department website to reflect current activities and events.
- Completed a feasibility study on use of body cameras.

Tasks in Progress

- Identifying and selecting a replacement records management system.
- Working with the Risk Manager to develop a Safety Program and address OSHA compliance issues.
- Developing a social media presence.
- Continuing to develop and certify in-house instructors.
- Continuing efforts toward cleaning up junk vehicles.
- Providing city staff with emergency preparedness training, to include regular exercises.
- Actively participating in State level organizations and committees on current issues facing law enforcement.

- Applying for State and Federal grants from the Alaska Department of Homeland Security and Emergency Management for emergency preparedness equipment, and for improvements to infrastructure security.
- Developing a citywide radio communication plan.
- Assisting with migration of city policies and procedures to a document management system (PowerDMS).
- Coordinating education and enforcement efforts for local salmon sport fisheries.
- Increasing key city administrators' understanding of "use of force" decision making.

Recommended Improvements

- Develop long term department goals and a supporting strategic plan.
- Seek grant funds for enhanced building security.
- Develop kennel suitable for community needs during a disaster.
- Identify potential new applicant pools and increase recruitment efforts.
- Continue to develop in-house instructors to ensure required training is provided.
- Consider new position for digital forensic examinations and related evidentiary tasks.
- Coordinate with State of Alaska to provide access to state criminal intelligence database.
- Develop memorandum of understandings (MOU) with various partner agencies.
- Improve new employee on-boarding processes.

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 division is under new leadership.
- Currently fully staffed, but one employee is still in training and there have been multiple extended FMLA related absences which creates challenges with maintaining minimum staffing, and causes increased overtime and the need for an emergency hire.
- The division continues to operate with significantly reduced State funding, causing the City to absorb additional operational costs.
- The lack of a mental health holding facility continues to make the jail the only option instead of being a last resort.
- Aging digital fingerprint system cannot interface with statewide information network.
- Pre-trial incarceration rules are changing, requiring continual training.

Tasks Completed

- Evaluated electronic monitoring with State Department of Corrections and determined it was not feasible due to cellular service limitations.
- Two staff members trained as evidence custodians.
- Three staff members now assist with quality control of investigative reports.
- Worked with the Court System to revise and update required forms.

- Completed over 32 hours of in-service training for each employee.
- State determined that our jail must remain classified as a 30 day facility.
- Initial steps have been taken to centralize policies and standard operating guidelines (SOGs) in City's document management system (PowerDMS).
- Initial steps have been taken towards centralizing department training records.

Tasks in Progress

- Identify replacement for digital fingerprint system.
- Review and update all jail policies and standard operating guidelines.
- Utilize emergency hires to ensure adequate jail staffing.
- Continue to digitize booking records as they are archived.
- Designing and equipping the interior of evidence trailer.
- Conducting a complete inventory of the evidence room.
- Continue cross training with dispatch when time allows.
- Currently training a new Corrections Officer.

Recommended Improvements

- Renovate equipment storage and inmate property areas.
- Coordinate with State or private contractor to provide time accounting training to all staff members.
- Develop plan to create a "safer cell" for high risk inmates in FY18 budget year.
- Upgrade door locks between sally port and jail.
- Explore possibility of installing recorded line in inmate day room.
- Create a facility security plan for the jail.
- Replace aging freezer with newer energy efficient model.
- Explore contract with State for transporting prisoners.
- Provide suicide awareness and prevention training for staff members.

DIVISION: Fire & EMS; Communications

The Division of Fire & EMS, and Communications, is comprised of approximately 22 volunteer members and 9 paid employees. In 2015, the Division responded to 187 EMS calls, 31 fire related calls, and issued 123 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 2015, Communications Officers answered 16,901 calls; 1,260 '911' calls; 2,229 walk-in requests; and 6,191 records requests.

Current Condition

- Unalaska's current Insurance Services Office, Inc. (ISO) rating is a 4 and is good for another 2 years. The ISO rating is based on three categories; fire department, water supply, and communications.
- The Fire Chief position is vacant.
- Volunteer participation and turnout is improving which helps maintain quality Fire/EMS services for the community.
- The Department currently lacks written agreements with many partner agencies which reduces our effectiveness during multi-agency responses.
- Communications currently does not have an emergency medical/fire dispatch instructor causing increased costs for offsite training.
- Current records management system does not categorize incidents in reportable format as it does not interact with statewide information sharing networks
- The Department is promoting volunteer opportunities with advertisements on the City website and the local television station, and the development of a locally produced recruiting video.

Tasks Completed

- Updated the EMS Protocols after an annual review with the Medical Director.
- Conducted an EMT II class, with 12 students successfully completing the class.
- Participated in an airport functional exercise.
- Held a fire prevention week open house.
- Participated in multiple public outreach and educational efforts.
- Selected and hired new Senior Fire Captain.
- Awarded surplus ambulance to City of Chignik.
- Installed new high pressure air compressor for SCBA bottles.
- Participated in the statewide exercise, Alaska Shield 2016.
- Trained volunteer staff member as Incident Safety Officer.
- Senior Fire Captain obtained Fire Instructor certification.
- Provided CPR training to City staff.
- Outfitted new ambulance and rotated it into service.
- Determined that field based electronic patient care reporting was not feasible without faster internet connectivity.
- Developed an annual training plan for Communications.
- Trained communications officer as public information officer.
- Alaska Public Safety Information Network (APSIN) connection routed through city server and isolated to a single computer, improving systems security.
- Staff members attended Tsunami workshop and updated department procedures for tsunami related responses.
- Drafted and published new employee handbook to help on-boarding of new employees.

Tasks in Progress

- Developing an on-boarding process for new volunteers.
- Scheduling and conducting EMT I training.
- Reviewing and updating policies and SOGs.
- Developing pre-incident plans for high risk and high hazard facilities.
- Continuing to update protocols and plans to ensure OSHA compliance.
- Researching feasibility of ArcGIS software for pre-fire planning.

- Continuing to provide support and training to local, State, and Federal partners by developing full scale exercises with ADOT, NOAA, DHS, DHS&EM, and USCG
- Training 10 new CPR instructors.
- Developing a community wide fire extinguisher training program.
- Coordinating with manufacturer to develop a replacement fire engine that meets the community's needs.
- Scheduling professional development training for division's supervisors.
- Advertising for expected vacancy within communications division.

Recommended Improvements

- Further expand outreach efforts in the community.
- Research possibility of developing a certifying officer for our EMT program.
- Identify replacement SCBA packs that will meet with new NFPA regulations.
- Certify staff member to work on SCBA packs.
- Create professional development plan for staff.
- Research possible location for live fire training site.
- Resurrect Cadet training program.
- Explore hazmat technician certification for staff members.
- Develop additional EMT instructor cadre within volunteer staff.
- Pursue emergency fire and medical dispatch certification for communications staff.
- Establish written agreements with partner agencies.

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 30 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 decreased from four in 2015 to two this year resulting in less 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 FY16 was \$1.87 per gallon, which is \$1.06 lower than last year, 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 99% from the Alaska Department of Environmental Conservation.
- Solid Waste participation in the city-wide clean up resulted in removing 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 Plant project completed.

- New Wastewater Plant project completed.
- Back Flow Prevention project construction awarded.
- Hiring of a new Wastewater Operator 1 and Lab Manager completed.
- Solid Waste cells 2-1 & 2-2 construction completed.
- Solid Waste Tire Baler purchased.

Tasks in Progress

- Captains Bay Road 35 kV electrical upgrades to Westward is at its preliminary design stage.
- Alyeska transformer replacement is ongoing.
- Utility Division's Master Plan scope of work is being developed.
- Solid Waste tire baling is ongoing.
- Powerhouse particulate emission testing is ongoing.

Recommended Improvements

- Develop master plans for each division.
- Complete the installation of the Captains Bay 35 kV electrical line upgrade to Westward.

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

- Powerhouse suffered one lost time accident resulting in lost man hours and increased 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 FY16 is \$1.87 per gallon, which is \$1.06 lower than last year, 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.

- 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.
- Fiscal Year 2016 rate study is complete.

Tasks in Progress

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

Recommended Improvements

- Replace the batteries in the old Power House.
- Complete operating SOPs for new powerhouse.
- Upgrade Electrical Production's master plan.

DIVISION: Electrical Distribution

The Electrical Distribution Division's 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 Electrical Distribution Division 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 Distribution 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 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.
- 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

- Completed installation of new 35kV transformer at the Powerhouse Substation.
- Replaced five transformers throughout the City.
- Installed Alyeska's transformer and switchgear.
- Installed Westward's transformer monitoring equipment.
- Updated twenty-year maintenance plan.
- Completed maintenance on street lights.

Tasks in Progress

- Working with Alyeska Seafoods to complete their electrical connection the City's electrical grid.
- Locating and inputting secondary line and equipment information into GIS database.
- 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 Westward 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 4.739 million gallons of water per day over the past 12 months.

Current Condition

- The Water Division had no lost time accidents resulting in less overtime.
- Installation of Radio Read system to the existing water meters has resulted in water loss accountability.

- Completion of the New Water Plant has resulted in clean and reliable water source for the City.
- 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.

Tasks Completed

- New Water Plant construction is complete.
- The construction of the blow off system at the Pyramid Water Plant is complete.
- All regulatory reporting and sampling are complete.

Tasks in Progress

- 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 preliminary analysis on the second Pyramid Water Tank.
- Develop Water Division master plan.

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 WWD 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.

- The completion of the New Wastewater Plant construction has resulted in the discharge of consistently cleaner water into Unalaska Bay.

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.

Tasks in Progress

- Working with Wastewater Engineers to fine tune the new wastewater process.
- Collection system cleaning is ongoing.
- GIS information input is ongoing.

Recommended Improvements

- Video inspection and assessment of the entire collection system.
- Complete the Lift Station 1&2 pipe replacement project.
- 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

- Two 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 99 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.
- 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

- Completed construction of cells 2-1 & 2-2.
- 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.
- Baling of tires is ongoing.
- Identifying companies to take tires is ongoing.

Recommended Improvements

- Develop long term capability to ship junk vehicles and metals off island for recycling and to increase life of Landfill.
- Partially cover Cells three and four to decrease leachate production.
- Conduct analysis for using an incinerator for disposing of garbage.
- Conduct analysis for composting some trash collected by the City

PUBLIC WORKS

Mission

The Mission of the Unalaska Public Works Department (DPW) 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 \$5,502,378.

DIVISION: Administration

The Department of Public Works Administration (DPW-A) 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 DPW-A 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, contractor mobilization, housing, raw materials, land space limitations and transportation costs continue to increase project cost increases.
- Federal and State regulations, aging facilities, and economic growth have led to major infrastructure construction over the past 10 years with slowdown anticipated for the next 2-4 years as the major projects are completed.
- Ancillary utilities upgrades are often required to supplement updated facilities, expanding the scope and cost of projects.
- 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.
- Lack of snow dump sites creates additional work trucking snow and added costs for snow removal
- Staff turnover and upcoming retirements impact the City in additional recruitment costs and the loss of institutional knowledge.

Tasks Completed

Capital Improvement Projects:

- 2015 Paving and USCG Dock Paving
- DPS Right of Way Expansion
- Landfill Cells 2-1 & 2-2
- Robert Storrs Harbor C Float
- Lake & River Restoration Project
- Expedition Park Access and Upgrade

- Clinic Restoration Project
- Pyramid Water Storage Tank 65% Plans for Grant Application

Non-Capital Improvement Projects:

- New building permit guidance, electronic application forms, utility inspection card, and revised processes
- Street Lighting Load Centers Assessment and Retrofit
- 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
- Installation of new floor coverings in Burma Road Chapel, PCR, and Public Safety

Tasks in Progress

Capital Improvement Projects:

- Aquatics Center Improvements
- Unalaska Marine Center (UMC) Expansion
- Light Cargo Dock Expansion
- Multiple City-Wide Drainage Projects
- Shoreline Protection and Erosion Control
- Captains Bay Road Electric Upgrade to Westward
- Retrofit of City Backflow Prevention Assemblies
- Cemetery Survey
- S Curves Walkway
- Unalaska City School District Playground
- City Network Core Upgrade
- Alyeska Electrical Tie-In

Ongoing Non-Capital Improvement Projects:

- Continuing implementation of the Record Retention Policy in paper files and electronic files
- Continuing improvement of the Building Permit application process and guidance pamphlet
- Groundwater monitoring at 8-Plex and operation of bio-remediation equipment.
- City ARC-GIS mapping assistance to DPU
- Monitoring Valley Groundwater levels and transmitting information to ADNR
- Analysis of water pressure fluctuations at large industrial users

Recommended Improvements

- Improve capital project management systems reporting and consultant management.
- Revise Title 17 to update current building codes adopted by the City to align with State codes.
- 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.
- Support reimplementation of the General Hill Water Pressure Booster Pump Station
- Establish a technical services agreement with a reputable cost estimation firm to provide improved review of capital and non-capital projects estimates and to build a database of local costs.
- Obtain a Certificate of Waiver or Authorization from FAA to operate an Unmanned Aerial System for mapping and infrastructure monitoring purposes.

- Identify snow dump areas to reduce workload during heavy snow years.

DIVISION: Facilities Maintenance

The Facilities Maintenance Division (FM) consists of eight full-time and two temporary employees who maintain more than 50 facilities, 16 housing units, eight parks, and the grounds at six facilities. We maintain the Burma Road Chapel, City Hall, two concessions/restroom buildings, two hazmat buildings, Amaknak Fire Garage, Henry Swanson House, Library, Museum, PCR, Aquatics Center, UPD, DPW/DPU, Supply Warehouse, Sitka Spruce restrooms, Parks Equipment Building, three park Gazebos, Washbay, Haystack Repeater Station, Airport Terminal, USCG Dock Phone building, UMC Warehouse, the CEM restrooms, CEM Used Oil Building, and the Sand/Salt building. FM provides services to all of DPU's facilities which covers the Icy Lake Control Plant, Icy Creek Control Plant, Pyramid WTP, Town Substation, Unalaska Chlorine Plant, Unalaska Control Plant, three well houses, Nirvana Pump station, Agnes Beach PRV building, East Point Valve House, EOD building, Landfill Baler building, WWTP, Lift Station #4 generator building, Leachate facility, and both Powerhouses. Our housing units are the Ptarmigan Road 8-Plex, Loop Road 4-Plex, two Duplexes on Lear Road, and the Remediation Control Building. The parks are Expedition Park, Memorial Park, Ounalashka Community Park, Philemon Tutiakoff Memorial Park, Sitka Spruce Park, Skate Park, Tanaadakuchax Park, and Unalaska Town Park. FM maintains the grounds at the Airport Terminal, Burma Road Chapel, City Hall, Library, Museum, PCR, Henry Swanson House, DPW/DPU, upon request the Powerhouse, and Town Substation. FM was asked to add the two Iliuliuk River foot bridges to our maintenance responsibilities and have done so as of 2008. We also have completed numerous Capital Improvement Projects and assisted with several park development projects. FM personnel perform most elements of construction and maintenance including carpentry, electrical, plumbing, mechanical, painting, landscaping, and playground structure maintenance.

Current Condition

- Airport Terminal - An extensive renovation was completed in 2006. During the renovation, two areas of the exterior walls were found showing signs of degradation to the steel framing within them. There may be other areas with similar problems but these walls were the only ones opened up for the renovation. We have requested funds for FY17 to repaint the building's exterior. This painting will help keep moisture from entering the building's envelope through the EFIS siding. Further action at this time is not cost effective. This corrosion will need to be addressed as part of any future renovation plans. We will install new tile flooring in the men's restroom in FY17. Work to upgrade the wall finishes in both restrooms and possibly the floor finish in the women's restroom will require Capital funding and should be added to the FY18 or FY19 request. The lighting fixtures down the center of the concourse have been going thru ballasts at an alarming rate. FM is looking for alternative lighting fixtures for this area, preferably LED fixtures. When the fixtures are found, a request for funding will be made. In FY16 we installed new interior door locks and rekeyed the facility using a new system that is in line with the keying systems used in the majority of the City facilities. The DDC System received a point by point check where several deficiencies were identified and repaired in FY16. We also plan to use the final report the check to identify any potential energy conservation areas, and to develop a replacement schedule for system components. The final report on system components schedule has not been given to us yet but we now have information on conservation possibilities. To achieve our goal of expanding our energy conservation efforts and reduce operating costs, a level 1 energy audit was performed on this facility in FY16. This audit ranks the facility for both a more in-depth audit and for any potential energy cost savings. The Tom Madsen Airport Terminal building was ranked 3rd out of 14 buildings receiving Level 1 audits for a more in-depth audit or level 2 audits. The facility also was ranked 2nd for potential energy cost savings. The Airport is scheduled for replacement of 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 with in-house labor. In FY16 a roof leak was reported above the sink in the restaurants kitchen. The roofing has been in place for 17 years and was originally scheduled on the CMMP for replacement at 25 years, in FY 24. Research to determine the cause of the leak and assess the integrity of the current roof will take place this summer. Recommendations will follow.

- Solid Waste Baler Building - The general condition of this building structure is good. The original boiler flue was replaced with a larger one in FY16 as the State's Boiler Inspector directed us to remove the original flue and replace it with the proper larger sized flue. A Draft Inducer had to be removed as a result of the correction which inadvertently increased our energy efficiency. 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 harsh environment at the site are taking their toll. This building was included in the 14 City facilities that received a Level 1 energy audit in FY16. The Solid Waste facility was ranked 1st among City facilities that were recommended to receive a more in-depth level 2 energy audit to identify ways to reduce energy use and costs. This facility was also ranked highest among City Facilities audited for potential cost savings resulting from the implementation of an energy conservation plan. The plan would include work to make repairs where birds have pecked the insulation blanket apart at the exterior walls and roof followed by work to protect the repaired insulation from the birds in the future. Staff is investigating methods of keeping the birds from entering the building to reduce the costs of repairing and preserving the building's insulation.
- 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 temporary corrections have been completed. The temporary solution works but is not energy efficient. We can limit the energy consumption by not turning on the heat traces until the weather is getting very cold; however 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. In FY16 replacement of the vinyl floor coverings throughout the facility was completed. In FY16 a new boiler was installed leaving only the ADA access to be considered in the next 3 years. At this time accessibility for this facility is being looked at by a registered Architect who has found an upgrade to a restroom will be needed as well. When design is complete work can be done in-house to reduce costs.
- 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 been partially successful. We will continue to work to resolve the problem. Ice melt heat tubing was installed in the entrance slab when it was installed. The design for the controls and pumps is ready. Funding to install the controls and pumps will be requested in FY18. We did the same point by point DDC evaluation that was done at the Airport. Our goal was to address any non-operational parts or programing and find possible energy wise options for the systems operation. All was done and some funds have been requested in the FM operations budget to make a few key changes that will make the building's ventilation system more efficient. City Hall was ranked ninth to receive a more in-depth energy audit and sixth in potential energy savings among the facilities that received a Level 1 energy audit. Only the Level 1 audits recommended EEMs will be pursued to improve energy efficiency at this facility in the near future.

- Henry Swanson House - This building requires foundation work and the floor structure needs to be repaired or replaced. This building is unusable and moisture damage continues to expand over time. Compounding the moisture issues is the lack of heat for several years now. The people of Unalaska should decide if this structure is worth the cost of repair or if it should be disposed of entirely. At present, it is not being used but utility costs and maintenance costs, although minimal, continue.
- Library - This building is in good general condition. Little work was done at this facility this past year. The DDC system received a point by point check to assess the system for operational issues. Several were found and are in the process of being repaired. A couple of changes will be needed to get the ventilation system to operate at maximum efficiency. This building is scheduled for an exterior paint job in FY17. The Library was ranked tenth to receive a more in-depth energy audit and eighth in potential energy savings among the facilities that received a Level 1 energy audit. Only the Level 1 audits recommended EEMs will be pursued to improve energy efficiency at this facility.
- 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 needs to be considered. Two of the existing steel doors are in poor condition. New fiberglass doors have been purchased and will be installed by in-house when time allows. A point by point check and assessment of the DDC system was completed. Some repairs were required and the system is running well at this time. The Museum was ranked eighth to receive a more in-depth energy audit and seventh in potential energy savings. Only the Level 1 audits recommended EEMs will be pursued to improve energy efficiency at this facility.
- PCR - This building has the highest amount of public use of any structure within the City's facilities and maintenance costs are proportionate to that usage. Structurally and mechanically, this facility is in good condition and most repairs are to architectural finishes or equipment. A major maintenance project to replace the carpets in this building was completed in May of 2016 as was a point by point check to assess the building's DDC system. The DDC point by point check revealed some issues that have plagued the facility since the renovation project in 2010 and adjustments were made to correct these issues. At present the heating controls are working better than ever before but there are still things that can be done to the controls that would conserve more energy. These items will require an initial investment that will ultimately pay for itself in energy cost savings. The Level 1 energy audit conducted last fall ranked this facility second among the City's facilities recommending a Level 2 energy audit be performed and third among city facilities for potential energy cost savings. Some minor work to the DDC system is part of the work planned for FY17 to improve the heating system's efficiency. Work to replace the concrete entry stoops the exterior Gym entrance doors will be performed in FY17. Currently our major maintenance plan calls for a total refinish of the Gym floor and for the re-painting of the exterior in FY18.
- Aquatics Center - The pool building structure is in fair condition. A major renovation project, to renovate the shower, restroom, and locker rooms is underway at present. The renovation work includes a family dressing room and relocation of the reception office and sauna. Multiple maintenance issues will be addressed during the renovation which will leave the facility in the best condition it has been in for many years. Some additional work may be done to improve energy conservation to reduce operating costs. These items have been lumped into a Level 1 audit conducted throughout the entire school building in FY16. The Level 1 energy audit ranked the school #1 of all the facilities audited last fall and is recommending a more in-depth Level 2 energy audit be performed. The school also ranked #1 for having the most potential for energy cost savings. A good measure of this potential energy cost savings is related to the Aquatic Centers energy use. A minor investment in the equipment and some changes to the DDC heating controls at this facility would

result in energy cost savings for the School District. All of the planned major maintenance needs for this facility have been included with the renovation project currently under construction, so this facility should not need a major maintenance project, aside from exterior painting, for some time.

- UPD- The original copper water piping in this facility 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 that the copper had become very thin due to the extremely soft nature of our water. Repairing the leaks is not too costly at this time but may develop into a much larger issue in the future. Two projects are scheduled for completion in FY16. One is to replace the existing steel exterior doors entering the generator room. The doors have been purchased and are on the island awaiting FM staff to install them. The second project was replacing the 1st floor carpets in all areas that had not been replaced in the past 3 years. The carpets were replaced and the project is complete. Exterior painting on the wood portion of the building's siding is scheduled for FY17, and it is the only major maintenance project scheduled at this time until 2020. UPD was ranked fourth to receive a more in-depth energy audit and fourth in potential energy savings. Only the Level 1 audits recommended EEMs will be pursued to improve energy efficiency at this facility at this time.
- Amaknak Fire Garage – This building is in good general condition and typically requires little annual maintenance. This year a crack was found in the boiler. As the boiler is more than 20 years old it will be replaced rather than repaired. Replacement is scheduled for the summer of FY17. When the boiler is replaced the heat transfer fluids will be drained and the system will be flushed prior to refilling it with a new 50/50% propylene glycol/water solution. We had a Level 1 energy audit performed at this facility and found the building to be fairly efficient in energy use. The building ranked last of the facilities audited to receive a more in-depth audit and last in potential energy cost savings. This facility is scheduled by the major maintenance plan to have the steel walls and roof re-painted in FY18 however condition assessment prior to budget development may adjust the date.
- DPW/DPU - This building is in good condition. Several windows still leak in high wind conditions despite efforts by FM to resolve them. This problem has not proven to cause serious extenuating circumstances and high cost repair measures will not be taken at this time. The main DDC heating controller received a point by point check and repairs or programing found to be needed were completed. This check also allowed the contractor to assess the system for a schedule of component replacement as well as for energy conservation ideas. The building was given a Level 1 energy audit and was ranked fifth of the City facilities audited to receive a more in-depth audit and fourth for potential energy cost savings. A Level 2 energy audit is recommended. If funding becomes an issue the urgency is not as great as it is for the buildings ranked 1 through 3. In FY17 the Facility will receive a new boiler and the boiler flue will be extended to keep the wind from interrupting boiler operations. The DPW /DPU Fuel Island will be re-painted to mitigate corrosion. In FY18 it will be recommended to replace the increasingly unstable Fire Alarm Control Panel.
- DPW/DPU Hazmat Building - This building is in good condition. Due to weather conditions, this building requires extra care to maintain the doors and exterior. The exterior steel doors were replaced with composite doors which are better suited for our weather conditions and will reduce the maintenance needs as well. 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 however the new UMC dock project may just eliminate the need for the loading dock at this facility altogether. Several roof leaks near the ridge cap were suspected so FM staff has worked to seal the roof. This work has had little effect on 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 serving this facility was replaced in FY16 with a stainless steel model better suited for the waterfront environmental conditions. The exterior portion of the electrical service may yet need to be replaced and a project to do that will be investigated for FY17. No other major maintenance will be scheduled until the future dock construction determines the fate of this building.
- USCG Dock Phone Building – In November of FY16 a portion of the roof blew off in a major storm. In the Summer of FY17 the remaining roofing will be removed and a new roof better suited for strong winds will be installed by FM staff. The water service room has experienced multiple flooding's because a pressure reduced back flow preventer valve has opened due to sediment in the water. This valve, when stuck open, allows a large volume of water to flow on to the floor of the service room. This flow exceeds what can be drained thru the existing floor drain and, on one occasion, the water level rose above the level of the main building's floor structure allowing water to enter other spaces of the building. A capital project for such work is due to bid soon that will replace, repair, and reconfigure all the City facilities back flow prevention valves and will also address this drain issue.
- Spit Dock Electrical Switch Van - This facility is in fair condition and no 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 needed for the next few years. One project has been completed in FY16 which included the construction of two screen walls to protect the men's restroom door and the office door from strong winds. The winds caused water infiltration and the doors to not close properly. The screen walls were constructed similar to the screen wall at the women's restroom door and materials matched, to the greatest extent possible, the original building. The clear finish applied to the red cedar siding installed on the building's lower portion of the exterior walls is proving to be a challenge to maintain. A recommendation to use another finish type will be made in an effort to curb the maintenance required each year. In November the buildings received some damage from flying debris that broke the composite siding in several spots. That siding has been replaced and only needs to be painted to complete the repair. 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. The roof coating is working well and will allow us to delay installing a new roof for now. 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 four years.
- Town Substation - This building is in good condition. 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 for years to come. No other major maintenance work is currently scheduled for this facility.
- Wash Building - This building is in good condition. In FY16 two projects were completed. One, to replace the compressed air dryer was completed in September. The second was to replace the water

clarifier and was completed in October. FY17 work to bring the heating fuel tank in to compliance with our new SPCC Plan will be required. On the horizon is re-painting the small entry roofs in FY18 and evaluating the unit heaters for replacement in the next 1-2 years.

- Water Facilities - Most Water facilities are in fair condition. The new Pyramid WTP was completed and operations began last fall. The old plant will be torn down following removal of reusable contents and equipment. The Icy Creek Valve and Control building was retrofitted with new remotely actuated valves and the communications equipment needed to operate them remotely. Because of condensation and roof leaks within the building a capital project was funded last year and completed in late fall FY16. The project installed new insulated steel panels on all the walls and the roof of the main building. The project added an arctic entry with a roof hatch entry and removed the roof hatch from the main building. These measures have stopped the sweating and eliminated the leaks. The FM staff was asked to install a new window in the Icy Creek Dam Control Building so work to do that may go forward this summer if FM manpower allows. No other major maintenance work is scheduled for the next three years and any such work is subject to an adjusted schedule depending on the conditions observed during the annual inspections.
- Wastewater Treatment Plant (WWTP) - This facility was recently renovated to change treatment processes for the City's waste water. There are now two structures to be maintained including an addition to the original building. This has more than doubled the amount of mechanical equipment associated with the building's heating and ventilation systems. For the most part the buildings are in good condition with few minor maintenance needs. There are some items still on the punch list of contractor work that will need to be addressed by a contractor. The epoxy floor coatings in the original building are in poor condition and need to be re-painted. A major maintenance project will be developed for this and included in the FY17 budget. A new major maintenance plan for this facility and the additional WWTP will be developed within the next year.
- New Powerhouse – This facility is in good condition. A point by point evaluation of the DDC system and assessment of the systems components for a replacement schedule was completed in FY16. Some work was done towards energy conservation by making adjustments to the programming and sequence of operations. A roof leak was found but the leak is intermittent and is most likely only present when the wind is driving rain in a particular direction. A bit more investigation will be needed to determine the location before a repair can be made. The flame detectors have been initiating false Fire Alarms so a project to replace the flame detectors with an alternate fire detection appliance will be done sometime in FY17. Some painting will be done on the lower portions of the AHU Towers in FY17 to help maintain their resistance to corrosion. No other major maintenance work is scheduled for this building at this time.
- Old Powerhouse – This facility's purpose has changed with the new Powerhouse up and running. It now houses a system that converts waste heat to energy from the generator cooling water from the New Powerhouse. A project in FY16 replaced the original plate steel man door at the old entrance with a more conventional door that was keyed to match the doors at the New Powerhouse and sealed against rodents. We also installed doors in openings that previously had no doors. In FY16 a wall was built in the 1st floor power production room to divide the new electricity producing equipment from the parts storage area. In FY17 the exterior fuel tank and all exterior steel components will be re-painted. No other major maintenance projects have been scheduled 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 currently scheduled. Our major maintenance plan needs to be updated to include

this facility but little if any major maintenance will need to be considered for at least the next three years.

- Loop Road 4-Plex - This building is in fairly good condition. A Capitol Project to replace the existing roofing, sheathing, and trusses is being brought forward for FY17 design and FY19 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, install new vapor retarders, and to 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 had 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 the Town Park were replaced in FY16. Several pieces of the Spruce Park's play equipment and also the Town Park's play equipment are showing the wear of years of service and are nearing the end of their useful life. Replacements need to be included in the Capital Maintenance budget in the near future. At least two of the smaller pieces in the Town Park play area will need to be removed, if not replaced, in the next couple years. The upper deck of the ship is beginning to deteriorate and will render the equipment unsafe within the next couple years. This brand of equipment is made in Europe and the material is proprietary. Therefore the material, if available at all, cannot be duplicated locally nor is it available without great expense. The siding on both the Ounalashka Community Park's Restroom/Concessions building and the Parks Equipment Storage building was replaced in FY16 and re-painting is scheduled for FY17. The ball field is in need of 2-3 inches of infield topping and in the interest of keeping the field in a user friendly condition should have been included in the FY17 budget. At Expedition Park, work to rebuild the access stairs/ramps was completed in early FY16. For an unknown reason the trees in Expedition Park are dying. A study, by experts, may be necessary to determine the cause and if anything can be done to stop tree loss. A new roof was installed in FY16 on the Philomen Tutiakoff Memorial Park's restroom facility after a portion of it blew off in the early fall of FY15. In FY17 new man doors will be installed at Philomen Tutiakoff Memorial Park. Three major maintenance projects should be considered in the near future. The replacement of the old play equipment at the Town Park and Sitka Spruce Park plus the infield material at Ounalashka Community Park.
- Iliuliuk River Footbridges - The two footbridges (one steel, one wooden) over the Iliuliuk River are in fair condition. No major maintenance work is scheduled for these bridges for several years. The wooden footbridge will not require painting but periodically all threaded fasteners should be checked and tightened as needed. FM staff 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 due 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 especially if the deck is damp. 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 an hour or so for the deck to dry a bit before they can load the lift. A dry storage place for this tilt bed trailer would save the FM staff at least 8 man-hours at each move when there is snow on the deck of the trailer. An area 40' 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 fourteen-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 Harmonized System for material safety data sheets are to be converted by December 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 SDS sheets is critical 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

- Replaced all Lock hardware on interior doors at Tom Madsen Airport Terminal Building
- Repainted the Concourse walls at Tom Madsen Airport Terminal Building
- Performed a point by point check of DDC heating controls and completed repairs at Tom Madsen Airport Terminal Building
- Replaced boiler flue with correct size at Landfill Baler Building
- Replaced vinyl floor coverings at the Burma Road Chapel
- Replaced the Boiler at the Burma road Chapel
- Installed weather screen walls at CEM Restroom/Shop facility
- Performed a point by point check of DDC heating controls and completed repairs at City Hall
- Replaced heating transfer fluids at City Hall
- Performed point by point check of DDC heating controls and completed repairs at the PCR
- Performed point by point check of DDC heating controls and completed partial repairs at the Library
- Completed interior painting at the Library
- Installed new carpets in many areas at the PCR
- Repainted the interior Gym walls at the PCR
- Installed new first floor carpets at UPD
- Performed point by point check of DDC heating controls and completed repairs at the Museum of the Aleutians

- Performed a point by point check of DDC heating controls and completed repairs at DPW/DPU
- Installed new coil and man doors at the Old Powerhouse
- Installed new separation partition between the Parts and Power Production rooms at Old Powerhouse
- Installed new Compressed Air Dryer in Wash Building
- Installed new Water Clarifier/Oil-Water Separator in Wash Building
- Installed a new stainless steel transformer at the UMC Warehouse
- Replaced failing siding on the Concessions/Restroom Building at Ounalashka Community Park
- Replaced failing siding on the Equipment Storage Building at Ounalashka Community Park
- Installed new roof at Philomen Tutiakoff Park
- Completed new stairs and ramps at the C-Float entrance of Expedition Park
- Installed new swing at Town Park
- Installed new elevated play structure at Town Park
- Installed new insulated steel siding, roofing, and entry addition at Icy Lake Valve House

Tasks in Progress

- Replace Glycol heat transfer fluids at UPD
- Touch up exterior paint at CEM Restroom/Shop Building
- Refund and complete City Hall Ice Melt System
- Install new fiberglass doors in generator room at UPD
- Repairs to heating system controls at Library
- Replace exterior steel man doors w/fiberglass doors at Museum
- Replace glycol heat transfer fluid at Supply Warehouse
- Replace rotted loading dock beams at Tom Madsen Airport Terminal Building
- Install new steel siding at clerestory on Tom Madsen Airport Terminal Building
- Renovating the Aquatics Center's restroom, locker, and shower rooms
- Install ventilation for new high pressure compressor at UDP

Recommended Improvements

- Replace restroom wall finishes at Tom Madsen Airport Terminal Building
- Investigate and repair if possible roof leak at Tom Madsen Airport Terminal Building
- Perform Level 2 energy audit at Tom Madsen Airport Terminal Building
- Upgrade concourse lighting at Tom Madsen Airport Terminal Building
- Repaint exterior of Library
- Repair insulation and install PVC insulation covering at Landfill Baler Building
- Rebuild roof and roof ventilation system at Burma Road Chapel
- Install ADA compliant ramp and upgrade a restroom at Burma Road Chapel
- Decide on course of action for Henry Swanson House
- Complete new ice melt system at main entry at City Hall
- Bring all fuel tanks regulated by SPCC Plan into compliance with plan recommendations
- Replace concrete gym entries at the PCR
- Repaint wood siding at UPD
- Replace boiler at Amaknak Fire Garage
- Replace cracked boiler at DPW/DPU
- Repaint fuel island and Valley generator van at DPW/DPU
- Replace the roof on the USCG Phone Building
- Install day-lite floor drain in water service room at USCG Phone Building
- Repaint epoxy coated floors at original WWTP
- Investigate and repair roof leak at the New Powerhouse

- Repaint the lower 8' of AHUs 1, 2, & 3 at the New Powerhouse
- Install new fire detection devices at both Powerhouses
- Repaint all exterior steel components at the Old Powerhouse
- Replace rotten glulam beams at the baggage loading dock at Tom Madsen Airport Terminal building
- Replace old play equipment at Town Park
- Replace old play equipment at Sitka Spruce Park
- Repaint all painted Parks buildings
- Install new window in the Icy Creek Control building
- Install new infield material at Kelty Field
- Begin study of dying trees at Expedition Park
- Install new man doors at the Philomen Tutiakoff Memorial Restroom/Storage Building
- Tighten fasteners on wooden Iliuliuk River Footbridge
- Construct additional dry storage for equipment and materials
- Update Major Maintenance Plan
- Update MSDS to SDS as directed by OSHA to comply with new Global Harmonized 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 9.6 miles and gravel roads comprise 32.4 miles of right-of-way. In addition to the paved roads, the City maintains 27 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 snow dump sites makes snow removal 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 by storm run-off require frequent maintenance.

Tasks Completed

- Annual surfacing of Captains Bay, Summer Bay, and East Point 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 29,272 feet of ditch cleaned and 4,920 cubic yards of waste from the ditches excavated and trucked out.
- Annual drainage infrastructure maintenance included cleaning sediment separators, jet rodding culverts Citywide, with 200 catch basins cleaned, 148 culverts crossings, 1960 feet jet-rodded, and 16 sediment separators cleaned.
- Installed erosion control measures along Captains bay Road with 1,098 Tons of A Stone.

- Built 1.3 miles of gravel walking trail along Airport Beach road to accommodate pedestrian traffic.

Tasks in Progress

- Developing GIS infrastructure data.
- Continuing Erosion Control efforts City Wide.
- Providing asphalt hot patch in areas of paved roads, as needed.
- Developing more useable flat areas owned by the City.
- Replacing signs, guardrails and curbs.
- Tracking material and labor costs for all city roads.

Recommended Improvements

- Develop snow dump site on each side of town.
- Improve storm drainage system (rip rap ditches, grading, upgrade catch basins, sediment traps).
- Protect roadways from sea erosion.
- Expand useable flat ground for City.
- Develop a system to sell waste rock material to the Public from maintenance and capital projects.
- Replace aged safety infrastructure signs, guardrails and curbs.
- Continue GIS data collection and entry.

DIVISION: Vehicle & Equipment Maintenance

The Vehicle / Equipment 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 and 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 pins, bearings, wear plates on the circle and installed a new hydraulic cylinder on it.
- 2010 Volvo G990 Road Grader (RG8): Replaced main return hydraulic hose and replaced wear plates on the circle.

- 2007 Volvo L120E loader (L9): Replaced the exhaust gasket and exhaust studs.
- 1997 Vactor Truck (VT2): Replaced the air compressor.
- 2006 Volvo G976 road grader (RG3): Replaced final drive and hydraulic hoses.
- Performed extensive brake work on the dump truck fleet.
- Swap body parts from 2009 Ford F250 (HM4396) onto 2009 Ford F250 (HM5059)
- Performed multiple windshield replacements on our Ford fleet.
- 2003 Manitou MSI30D forklift (FL4): Replaced head gasket and forward/reverse solenoid.
- 1991 Cat IT28B loader (L4): Rebuilt front calipers.
- 2008 GMC Sierra 3500 (E5629): Replaced transmission cooler lines.
- 2005 Ford Explorer (UPD8407): Performed body work and install new strobe lights.
- 2003 Ford F750 (LF0750): Replaced the transmission.
- 1996 Autocar/Volvo dump truck (DT7): Replaced rear springs bolts.

Tasks in Progress

- 2005 Ford Explorer (UFD7954): Replacing the transmission.
- 2003 Ford F250 (UFD0118): Installing new steering box and damper.
- 2010 Volvo G990 Road Grader (RG8) and 2006 Volvo G976 Road Grader (RG3): Replacing bearings, pins, and rebuilding hydraulic cylinder seals.
- 1994 GMC/Volvo dump truck: Replacing engine with rebuilt engine.
- 1998 Autocar/Volvo dump truck (ST1): Replacing dump box with a Henderson box and replacing the rear leaf springs.
- 2009 Ford Expedition (UPD9546): Performing painting for the new fender and change the rear bumper.
- 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 for General Fund, Powerhouse, Electric, Water, Wastewater, and Solid Waste. SD is in charge of shipping and receiving for all purchase orders. Mileage and hour tracking is performed on 166 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, building maintenance, roads, water, wastewater, solid waste, and electric Divisions. SD creates monthly credit/debit reports for the Finance Department. The SD is responsible for the approval of fuel and freight invoices to insure 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

- SD Works closely with Vehicle Maintenance to ensure parts are in stock to reduce equipment down time.
- Supply Division continues to support all departments with locating and ordering supplies.
- The lack of an effective policy for disposal of broken, irreparable or low-value equipment results in inefficient use of valuable storage space and unnecessary staffing costs for moving the items for storage and surplus.

Tasks Completed

- Received nine pieces of new equipment.
- Sold four pieces of equipment.
- Conducted two surplus sales, one for seized vehicles, motorcycles, and snow machines and the second sale for City Surplus.
- Annual inventory discrepancies were .06%.

Tasks in Progress

- Preparing for annual inventory count.
- Obtaining quotes for twelve vehicles to be purchased in FY17.

Recommended Improvements

- Continue removing parts pertaining to vehicles that are sold during the year.
- Continue meticulously recording “charge out” items to keep our inventory inconsistencies low.
- Continue working in Munis work order modules in support of Facility Maintenance.