

CITY OF UNALASKA

Annual Assessment Of City Services



Fiscal Year 2020

ERIN REINDERS
City Manager





CITY OF UNALASKA
ANNUAL ASSESSMENT OF CITY SERVICES
THE FISCAL YEAR 2020
July 1, 2019 – June 30, 2020

January 12, 2021

Dear Mayor Tutiakoff & Council Members:

I present to you the Annual Assessment of City Services covering Fiscal Year 2020. The primary purpose of this assessment is to inform the Council and our community of the City's accomplishments over the past year. The assessment includes information about the purpose of each department, a statement of the current condition for each department, the work still in progress, and potential improvements.

As you will see, we experienced a productive year at the City of Unalaska, despite numerous challenges. City employees worked many hours to provide quality services within the budget approved by the City Council. In addition to providing quality services and delivering on capital improvement projects, the City team has also been called upon to respond to significant challenges. The fiscal year 2020 included plane crashes, tragic accidents, the grounding of a passenger air service, and a global pandemic. Through it all, we continue our efforts to improve how we work together and continue our service to the community.

We hope this assessment serves as a resource for improving communication between City staff, the Council, and the community as a whole. This is also a tool used by staff for planning, management, and budgeting purposes.

I am proud of the work that we accomplished on behalf of the City of Unalaska and the community.

Sincerely,

Erin Reinders
City Manager

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CITY MANAGER

Mission

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

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

This Office 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, in partnership with the Assistant City Manager, oversees the day-to-day operations of the City. This Office serves as a resource to the City Council on issues before the body. This Office also manages City-sponsored special projects and events and monitors Federal and State legislation that has the potential to impact Unalaska.

Current Condition

- Limited Federal and State government spending affect capital projects and funding availability.
- Covid 19 Pandemic and local state of emergency continue. This is resulting in project delays, shifting of organizational priorities and areas of focus, lobby and training trip cancellations, recruitment challenges, reduction in revenues, and increased expenses.
- Staff is hard at work not only on daily responsibilities but responding to an ongoing public health emergency.
- Just as Ravn and Alaska Airlines came to agreements with mileage and code sharing, ridership reduced due to Covid 19 and Ravn announced their bankruptcy in April of 2020. Flight availability was again limited and uncertain.
- Uncertainty in revenues, flights, and Covid 19 related restrictions make capital project planning, estimating, and construction very challenging. But, many of the needs remain.
- Library Improvement Project is currently on hold due to Covid 19.
- Purchases and projects postponed in light of Covid 19, reduced revenue projections, and in efforts to meet Council Budget goals.
- The City's Emergency Preparedness program lacks dedicated and sustained coordination.
- Technology is playing a greater role in our operations.
- Expanding role and need for space for IS, maybe opportunity to provide room for growth in new Public Safety Building.
- Limited internet capability reduces our ability as an organization to fully benefit from a technological, cloud-based system, online training, and meeting tools.
- Working with our Fisheries Consultant on fisheries-related issues and legislation.
- Working with our State and Federal lobbyists on legislative priorities, and time-sensitive items such as pandemic support and air service-related efforts.
- Leadership and management training needed for supervisors.
- Council Member orientation and strategic planning retreat have been delayed due to flight

challenges and Covid 19.

- Staff turnover remains a challenge.
- Lack of city-wide storage space results in increased costs and inefficient use of available space.
- Lack of adequate housing makes employee recruitment difficult for local businesses and the City.
- Public relations continue to improve with press releases, the City website, and social media presence.
- The relationship between the City of Unalaska and the Ounalashka Corporation continues to improve.
- Unalaska entrance channel dredging project continues with the Corps of Engineers.
- Quintillion, OptimERA, and GCI all expressed interest in bringing high-speed and reliable internet to Unalaska.
- Working with OCCP on developing a PPA for Geothermal Power.

Tasks Completed

- Due to Covid 19, the Federal and State lobby trips were not held, but legislative priorities were communicated with the assistance of our lobbyists and letters of support, and in collaboration with AML. Lobbyists provided updates to City Council and provided special support when addressing air travel as well as Covid 19 response.
- Hired a contracted Fisheries Consultant to assist with revenue projections and fisheries-related policy and regulations, engagement with North Pacific Fisheries Council and Board of Fisheries meetings, assistance with Unalaska Crab Inc activities, as well as status updates on the industry.
- Successfully worked with Ravn Airlines and DOT to resume service and to provide community charters in the fall of 2019.
- Submitted CAPSIS funding requests to the State for the following projects: Captains Bay Road and Utility Improvements (an identified funding priority), Bobby Storrs Boat Harbor A & B Float (an identified funding priority), General Hill Booster Pump, Pyramid Water Treatment Plant Micro Turbines, and the Cruise Ship Terminal.
- Worked with AML to advocate and voice support of the Alaska Marine Highway System and, a Council Priority.
- Continued to work with Alaska Airlines, including an in-person meeting in January of 2020 in Seattle, to advocate for Unalaska.
- Meet Council's annual budget goals for the upcoming budget cycle.
- Attended conferences of Alaska Municipal League (AML), Alaska Municipal Managers Association (AMMA) Southwest Alaska Municipal Conference (SWAMC), and Alaska Air Carriers Association (AACA) Conference.
- Compiled and distributed monthly department reports to Mayor and Council.
- Distributed lobbyist and fisheries consultant reports to the Mayor and Council, and Directors.
- Addressed Directives to the City Manager, providing updates on the outstanding directives in the Managers Report.
- Drafted letters of support for companies seeking grant funding for fiber optic projects. Improving internet services remains a long-standing priority, and the City supports programs and activities that help to bridge this digital divide.

- Drafted letters advocated for air service to and from Unalaska, including to the USDOT for Essential Air Service.

Tasks in Progress

- Working with key stakeholders and city teams to help protect the health of the community and the sustainability of the local health care system through this COVID 19 pandemic.
- Continuing efforts to support sustained, reliable, and regularly scheduled passenger air travel, a priority of the City Council. Collaborated with both State and Federal lobbyists to advocate for sustained air services in Unalaska. Additionally, work continues the state and federal DOT to improve air service to Unalaska through programs such as Essential Air Service and an update to the State's Airport Master Plan.
- In support Council's priority for Alternative Energy, we have continued our wind study as part of our Wind Energy Project. We also continue negotiations with OCCP on a PPA and have begun work on related studies in support of the PPA.
- Working with our federal lobbyist and staff to support Council federal legislative priorities: Stabilization of Commercial Flights at Tom Madsen Airport Support; Captains Bay Road and Utility Improvements Project; Environmental Remediation Support; Unalaska Bay Entrance Channel Dredging Support; OCS (Outer Continental Shelf) Revenue Sharing Support; Reliable and High-Speed Internet Support; the United States Coast Guard Presence; and Alternative Energy Support.
- Working with our state lobbyist and staff to support Council state legislative priorities: Stabilization of Commercial Flights at Tom Madsen Airport Support; Captains Bay Road and Utility Improvements; Robert Storrs Boat Harbor Improvements; Environmental Remediation Support; Habitat Restoration for Salmon Stock Improvement Support; Ferry System Support; Community Assistance Program and Shared Fisheries Tax Program Support; and Broadband Internet Support.
- Recruiting to fill key positions on a permanent basis with highly competent and qualified people.
- 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 airlines and the DOT to improve air service to Unalaska.
- Continue to work to improve relationships between City, Qawalangin Tribe, and Ounalashka Corporation.
- Continue to improve transparency through Council Meetings and the media.

Recommended Improvements

- Complete Comprehensive Plan to help serve as a guide in decision making, for budget and legislative priorities, and departmental activities. This effort is managed by the Planning Department
- Develop a strategic plan for city operations, including staffing needs and services.
- Explore opportunities for team building at the Director level and through the organization.

- Conduct an Employee Survey and Community Survey through the National Research Center and ICMA. The results can be compared with the 2017 survey and be used to identify areas for improvement.
- Implement systems and employ techniques that reduce the need for in-person contact and exchanging paper, and increase employee efficiencies (expand the use of Munis/Tyler Technology, and other systems)
- Work to strengthen and clarify the City's Emergency Preparedness Program.
- Research for head tax as a way to offset the shortfall in revenue funds.
- Work with Finance Director and Council Sustainable fiscal policy, such as increased rainy- day fund
- Rate study for Utilities (budgeted for in FY21 and part of Council budget goals)
- Terminal service agreements for UMC (carryover goal from the past year)
- Improve CMMP process and product (ensure CMMP is supported by a Comprehensive Plan, other master plans, is fiscally responsible, and reflects our infrastructure needs)
- Continue efforts with improving our energy efficiency and reliability, and exploring renewable energy resources opportunities (long time Council priority, and related to the current OCCP project)
- Continue efforts to support sustained, reliable, and regularly scheduled passenger air travel.

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. The administration department 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, and management of the Housing Enterprise Fund and Employee Housing Program.

The administration department 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

- An increased number of employees will likely be retiring in the next 2-5 years which will have the potential to impact departmental operations and increase the cost of recruitment if replacements cannot be found as employees retire.
- An increase in the number and duration of vacant executive positions increases the need for contracted personnel and additional resources which potentially raises personnel costs.
- Centralized hiring process and increased departmental involvement with HR help the workflow of recruitment and consistent evaluation of applicants, hiring standards, Affirmative Action Plan (AAP) compliance, and reduces liability.
- The total number of open positions for FY20 was approximately 42 positions. This was a decrease from 58 positions in FY19.
- Total turnover for FY20 was 35 employees or 19.5% of the 174.96 combined budgeted positions. This was an increase from the 17.65% turnover rate for FY19. Reasons for turnover, as provided by employees, are outlined below:
 - New Job: 25% (9 employees)
 - Relocation: 20% (7 Employees)
 - End of Temporary Service: 3% (1 Employee)
 - Resigned/Retired: 18% (6 Employees)
 - Terminated: 3% (1 Employee)
 - Personal (Family/Medical/School): 31% (11 Employees)
- Continued use of the MUNIS HRIS program module streamlines applicant information, delivers information quicker to departments, improves applicant tracking, and eliminates duplication of data.
- Outdated and inconsistent City-Wide and departmental policies cause inconsistent practices

that increase liability.

- The City-Wide Safety Committee meets monthly to work together to increase collaboration regarding safety issues organization-wide, because of Covid-19 the committee did not meet regularly.
- In FY20 the City had 19 work-related injuries, 5 of which were OSHA recordable. The City's current Experience Modifier, which is a number of insurers use to adjust an employer's premium for worker's compensation premiums, is .97, which is significantly higher than last year, and will affect Workers' Compensation premiums for several years to come.
- Twenty-two employees are on the waitlist for City-owned employee housing. All units in the City Lear Road Duplexes, Eight Plex, and Four Plex are occupied or held for key positions.
- The Covid-19 pandemic consumed a large amount of Administration's time the last half of FY19 and into FY20, as the City hunkered down in the Spring, learned to work from home, and on staggered schedules, then slowly opened up with pared-back services in FY20.

Tasks Completed

- Employer of National Service: continued recognition as a member. This program provides the City with access to a diverse pool of qualified, mission-oriented candidates who have acquired unique skills as a result of their previous AmeriCorps or Peace Corps service.
- Union Contracts: successfully negotiated IBU CBA, which began in May 2020. Included efforts towards cleanup of language, formatting of the document, legal updates as required, and an increase in wages to remain competitive and adjust for the increase of COLA.
- Celebrate Public Service Recognition Week in May of 2020.
- Recruitment: Assisted with the recruitment of various other positions throughout the city either by directly participating in interview panels or by guiding department directors and supervisors in the recruitment process.
- Employee Awards Program: Managed awards program for quarterly, annual, and incident-specific employee recognition programs to help promote long-term retention of quality employees.
- Administrative Specialist Position: approved by Council in 2019. This position was filled in October of 2019 and designated as a Risk Management Specialist. Currently, Human Resources and Risk Management are each supported by a Specialist position. During FY20 Risk Management has been developing the job duties for this newly added position.
- Covid-19 Preparation and Response: Participation in the City's Emergency Operations Center, planning and set up of a Covid-19 isolation Center; creation of City-wide Covid-19 processes and procedures regarding health and safety protocols, quarantine periods, etc. HR was responsible for administering new Covid related programs such as Emergency Personal Sick Leave, work from home protocols, etc. Risk Management assisted with many legal and contractual issues required to set up the City's Covid-19 Isolation Camp, as well as managing Covid-19 City Council Mandates such as travel quarantines and visiting business' Covid-19 Mitigation Plans, as well as managing workplace safety and health requirements in City facilities to keep city employees and citizens safe.
- Risk Mitigation: Assisted various departments with risk management questions, updated forms, waivers, leases, and agreements to comply with the City's insurance and liability requirements.
- Workers Compensation: Filed and maintained Workers Compensation claims and documents.

- OSHA: Annual Report completed and form 300A posted in all departments. Due to Covid-19, the OSHA hearing tests as required by the OSHA Hearing Conservation Program were delayed. Assisted departments with compliance
- June Safety Awareness Month: Safety materials were distributed to the community this year via the City Website
- Insurance: Completed the insurance budget and insurance application. The 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 are based on physical assets, salaries, revenues, and liability potential.
- Risk Management: completed the scanning of all training, notary, certificate of insurance, Housing, and Workers' Compensation orientation documents. continued to develop PDF fillable forms and packets and the following processes are now virtually paperless: Workers' Compensation, Housing Packets and processes, Citizen Claims, Notary program and OSHA Hearing tests,
- Housing: Lear Road Kitchen and bathroom remodel project was completed for Lear 69 and Lear 73.

Tasks in Progress

- Managing Covid-19 related programs, requirements, paperwork, issues, etc.
- ICMA: Continue training for supervisors and directors through ICMA onsite training into productive management of personnel and strategic planning. Due to the increase of new supervisors, this is the focal point in educating and assisting their new roles as supervisors. This training was delayed in FY20 due to COVID restrictions and challenges.
- Coordinating ongoing awards and recognition programs for employees for anniversaries and special achievements as well as for community members who go the extra mile.
- The continuing partnership with IS Staff and Munis support team in fixing the HR modules to employ the system effectively for HR and all employees.
- Restructuring partially the Performance Evaluation process to simplify and provide value and consistency. This project will continue to evolve into FY21.
- Developing the newly created Risk Management Administrative Specialist position in Administration.
- Reviewing forms, agreements, policies, and procedures for each department for risk and liability issues.
- Assisting departments in using the Target Solutions training website.
- Develop an OSHA safety training schedule and safety orientation process.
- Review and update City-Wide and departmental Safety and Health Plans per OSHA regulations.
- Launch MSDS Online to employees.
- Provide OSHA training for Supervisors and employees serving on the Safety Committee.

Recommended Improvements

- Formalize Employee Recognition Program to include events and offerings such as employee appreciation activities during Public Service Recognition Week.
- Evaluate the limited ATS (Applicant Tracking System) in Munis and determined whether it

meets the needs of the City.

- Update Supervisor and Director Manuals
- Establish a better Performance Evaluation Program that would provide consistency, motivation, and retention and identify organizational development and training needs, all tied to a merit-based compensation system that is already in place.
- Refine benefits and incentives to better ensure successful recruitment and retention of qualified employees.
- Optimizing potential renewal or change in medical health insurance by going to market to determine whether the cost is still sustainable.
- Research the ability Roth and Traditional 403b options, Roth 457, and Retirement Health Savings Accounts with Mutual of America and ICMA.
- Strengthen knowledge and usage of the Munis modules within Administration.
- Review and update City wide policies.
- Review and revise all job descriptions and convert them to a new PDF fillable format; Will continue into FY21.
- Establish an OSHA Safety training schedule and safety orientation process.
- Review, evaluate, and update City-Wide and departmental OSHA Safety and Health code and policies.
- Train departments to use proactive means to avoid risk and liability, i.e. leases, form and general document review, policy review, and include risk in departmental risk and safety;
- Continue to explore small and relatively inexpensive 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; landscaping around Lear Road duplexes, and energy-saving improvements.
- 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 responds to public records requests, issues business licenses and taxi permits, administers property tax assessments and collection, 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 telephone and mail support for City Hall.

Current Condition

- City Clerk serving as Public Information Officer and member of the EOC for the COVID-19 Pandemic and associated City Response, resulting in the decreased time available for normal job functions
- Other staff in the Clerk's Department worked half days for many weeks during the City's initial hunker down and stay at home order, resulting in no time available for special projects
- The COVID-19 pandemic brought many changes to the way City employees interact with one another and with customers, resulting in the modification of many practices and procedures
- COVID restrictions and cancellations eliminated the opportunity to attend off-site training opportunities, thwarting planned professional development
- Slow Internet connectivity limits the use of some cloud-based business solutions
- Real property parcel cards containing property information and assessor data are handwritten by the assessor on paper files resulting in:
 - Significant staff time for data entry into Munis, transferring assessor's handwritten information
 - Opportunity for data entry errors
 - Significant time incurred by contract assessor
 - Time-consuming process for mass reassessment
 - Parcel information not available online
 - A significant number of information requests for parcel and property tax information
- Monitoring business license and sales tax reporting compliance is labor-intensive and time-consuming and will benefit from increased automation
- Records retention schedule requires review and a possible update
- Inventory of city-wide records is obsolete
- Lack of adequate storage space in City Hall for city records causes inefficiencies in records management

Tasks Completed

- Successfully administered three elections, while instituting many COVID-19 protective protocols and modified voting procedures
- Implemented social distancing protocols for City Council Meetings, both in person and “virtually”, including the use of an online meeting platform
- Joined the Alaska Remote Seller Sales Tax Commission and amended our Code of Ordinances accordingly
- Resolution of disputed sales tax cases
- Real property foreclosure action completed; all parcels on foreclosure list redeemed, except one, which was deeded to the City of Unalaska
- Determined Agenda and Meeting Management Software not feasible with island’s limited bandwidth and Internet latency
- Decision made to continue with existing codification company, American Legal Publishing
- Updated citywide policy for display of public information
- Cross-training staff in department ongoing
- City Clerk and Deputy Clerk both earned CMC designation - Certified Municipal Clerk - through IIMC, the International Institute of Municipal Clerks

Tasks in Progress

- Clerk and Deputy Clerk participate in virtual professional development series
- Implementation of MARS/CAMA software (electronic real property/tax parcel system)
- Identifying department and council policies that need development, expansion, or clarification

Recommended Improvements

- Department staff participate in in-person professional development opportunities as available
- Form council policy committee to begin work on implementing any necessary Council Policies, including an update of the Mayor and Council Travel Policy
- After Finance Director hired, work with new Director to facilitate the implementation of Tyler Content Manager for Munis-created documents
- Implement Sales Tax processing and record-keeping in Munis
- Maximize use of Munis business license module
- Maximize use of Munis property tax module

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
- Performing 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 13 years resulting from sound fiscal stewardship
- The department does not have a full-time permanent finance director and is operating with an interim director
- Delivery of accurate and timely financial information to the City's staff and elected officials results in better management of the City
- Information Systems – Currently operating without a Network Administrator
- 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
- 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
- Staff is cross-trained resulting in more flexibility in scheduling and providing uninterrupted service for customers
- 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

Tasks Completed

- Received the Certificate of Achievement for Excellence in Financial Reporting for the fiscal year 2018 Comprehensive Annual Financial Report which had an unqualified opinion
- Implemented the Munis Request for Check feature within the Finance Department, which streamlines accounts payable processing for local purchases and eliminates unnecessary paperwork
- Successfully trained and cross-trained staff related to software updates and positions in preparation for instances when the department is short-staffed
- Streamlined the Line Item Transfer process by utilizing electronic documents, digital signatures, and email instead of sending forms back and forth through interoffice mail
- Updated facilities and infrastructure values for the Hazard Mitigation Plan
- Worked with the Department of Public Works Director to help overhaul the monthly capital project report
- Improved efficiency of budget preparation by utilizing the import feature in payroll budgeting for
- Information Systems – upgraded all user desktops to Office 2019 or 2013 from 2010
- Information Systems – upgraded the Active Directory environment to version 2019
- Information Systems – upgraded the City’s email systems to Microsoft Exchange 2019
- Information Systems – turned up a fiber optic link between the Ports Harbor Office and Old Power House for greater service quality and reliability

Tasks in Progress

- Implementing electronic timekeeping software, Executime, which is part of the Tyler Technology family, as is our MUNIS ERP software
- Working with various departments and Administration to update the City’s Purchasing Policy
- Continuing to improve the annual budget document to comply with GFOA recommended practices and continuing to incorporate financial sustainability sections throughout the document
- 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 and Tyler implemented, evaluate new methods and opportunities for training finance staff and other City employees
- Working to expand implementation of the Request for Check feature for use in all City departments
- Working to implement e-bills for general billing accounts so that customers can receive invoices via email
- Reviewing and updating internal controls
- Updating fixed asset records to include photographs of city assets
- Facilitating disaster preparedness by creating a project with related general ledger account codes within the accounting system for use in case of an emergency event
- Continuing PACE training to improve the payroll process

- Information Systems – migrating the Dell Compellent (5020) storage array from City Hall to Public Safety to enhance the data center for better disaster recovery
- Information Systems – migrating the Dell Compellent (4020) storage array from Public Safety to Haystack to create a tertiary offline backup site to better protect against ransomware
- Information Systems – Consolidating the multiple network file shares into a single share onto a new server

Recommended Improvements

- Continue to develop a better budget document and financial sustainability plan
- Complete the Federal and State Financial Assistance worksheet monthly, not annually
- Review roles, permissions, and workflow setup within Munis; add the workflow for fixed asset accounting and line item transfers
- Review the current purchasing card program and update the related policies and procedures
- Information Systems; expand and enhance our anti-malware protection to better protect our virtual and physical machines by leveraging agent-based protection with TrendMicro
- Information Systems; further develop end-user training methods to protect the City of Unalaska against malicious cyber-attacks from things like ransomware and phishing emails
- Information Systems; investigate further user account and data protection measures via two-factor authentication technologies
- Information Systems; create an additional job position (e.g. Systems Administrator) to accommodate increased workload and more effectively distribute highly specialized duties

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 & Operations; Aquatic Services; Library Services; and Recreation Services; a staff of 36 employees, five facilities, nine parks, two advisory committees, and an operations budget of approximately \$3 million.

DIVISION: Administration, Facilities & Operations

Current Condition

- Provide community members with safe and exceptional recreational opportunities and make the connection to the many benefits of parks, recreation, and library services.
- Follow all State and City mandates during the COVID-19 pandemic and keep facilities open to the public while at medium risk level.
- Continue to engage local cultural groups, especially the indigenous people of Unalaska, and develop programming to help them teach and maintain their unique cultures. This includes support for the Q Camp and A camp during the COVID-19 pandemic.
- Fully staffed management team and staff positions.

Tasks Completed

- All Department policies were reviewed and updated.
- A new HD camera system has been installed and is in operation at Kelty Field.
- Work calendars developed with the leadership team to provide programming during the COVID -19 Pandemic.
- Division Business Plans developed for budget and programming.

Tasks in Progress

- Ongoing review of policies and procedures for facilities, programs, and staff.
- Creating a manual for RecTrac to help train staff on the new upgraded system.
- Work with contractors, engineers to construct the UCSD and Sitka Spruce parks.
- Develop new business plans with spending plans by month. This includes all-new programming during the COVID-19 pandemic.
- Install a new bleacher system for the gym with automatic controls to increase efficiency and safety.
- Replace different weight-room equipment.

- Create new programs during the COVID-19 pandemic to include virtual programming.

Recommended Improvements

- Better connection between staff and the community to promote the benefits of parks, recreation, and library services explaining why, how, and what we do at PCR. Encourage members of the community to participate in all aspects of PCR programming, increasing a healthy community.
- Encourage professional development opportunities for staff at all levels.

DIVISION: Aquatic Services

The Aquatics Center employs a staff of 13, which includes one full-time Aquatics Manager, Program Coordinator, and Head Lifeguard, and 10 part-time Lifeguards. The Aquatics Manager oversees all facility activities, events, operations, and programs. The Program Coordinator programs the special events and activities including swim lessons the Head Lifeguard oversees the lifeguard staff and helps with pool operations. 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 have extended the hours and offered more programs at the aquatics center due to the addition of the Head Lifeguard before COVID-19.
- Currently, there are rebar leaks in the pool flooring that is a concerning issue. A corrosion specialist will need to assess the issue
- We do not have office space for the current amount of our full-time staff. Currently, our Aquatics Coordinator's office is outside of the Aquatic Center and the Head Lifeguard's "office" is the front desk at the Aquatic Center.

Tasks Completed

- Reviewed and revised facility rules and policies.
- Completed Business Plan.
- Held regular in-service training and meetings with Lifeguard staff.
- Trained all new lifeguards
- Identified and completed monthly and annual repairs and maintenance.
- Received satisfactory water quality sample reports.
- Completed Yearly DEC inspection.
- Offered Learn-to-Swim Program to K-8th grade
- Aquatics Manager and Head Lifeguard successfully passed and received Certified Pool Operator (CPO) for pool operation.
- Manager, Head Lifeguard, and Aquatics Coordinator completed the Jeff Ellis and Associates Swim Instructor Trainor program.

- The manager passed the Aquatic Facility Operators course and now is a certified AFO
- During the closure for COVID- 19, the pool was emptied and acid washed, drain covers replaced, rust leaks painted over with epoxy paint, and the sand and gravel were replaced in the pool filters.
- During the closure for COVID-19, the entire Aquatic Facility was deep cleaned.
- The staff kept two AquaFit classes running each week.
- Although we are not able to have children's programming due to COVID-19, the UCSD swim team is still able to practice here following ours and the school's mitigation plans.
- Sanitation stations were installed throughout the Aquatic Center.
- The Aquatic Center passed the Jeff Ellis and Associates yearly audit for lifeguard training.
- The Aquatic Center generates its disinfectant and sanitizing solution, and we use it and distribute it to other departments.

Tasks in Progress

- Revision of the Youth Swim Lesson program.
- Purchase new weight equipment for the fitness area.
- Yoga Boards and Paddleboards were purchased and instructors were found to hold Aqua Yoga classes
- Swim Lesson curriculum

Recommended Improvements

- Adding different attractions to the Aquatic Center that target different age groups can be utilized without additional staffing. Some examples would include a spa and a kiddie pool or splash pad
- Expanding the Natatorium to allow bleachers for spectators and a warm-up cool-down pool for competitive swimmers

DIVISION: Unalaska Public Library

Unalaska Public Library educates, enriches, and inspires community members by connecting them to the world and each other.

The City Librarian oversees a staff of three full-time, two part-time, and two on-call Library Assistants, the library facility, and facility programming. The 9,400 square foot library facility seats 48 patrons and houses circulating and reference library collections totaling approximately 41,000 volumes.

Library services include youth and adult programming, youth and adult circulating collections, outreach, public meeting rooms, public computer stations, wireless internet access, free notary service, voter registration, print & fax service, exam proctoring, reference services, and reference collections. The library has been designated as a passport acceptance facility by the U.S. Department of State. The library is open to the public seven days a week, and we provide the vast majority of our resources and services free of charge to all members of the public.

The Library Building Improvement Project, which was slated for construction in FY20-21,

experienced some setbacks in FY20, first with construction bids that were higher than expected, then with a delay in construction due to the COVID-19 pandemic. Funding remains in place for this capital project, but the timeline for potential redesign and construction is still being developed. When completed, this project will expand the library space by approximately 3,300 square feet and will add a large gathering space for library programs and community events, as well as a new teen room, expanded children's room, two study rooms, additional space for the library collections, additional seating, and a fireplace.

Current Condition

- Regrouping and planning for the continuation of the Library Building Improvement Project. The project budget is \$5.4 million.
- Closed March 16 – May 30 to comply with the City of Unalaska's hunker down orders as a public health precaution during the COVID-19 pandemic.
- As of June 1, operating with health/safety precautions, including limited open hours, limited building capacity, and increased cleaning measures, to prevent the spread of COVID-19.
- There are currently 3,874 active library cardholders (the card used in the last 5 years) and circulation totaled 83,487 items in 2019.
- Annual Summer Reading Program includes reading incentives for all ages, birth to adult.
- Adult and youth programming remained steady in 2019 and early 2020 but was impacted by the COVID-19 closure and safety measures in Spring 2020.
- Videoconferencing capability replaced by Zoom membership; equipment remains in the library.
- As of July 1, 2020, the library entered into a new internet contract in partnership with Unalaska City School District. This contract will extend through June 30, 2023. Under this contract, the library's portion of the bandwidth has doubled, for a total of 10 Mbps up / 3 Mbps down.
- Despite the increase in bandwidth, wireless internet speed is sometimes not sufficient to handle the demand of patrons.
- While the Alaska State OWL Grant, which provides funding for the library's internet connection, is secured through the end of FY21, the future of this grant is uncertain.

Tasks Completed

- Created a business plan to accompany the FY21 operating budget for the library.
- With input from the library staff and Advisory Committee, created a three-phase library reopening plan in the wake of the COVID-19 epidemic.
- Worked with ECI Architecture and the City of Unalaska Library Project Team (PCR Director, DPW Director, City Engineer Contractor, City Librarian, and Maintenance Supervisor) to finalize expansion project design.
- Created a detailed plan for moving and storing library collections and opening them in a temporary location during the planned construction projects.
- Continued to weed library collections, particularly adult fiction, and non-fiction, to make space for newer, updated materials.
- Updated scheduling standards to keep two staff members in the building during open hours whenever possible.
- Created a special collection of eBooks and audiobooks that are available only to Unalaska

patrons, and promoted this collection during the library closure due to the COVID-19 epidemic.

- Focused on growing the Graphic Novel, comic book, Anime, and World Language DVD sections of the library, which are high-circulating collections.
- Applied for and received IMLS Native American Library Services Basic Grant and Public Library Assistance Grant funding to supplement the library materials budget.
- Introduced several programs in compliance with social distancing mandates, including virtual book club meetings, storytime on Channel 8, and a take-home art project.
- In partnership with Unalaska City School District, evaluated bids and selected an Internet Service Provider for a new three-year contract for providing free public internet service.

Tasks in Progress

- Work with the Department of Public Works to create a plan for moving the Library Building Improvement Project forward, including the redesign and creating a new timeline.
- Increase virtual, passive, and take-and-make programming in line with social distancing guidelines.
- Continue to offer youth programming and promote early literacy.
- Continue to offer adult programming that promotes recreational reading, develops social connections, and encourages cultural enrichment and creativity.
- Continue to work with the Ounalashka Corporation to secure an ongoing IMLS grant to supplement the library materials budget.
- Continue to work with Friends of the Library, Unalaska City School District, and local business donors to create and promote a summer reading program.
- Inventory the Alaskan materials in the Ray Hudson Room.
- Increase purchases of digital materials.
- Create a “library of things” collection, adding items like sewing machines and a microscope for checkout.
- Continue weeding the entire library collection to cull outdated and unused materials, making room for new and more appealing collections.
- In partnership with the Qawalangin Tribe, add a selection of Great Courses materials to the library collection.

Recommended Improvements

- Consider hiring an additional full-time staff member to increase and improve program offerings, maintain a high level of customer service at an increasingly busy public service desk, and apply a minimum staffing level of two employees in the building during all open hours.
- Continue participation in the State of Alaska OWL project and the library’s partnership with Unalaska City School District. If grant funding becomes unavailable, request an increase of the library budget to maintain the current amount of bandwidth.
- Once a revised plan for the Library Building Improvement Project is established, reconnect with the Rasmuson Foundation to continue seeking grant funds for this project.
- When travel is safe again, send a Full-Time Library Assistant to one annual continuing education conference or event.
- Increase circulation by developing collections that are popular and responsive to community

interests and demands.

- Offer ESL classes or workshops, potentially in collaboration with the UAF Bristol Bay Campus.
- Accept credit card payments for library and passport fees.
- Initiate a digitization project for materials in the Ray Hudson Room.

DIVISION: Recreation

The Recreation Manager supervises a staff of four Recreation Coordinators and oversees all programs at the Burma Road Chapel, Community Center, and City Parks. Programs are broken down into four categories: Arts, Culture & Leisure; Youth & Teen; Sport, Fitness & Wellness; and Special Events & Community Relations. Each of the four Recreation Coordinators is directly responsible for all programs in one of the programming categories.

Current Condition

- Management has maintained its focus on seeking qualified recreation professionals, preferably with recreation or related degrees, to fill Recreation Coordinator positions.
- High turnover in the Recreation Coordinator position continues to harm program participant experience.
- High community expectations add pressure to change and offer additional recreational programming in all of our program areas.
- The main limit to the number of programs offered is the number of programming staff. Each year staff gathers to assess programming and plan a course to maximize the programs offered while considering the success of past programs and the needs and desires of the community.
- Nationwide changes in the way volunteers are managed result 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 but circulation has dropped and staff has limited the number ordered to reflect the changing ways in which people find information about PCR's programs and services.
- The department continues to utilize a smartphone app to make the activity guide available digitally to members of the community. This reduces the consumption of paper and makes this publication more readily available to those interested.
- Without contracted employees continuing to assist with various programs, these activities would not be offered: adult sports leagues, clinics, group exercise classes, special interest activities, and youth sports leagues.
- PCR staff runs training clinics to train volunteer youth and adult sports referees.
- 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 reminder text messaging service.

Tasks Completed

- Youth basketball and soccer league officials received training.
- Teen Council organized several different events, including a haunted house that was run in cooperation with PCR's Halloween Event. The youth leadership summit was canceled due to the COVID-19 pandemic.
- Continued to enhance the look of the seasonal activity guide using new software.
- Developed the Activity Guide app.
- Held annual program retreat with all staff to focus on planning programming and spending for the next year and enhancing program offerings.
- Programming staff met with the PCR Advisory Committee to receive feedback and discuss programming ideas.
- The staff has worked to actively track all program costs throughout the past fiscal year allowing the budgeting of programs in the future to be done with greater precision.
- The staff restructuring that began in 2016 by sending a recreation coordinator position to the Aquatics Center has been completed with the recent hiring of a specialized Arts, Culture, & Leisure program coordinator.
- The department opened its official Instagram Page to widen our social media reach, this was in part due to the demands of messaging during the COVID-19 pandemic.
- The department has hosted two UCSD students in a work-study volunteer role. These students have been of great help in program delivery and have learned much about the field of recreation during their service.

Tasks in Progress

- Provide educational opportunities for staff.
- Streamline electronic file storage on the department's server.
- Use program planning procedures to identify the actual costs of each program in the effort to create an improved program budget and a well-defined program fee schedule.
- Establishing a plan to develop a more comprehensive Arts & Culture program through the hiring of a coordinator experienced in this type of programming.
- Determine more ways to make use of digital marketing.
- Partner and collaborate with businesses and organizations to provide more programs.
- Create and implement senior programming.
- Exploring virtual program offerings during the COVID-19 pandemic.
- Evaluate adult sport league offerings.
- Continued evaluation of the department's promotional outlets seeking ways to ensure that all community members have adequate access to information about PCR's programs and services.
- Develop a volunteer management plan that seeks to engage, train, retain, and recognize quality volunteers for PCR programming.
- Develop an operational manual for staff to further standardize current program practices and procedures and also expedite the training of new staff.
- Staff is working with the teen council program to focus it on developing leadership through participation in parks and recreation program planning and development.
- COVID-19 has had a great effect on our program offerings in FY21. The staff has worked to

offer a variety of virtual programming offerings that have been received with varying success. Staff is currently in the process of offering limited in-person programming following established goals of focusing on afterschool opportunities, youth sports essential development, and special events.

- The programming staff worked with Clinic staff to develop program safety guidelines to guide program planning, development, and delivery during this time.

Recommended Improvements

- Evaluate programs offered and assess programming needs for different demographics.
- Continue to seek work-study participants through UCSD.
- Explore other avenues for after kindergarten child care options for local families to free PCR staff to do more programming during the main afterschool hours.
- Explore utilizing the Unalaska City School District High School gymnasium.
- Structure programming after school for 5th to 8th grades.
- Create an additional Recreation Coordinator position that would provide additional programming particularly in the arts and culture area.
- Create a teen-specific center, possibly in the Burma Road Chapel to accommodate the growing teen population, which has exceeded the use and capacity of the Community Center Teen Room, which is increasingly in demand from other user demographics.
- With the success of the Activity Guide app staff would like to explore further app development to add additional features.
- Program Coordinator positions turn over at a high rate with the main cause being the high cost of living in the community and the rate of pay for the position that does not align with the professional nature of the position. Particularly a Recreation Coordinator finds it difficult to maintain a private living arrangement, one without the need for roommates, and also to support a family. The result is that many staff in these positions gain some experience and then leave in a short time. The clear solution to this is to raise the compensation for this position to the level at which it allows financially responsible housing in the community.

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 four positions: Director of Planning, Associate Planner, GIS Administrator, and Administrative Assistant II.

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

Tasks Completed

▪ **Conferences – Continued Learning**

- Alaska Chapter of American Planning Association Conference, Anchorage AK, February 2020. William Homka did a presentation on the airport planning challenges resulting from the PenAir crash in October of 2019. Cameron Dean and Thomas Roufos presented on the City's new CMMP process. Planning Commissioner Vicky Williams also attended.
- Alaska Mapping and Survey Conference. April 2020. Cameron Dean was scheduled to attend and present on the City's new CMMP process, but the conference was canceled due to COVID-19.
- Alaska Shield 2019, Anchorage AK. Bi-monthly training sessions. William Homka attended.
- Alaska Forum on the Environment, Anchorage AK. January 2019. William Homka attended.
- American Planning Association National Planning Conference, May 2019. Thomas Roufos attended.

▪ **The COVID Crisis**

- **COVID-19 EOC:** On March 12 worked with the City Manager, Directors, and the Clinic to open the Emergency Operations Center (EOC) at the Department of Public Safety (DPS). Meetings were held at the EOC daily until social distancing concerns moved the meetings to City Council Chambers on Monday, March 23. Some members attended physically while others used the city's 1-800 call-in number and meeting code to participate from other locations.
- **Zoom:** As more information became available about COVID the city subscribed to Zoom.com and on March 27 began holding meetings remotely using the software. The

meetings continue and Zoom has allowed 24 participants to convene each day to engage island residents, businesses, organizations, and industries with outreach efforts to help ‘flatten the curve’ and hopefully avoid an outbreak here in Unalaska.

- **Section Chief:** The Planning Department is a Section Chief in the EOC and has been preparing the meeting agendas, maintaining meeting notes, and preparing the Operations Reports that are submitted to the State of Alaska EOC to document Unalaska’s efforts, resources, and supply requests. Separate reports about the EOC are available upon request.
- **Low Demand:** The Planning Department has seen the least amount of development requests in the spring period in at least 5 years.

■ **CARES ACT**

- **Administration:** Assisting the administration and City Council with creating a grant program to award and administer the CARES Act Grant money awarded to Unalaska.
- **Applications:** Developed a Pre-Application able to be used online or paper submittal. Began receiving applications from over 100 essential and non-essential businesses as well as nonprofit organizations. Council set aside about \$5 Million of Unalaska’s \$13.4 Million CARES funding for this program.
- **City Council:** Attended two City Council meetings to facilitate discussions about how to proceed with assessing the local need, develop a formula(s), or approach(es) to funding applicants based on gross revenue, impact(s) from mandated closures by the State of Alaska, etc.
- **FY20/21 CARES ACT:** The administration of the CARES ACT funds continues beyond the FY2020 scope of this report. Administration of grant program to businesses and non-profits continues into September, the 3rd month of FY21.

■ **Studied and Plans**

- **Schubaur Property:** Analyzed property across from the Department of Public Safety and adjacent to the Iliuliuk Clinic for development potential. This was a City Council Directive and staff prepared a memo outlining information ranging from the property’s present tax assessment value, zoning, size, development issues, etc.
- **CMMP:** Staff successfully coordinated the FY21-25 CMMP process. City Council adopted the CMMP in May 2020. To minimize recurring issues due to multiple software programs (Microsoft Word, Excel, and PowerPoint) and poor tracking abilities for project managers, staff developed a new process using ESRI technology and overhauled the CMMP Process Guide.
- **Building Conditions Survey:** Updated the city’s building conditions survey originally completed in 2017. About 60% complete using ESRI technology and web-based applications involving smartphones as of the end of this reporting period.
- **Airport White Paper:** Worked with the Ports Department to research and prepare a summary of the issues surrounding the Dutch Harbor Airport in the aftermath of the accident on October 17, 2019. Papers audience is elected officials and island businesses and investors.
- **Airport Master Plan:** Bil Homka prepared a letter to the Commissioner of Alaska Department of Transportation stressing the need to update the Airport Master Plan after an audience of DOT officials participated in the presentation at the Statewide Planning Conference. Bil Homka presented a session about the accident relevant to a future

planning perspective. The letter was signed on February 14 by Mayor Tutiakoff and distributed to several DOT officials in addition to the Commissioner.

- **Annual Alaska Planning Conference:** Submitted two session proposals for the 2020 Alaska Planning Conference, one on the City's response to the October plane crash, and another on the CMMP process. Both were accepted, and the staff presented them at the conference in February.
- **Haystack Hill:** Wrote a memo to the City Manager regarding a progressive lack of space at the top of Haystack Hill for communications antennas.
- **Elder Abuse:** As a result of concerning inquiries from an elderly individual in the community, the Planning Department is investigating a possible case of elder abuse in the community, the case has been referred to the Alaska Department of Health and Social Services Adult Protective Services Unit. Planning is concerned with the slow progress of the case at the State level, and continued to monitor the situation and reporting conversations with the elderly individual as they happened. After making two reports and various updates to the state, the individual eventually passed with no known progress from the DHSS. Private individuals are now working on a case through civil court.
- **Q-Tribe:** Met with the Q-Tribe regarding planned projects and projects that the Tribe and the City could collaborate on with new Tribal grant funding.

▪ **Plan Commission Work**

- **Platting:**
 - Worked with Brad Rinckey of HDL to research plats, Federal surveys, tideland surveys, easements, and any other information that might be relevant to the Captains Bay Road Improvement Project. Additional plats & easements located were emailed on July 12, 2018.
 - **Parkside Estates:**
 - The Planning Department received two conditional use applications to review for the Planning Commission meeting in August and approved the Preliminary Plat of Parkside Estates 2 Subdivision at the July meeting of the Planning Commission. Contracted with PND engineers to review potential wetland areas in association with Parkland Estates development. Two wet areas were noted for protection.
 - Coe Whittern, the owner, resisted the requirements of the Planning Department and the Planning Commission was content to let the Preliminary Plat expire. Before expiration, the property was sold to Glenn Olson.
 - Under new ownership, the Planning Department met with Glenn Olson, to revive the stalled project. The meeting identified several potential paths forward and increased development on the same piece of land. At the time of this report, Glenn Olson has not moved forward with any of the Planning Department recommendations, and the Preliminary Plat has expired. This Plat is, however, expected to be revived over the coming season.
 - Puffin Subdivision: The Puffin Subdivision has been approved administratively, vacating one easement and acquiring another easement across the Matson yard for the overflow of Ilulaq Lake.

- **New Housing Development:**
 - Ounalashka Corporation (OC): about a new housing project. The Planning Commission approved a zoning change to support residential development in the old town, from GC Commercial to HDR High-density residential. The new four-plex apartments have a mix of one – three-bedroom units.
 - Marilyn McCracken: The Planning Commission approved a zoning change to support residential development in the old town, from GC Commercial to SFR Single Family Residential.
- **CMMP:** The Planning Commission approved two resolutions for projects on the 2021-25 CMMP, 2019-09 Public Transit Study, and 2019-10 Recreation Trails. It also approved another resolution recommending approval of a text change to Titles 8 and 9 of the Unalaska Code of Ordinances to eliminate operating hours for adult businesses as well as the amortization schedule for existing businesses (which there are none).
- **ARGC Gun Range:** Reviewed a request for clarification regarding the zoning of the ARGC gun range. Generated a Planning Determination reviewed and approved at the December Planning Commission meeting.
- **GIS Program**
 - **CMMP:** The GIS Administrator met with City departments to train staff on the new GIS/CMMP Portal application process. He worked with departments to enter project nominations and effectively transition away from the Microsoft program-based process.
 - **Mapping:** The Planning Department produced numerous maps in response to other departments and for the Public Forum and Comprehensive Plan, including environmental conditions, traffic, DPS citations, and housing.
 - **Surveys:** The department created online surveys using our GIS infrastructure to support the COVID-19 response, CARES Act grant program, and Comprehensive Plan.

Current Planning and Development Review Annual Table

Application Type	Considered or Reviewed; Granted, Approved or Formally Recommended			
	2017	2018	2019	01/2020 to 06/2020
Variance	3/2	6/5	2/1	1/1
Conditional Use	6/7	4/4	4/4	2/2
Zone Amendment	-	-	1/1	1/1
Property Acquisitions	-	-	-	-
Code Revisions	-	-	1/1	-
Plats	3	3	1	0/2 (administrative)
Planning Documents	2	2/1	3/3	-
TOTAL MEETINGS	8	10	10	7

Tasks in Process

- **Generals Hill Booster Pump:** Continue work on acquiring land for the City to place a pump-house on Generals Hill. Planning initiated appraisal work of three properties associated with the Generals Hill Booster Pump project. Working with the Department of Public Works to coordinate property acquisition for the project designed to increase water pressure at the top of the hill. The pressure at the top of the hill can be as low as zero which can be a fire safety hazard.
- **Comprehensive Plan:** Update of the Comprehensive Plan. Work on the Comprehensive Plan is ongoing. The staff has held several public meetings to gather input and also implemented an online survey in October 2019. Over 150 respondents provided feedback. Planning also held meetings with representatives from PCR, Clinic, DPW, DPU, and DPS to discuss future needs. The Planning Department is approximately 60% complete with the 2030 Comprehensive Plan Update.
- **Cost of Living Study Updates:** Cost of Living Analysis with the Cost of Living Institute – submitted every six months. The Planning Department will continue to work with COLI.org and provide the organization with information needed to continue measuring Unalaska’s cost of living compared with the other 350+ communities who participate in the quarterly study.
- **Community Support Program:** Planning made funding recommendations to the City Council and facilitated the final decision-making process resulting in a resolution appropriating over \$1.2 million.
- **Address Updates:** from time to time, as needed, the Planning Department reviews and updates addresses. Alyeska Seafoods, among other industrial sites and processors, is missing addresses for most structures. Planning has a plan to update the addresses, to be implemented at an appropriate time for utilities and billing. Unisea Seafoods was administratively assigned several addresses to internally identify various utility assets.
- **Code Enforcement:** Based on a complaint from a tenant in the home, Planning moved forward on a joint enforcement case with the Electric, Fire, Engineering, and Police departments for the Tran Triplex. Having found additional single room occupancies (SRO) in the garage, again in violation of its permitted 3 units, as well as utilities in those SROs being stolen from other tenants. Planning, under guidance from the City Attorney’s office, has issued a notice of violation including the associated complaints from the Electric and Fire departments. The police department is conducting its investigation at this time on behalf of the tenant who complained of utility theft.
- **GIS support:** We continue to provide mapping and technical support for other City departments, primarily DPW, DPU, and DPS.
- GIS is working with other city departments on 911 addressing.
- **Parcel Data:** Planning continues to make improvements to the City’s parcel data as more property corners are accurately measured.
- **Online Accessibility:** Developing an online parcel viewer for the public, to be launched July 2020
- **Ongoing Revisions:** Continuing revisions to parcel fabric, updating rights-of-way, and linking parcels with associated plats and permits.
- **CMMP:** Continuing to improve the CMMP process by making it easier to use and more automated to save staff time in the future.
- **Historic Preservation:** The Historic Preservation Commission reviewed several Corps of Engineers remediation projects across the entire island of Unalaska

- Updating Housing Conditions Survey.
- Ongoing monitoring and renewals of existing for City Tidelands leases.

Recommended Improvements

- Complete the Comprehensive Plan 2030 Update. Stakeholder meetings and progress meetings for the public are remaining in addition to presenting draft and final documents with goals and objectives.
- Create an implementation strategy using the Comprehensive Plan 2030 to guide future CMMP programs.
- Expand and improve our GIS system in keeping with our tactical plan, implementing new technologies as they arise. Streamline data editing process across the City
- Improve the city's development review process. Explore the opportunity to use zoning and occupancy permits to standardize the review and enforcement processes.
- Explore possible Historic Preservation Ordinances to protect the historic and cultural resources of the city.
- Continue education and training of planning staff. Encourage staff to become certified in their related field of expertise (AICP for Planners).
- 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.
- 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.
- Continue monitoring tideland acquisition opportunities to accommodate increased development.
- Work with Clerks to streamline the cadastral records for GIS purposes to improve customer service and staff accuracy.
- Hold several forums to standardize place names and the placement of possessive/plural apostrophes for disputed place names.
- Work with Public Works and Public Safety to clarify our enforcement policy and streamline the process. Determine who is responsible to enforce which violations.

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 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 three emergency towing systems (ETS) which are used to assist in the recovery of distressed vessels. The Department currently staffs a Director, a Deputy Director, a Harbormaster, six regular full-time Harbor Officers, and two office staff.

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

DIVISION: Administration

Current Condition

- The Port security plan is current.
- Best Management Practices Manual is current and the plan is in practice as outlined.
- Fee Schedule and Terminal Tariff 7 aligned for more congruent language and rates.
- Title 18 is under review
- Biggest project Cruise ship season canceled due to COVID-19
- Alaska Marine Highway defunds service to Unalaska
- US Army Corps of Engineers recommending the PED phase of the dredging project
- Increased vessel traffic exposes inner harbor traffic to limited anchorages and undefined traffic patterns.
- The Unalaska Marine Center new construction has been open and functioning as designed
- Robert Storrs A and B Floats continue to deteriorate and reduce the level of services available
- Revenues are down

Tasks Completed

- Facility Security Plan reviewed successfully by the USCG and an independent audit Unalaska Marine Center is now qualified as section 126 for the movement of Hazardous materials.

- Tide Breaker engine replacement complete.
- UMC First full year of successful operation completed.
- Harbor Safety Committee adopted a Waterway Safety Plan and is published in the Coast Pilot.
- Best Management Practices are updated.
- Harbor Officers trained and current in Hazwoper, ICS, First Aid, and CPR.
- USACE Feasibility Study for the Dredging Project Completed.
- Multiple Search and Rescues.

Tasks in Progress

- Planning for Emergency Towing System and Mooring Buoy Annual Drill Summer 2021.
- Robert Storrs A and B Float Replacement.
- Implementing a Maintenance Inspection Plan for Emergency Mooring Buoy.
- Terminal Services Agreements for UMC.
- Developing an Operating Plan for Emergency Mooring Buoy.
- Updating of all Operating Plans for dock and harbor facilities.
- Cruise Ship Terminal Concept Design.

Recommended Improvements

- Implement User Agreements for long-term cargo operators.
- Develop scheduling procedures for cruise ships.
- Scope a cruise ship terminal
- Formalize the Harbor Safety Committee.
- Update Department Standard Operating Guidelines.
- Integrate Port bathometric with GIS.
- Develop parking plans and procedures for CEM.

DIVISION: Operations

Current Condition

- Unalaska Marine Center fully operational
- UMC positions have undulating concrete between old crane rails
- CEM at capacity during off-season tie-ups, creating a lack of mooring space.
- Offloads are being scheduled with the Light Cargo Dock impacting gear transfers
- 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.
- UMC Pavers are performing at or above expectations
- 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 the required voltage for users, limiting power.
- Robert Storrs Harbor requires on-going maintenance while planning for float replacements.
- CEM breakwaters continue to be monitored by USACE.

- Department of Homeland Security recent ruling that Unalaska will require a TWIC reader for cruise ships

Tasks Completed

- Tide Breaker Engine Replacement
- Robert Storrs A and B Floats electrical System repaired
- Provided Security for vessels that are under the Maritime Transportation Security Act.
- Tested Fire suppression systems
- Provided education for local COVID mandates to vessel fleet.
- Installed Video Cameras for UMC
- Communication Line for Ports connectivity completed

Tasks in Progress

- Continue the discussion with the Alaska Marine Pilots, USCG, and other agencies to discuss harbor-related issues and concerns.
- Robert Storrs A and B Float continued maintenance.

Recommended Improvements

- Install a 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.
- Resurface UMC concrete dock positions 5-7 using surplus pavers.
- Replace Robert Storrs A and B Floats
- Separate Cruise ship activity from industrial cargo and fueling.
- Install a TWIC Reader

DIVISION: Airport

Current Condition

- The lease with the State of Alaska expires July 6, 2023
- There has been no commercial air service since April of 2020
- Significant water damage throughout the waiting area and basement due to a recent fire
- 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 is posted for 28 days but has not been enforced since a pandemic was declared and commercial flights stopped
- The airport terminal roof is nearing the end of its useful life; the rest of the terminal building is generally in solid condition.
- Baggage handling areas create significant heat loss for the building.
- Tenant subleases expire in December of 2021

Tasks Completed

- Fire alarm system updated and overhauled
- A pest control program for the terminal building was implemented.
- Lease agreements in place for vending machines, ATMs, and advertising spaces.
- Terminal Building made accessible to charter flights filling the gaps of commercial air service

Tasks in Progress

- Upgrade restrooms.
- Roof assessment for major maintenance has been approved in the CMMP.
- The terminal is monitored by daily rounds of harbor personnel, maintenance personnel, and contract janitorial staff.
- Assessment of water and fire damage

Recommended Improvements

- Building assessment should be completed upon recommendations from the State Airport Master Plan
- Replace roof
- Add video surveillance to terminal parking and long-term parking.
- Develop a marketing strategy for leasable space.
- Redesign baggage handling to reduce heat loss from the building.

PUBLIC SAFETY

Mission

In partnership with the community, we will provide the citizenry 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 the City of Unalaska a safe place for families.

The Department of Public Safety is comprised of a total of twenty-seven full-time positions.

For budgeting purposes, there are four separate Divisions: Administration, Police, Corrections, and Communications.

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

Core Values: Service, Pride, Integrity, Commitment, Excellence

Vision Statement: Professionalism through Training & Teamwork, Striving for Excellence

DIVISION: Police & Administration

The Department's Police division provides comprehensive police services through proactive police patrols, emergency responses, and criminal investigations. Police officers responded to and investigated approximately 2360 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 a full array of DMV-related services. DMV issues driver licenses, state identification cards, vehicle registrations, and titles, and conducts CDL testing and driver testing. In the past calendar year, there were a total of 1336 such transactions. DMV also prints City identification cards and chauffeur licenses and conducts taxi meter inspections. The DMV agent is responsible for reporting all State transactions and maintaining City chauffeur and taxi permit records.

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 coordinates with non-profit agencies to ship homeless or injured pets to facilities in Anchorage for adoption and emergency services.

Current Condition

- Two new officers are expected to start work in Dec 2020. This will improve overall staffing

numbers and shift coverage; however, new officers will not be capable of working independently until mid-2021. With these hires, two positions remain to be filled before the Department achieves full staffing.

- The lack of available and affordable housing continues to negatively impact the recruitment and retention of officers. Significant increases in pay, as well as retention bonuses and education incentives in the PSEA 2021-2024 labor contract, have however helped reduce the discrepancy between pay and the cost of living.
- Lack of available space in the Public Safety/Fire building is significantly impacting the departmental operations on many levels. This includes the lack of proper office space needed for technical equipment (Example: DataMaster). Full staffing in the Patrol division will eventually exacerbate this condition further. A new Police Station and a location are currently being researched.

Tasks Completed

- Disposed of over 85 junked or abandoned vehicles.
- Upgraded all Patrol and Corrections division radios to ensure transmissions fall within FCC guidelines.
- Hired a Police Chief and promoted a Sergeant to Deputy Chief.
- Hired two additional officers for patrol. Both officers will be attending the State Police Academy in February 2021.
- One officer successfully completed the police field training program and was assigned to solo duty on October 8, 2020.

Tasks in Progress

- Coordinating with the City's project manager to the scope and develop an RFP for repeater site upgrades and replacement radio equipment.
- Developing and certifying in-house instructors to reduce the need for training-related travel.
- Actively participating in State-level organizations and committees on current issues in the criminal justice system.
- Continuing work with other City Departments to implement the City-wide radio communication plan.
- Developing a procedure manual to streamline and ensure consistency in the recruiting, selection, and on-boarding of new employees for all divisions.
- Developing bi-monthly in-service police training, on topics such as the use of force, sexual assault investigations, drug identification, search and seizure law, etc. to ensure that Patrol staff remains up-to-date on current topics and issues of importance.
- In collaboration with the Unalaska City School District, developing a crisis response plan for active shooter/active violence incidents. Developing a threat assessment team (TAT) comprised of school, law enforcement, and behavioral health personnel to assist in the recognition of individuals who may be potential threats to the Unalaska City School District.
- The department is switching back to the San Jose Field Training Officer Program (FTO) from the Reno Police Training Model (PTO) which has been in place for twelve years. The change of field training programs comes as most if not all of the department's PTO trainers have left the department. The department is currently building up the FTO field training cadre.

- Two other candidates have been given conditional offers and if successfully hired will attend the State Police Academy in 2021. Making a total of four positions filled in the last year.
- Researching new color and graphic schemes for patrol vehicles to promote professionalism, morale, and community pride.
- Plans are in place to install mobile data terminals (MDT's) in all of the patrol vehicles so officers can remain on the road and visible in the community while writing reports and making data entries.
- The department is starting a pilot program to institute the use of body-worn cameras for all patrol personnel. The use of body-worn cameras nationwide has lowered liability, increased professionalism, and made video evidence irrefutable in cases involving allegations of excessive use of force.

Recommended Improvements

- Develop long-term Department and division goals and a supporting strategic plan.
- Train additional Field Training Officers to reduce the burden on current training officers.
- Update the City's Emergency Operations Plan, to include appendices addressing Unalaska's most likely and/or most catastrophic hazards.
- Develop a strategy to help improve recruitment and retention among Patrol staff.
- Establish a new mission statement.
- Establish new core values and vision statement.
- Complete all processes that establish clear separation from fire services.
- Re-identify as the Unalaska Department of Public Safety comprised of Administrative, Police, Corrections and Communications Divisions

DIVISION: Corrections

The UDPS Corrections Division 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. Jail staff provides inmate processing, time accounting, meal preparation, coordination of prisoner transports, and oversight of prisoner visitations.

Current Condition

- 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, rather than a last resort, for persons in severe mental crisis.
- One Corrections staff member is fully certified as a Dispatcher.
- The space available to Corrections for equipment records storage and inmate property is woefully inadequate.

Tasks Completed

- Worked with the Court System to revise and update the required forms.
- Completed more than 32 hours of in-service training for each employee.
- Revised and updated division policies and guidelines, following recommendations from the 2017 Russell Report.
- Successfully passed the Juvenile audit and complies with the JJDP (Juvenile Justice and Delinquency Prevention) Act Regulations.
- Maintained current food establishment permit under provisions 18AAC31.
- Completed digital archive of closed booking folders within the last two years
- Completed jail facility review and audit. Was found by the Deputy Commissioner of DOC that we run a quality and compliant operation.

Tasks in Progress

- Continuing to update jail policies and standard operating guidelines.
- Continuing to digitize booking records as they are archived.
- One staff member will be attending the Municipal Corrections Academy in early 2021 and will be certified as an MCO.
- Continually working with Department Safety Officers ensuring DPS is OSHA compliant and meet requirements
- Identifying and acquiring a new camera and software system for DPS jail and overall building security.

Recommended Improvements

- Renovating equipment storage and inmate property areas.
- Coordinate with State or private contractors to provide time accounting training to staff.
- Explore the possibility of installing a recorded line in the inmate day room.
- Review and revise the facility security plan.
- Repaint cell block.

DIVISION: Communications

The Communications Division within Unalaska Public Safety employs 5 full-time positions including a Communications Sergeant and 4 Communications Officers. The Communications Division is responsible for handling all emergent and non-emergent phone calls for Police, Animal Control, Fire, and EMS. Communications staff provides radio dispatch for the Unalaska Department of Public Safety and the Unalaska Fire Department, alarm monitoring, emergency message updates, emergency tone-outs, and tsunami siren activation. The communications center also performs data entry, filing, and other general office functions on a 24-hour a day basis. In addition to this, Communications personnel are responsible for maintaining certifications in Emergency Medical Dispatch, Emergency Fire Dispatch, and for use of the Alaska Public Safety Information Network. In 2020 Communications personnel handled 11423 phone calls, 787 '911' calls, 1320 walk-in requests, and processed 3932 APSIN record requests.

Current Condition

- Currently has two vacancies
- Four of the Communications Staff are currently certified in Emergency Medical Dispatch and Emergency Fire Dispatch
- One Communications Officer needs to obtain certifications in Emergency Medical Dispatch and Emergency Fire Dispatch
- Employs a Certified Emergency Medical Dispatch Quality Assurance Provider
- Employs a Certified Emergency Fire Dispatch Quality Assurance Provider
- Employs a Certified Emergency Telecommunications Course instructor
- Could use an upgrade in Office Furniture to create a more comfortable and ergonomic workspace.

Tasks Completed

- Selected and hired a new Communications Officer
- Re-certified all previously certified Communications personnel in Emergency Fire Dispatch and Emergency Medical Dispatch
- Reviewed and updated Communications Help Files
- Certified one Communications staff member as an Emergency Telecommunications Course instructor.
- Participated in several public outreach and educational efforts.
- Developed an Annual Training Plan for the Communications Division involving monthly Emergency Call Taking practice, 24 hours of College of Emergency Dispatch coursework per year, annual Tsunami Evacuation Drill, and quarterly Division meetings

Tasks in Progress

- Currently working on an APSIN manual update
- Certify one staff member in Emergency Medical Dispatch and Emergency Fire Dispatch
- Set up an Emergency Telecommunications Course in Unalaska
- Training new Communications Officer
- Arranging a 911 education course to be taught to Elementary School Students grades K-4

Recommended Improvements

- Renovating work-stations to enhance health hazard mitigation.
- Renovating equipment and storage areas.
- Provide additional training to staff.
- Review and revise the facility security plan.
- Review and Update policies and SOG's

FIRE DEPARTMENT

Mission

Our purpose is to provide the City of Unalaska's citizens and its visitors with a safe and vibrant community. We aim to enhance the city's livability by providing the highest level of fire and emergency medical services.

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

Core Values: We Will....Be Kind, Be Professional, Be Proactive, Be Progressive, Be Committed

Vision Statement: Our department strives to be proactive and will take a progressive approach for fire suppression, education, and emergency medical services that far exceed industry standards and the standards of those we serve.

Fire & EMS, is comprised of approximately 31 volunteer members and 5 paid employees. In 2019, the division responded to 335 EMS calls, 76 fire calls, and conducted 5 outreach efforts. Fire & EMS also assists the State Fire Marshall, the Planning Department, and Public Works with building permit and plan reviews, and fire and building code inspections.

Current Condition

- The Department is currently at full staffing
- The Department currently does not have an Administrative Coordinator
- The Department currently does not have an Assistant Chief/EMC as pointed out by the IRT report.
- There are too few certified Firefighters among the paid and volunteer members to conduct offensive fire attacks.
- There are too few certified EMTs among the volunteer staff to relieve the burden and expense of response by paid staff.
- There are no incident pre-plans for most high-risk and/or hazardous facilities in the community.
- We currently have two Firefighter Instructor but require more to bridge gaps in training caused by absences.
- Unalaska's Insurance Services Office, Inc. (ISO) rating, based on scores for the fire department, water supply, and communications, is currently a 4/4X. Increased volunteer recruitment and participation help to maintain quality Fire & EMS services for the community and our ISO rating.
- A capital project was approved for a burn building, and a suitable site has been tentatively identified.
- Fire/EMS has out-grown currently available space. The Fire/EMS staff are unable to train in the facility during inclement weather.

Tasks Completed

- Selected and hired a new Fire Chief.
- Increased volunteer membership to 31.
- Certified one Fire/EMS staff member as a Fire Fighter Instructor.
- Received funding to replace Ladder Truck.
- Received funding to replace Rescue Truck.
- Added LUCAS device to inventory.
- Added SIM-MAN to assist with EMS training.
- Updated SCBA's to current.
- Updated fire PPE.
- Developed response policies to Covid-19.

Tasks in Progress

- Reviewing and updating Fire/EMS policies and guidelines.
- Continuing to update protocols and plans to ensure OSHA compliance.
- Developing a community-wide "Technical Response" Division.
- Programming Ladder Truck.
- Programming Rescue Truck.
- Adding a second LUCAS device to inventory.
- Training Captains to Fire Officer II.
- Streamline application process for volunteer staff.
- Updating EMS Protocols after an annual review with the Medical Director.
- Reevaluating response guidelines and standard operating procedures, to ensure appropriate, efficient services for the community.
- The training of paid and volunteer staff at the minimum levels to respond to calls. Developing props needed to complete the skills portion of the Firefighter I course.
- Developing an EMS Strike Team for deployment with Patrol staff at events such as an active shooter incident, high-risk warrants, or drug raids.
- Evaluating Communications protocols with regards to Fire/ EMS dispatching.
- Reviewing staffing needs.
- Reviewing response times.

Recommended Improvement

- Conduct advanced levels of EMT classes.
- Conduct a Firefighter I class.
- Certify volunteers as CPR, EMT 1, and/or FF Instructors.
- Develop Incident Pre Plans for High risk and hazardous facilities throughout the community
- Construct a training tower.
- Establish written agreements with partner agencies.
- Improve documentation on EMS runs.
- Adopt Alaska Fire Service Best Practices.
- Add Administrative Coordinator Position.
- Add Assistant Chief/ EMC Position.

- Adding 2 additional personnel per-shift to staff the ambulance 24-7.

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 the needs of our customers and our expectations for safety, quality, and quantity; to provide these services at a competitive price; and in a fair, 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 38 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 2 in 2018 to 1 this year, resulting in fewer lost manhours.
- 95 environmental reports throughout all utility divisions have been sent to the appropriate government entities on time resulting in no financial penalties.
- The Average fuel cost for electrical generation in FY19 was \$1.52 per gallon, which is \$0.94 lower than last year, resulting in a decrease in electricity costs compared to last year.
- The Waste Water Laboratory is performing Water and Wastewater samples, resulting in a reduction in departmental expenditures.
- The new tire baler is in service and baled 294 tons of tires.
- Good management of the Solid Waste Facility has resulted in an inspection score of 99% from the Alaska Department of Environmental Conservation.
- Solid Waste participation in the city-wide cleanup resulted in removing garbage from Unalaska streets.

Tasks Completed

- All regulatory reporting and sampling are complete.
- The Powerhouse Emissions Permit Renewal is complete.
- The Water Plant Micro Turbine Project design phase is complete.
- Wind Energy Feasibility Study is 95% complete.
- The General Hill Water Booster pump Project land acquisition is complete.
- The Gen/Set rebuilds were a success.
- Water Laboratory testing standard operating procedures are complete.

Tasks in Progress

- The Electrical Automatic Meter Reading Project is ongoing.
- The Powerhouse Flywheel Energy Storage System Project is ongoing.
- Wind Energy Feasibility Study is underway.
- The Landfill Gasifier Project is underway.
- The General Hill Water Booster Pumps Project construction phase has started.
- The Water Plant Micro Turbine Project is ongoing.

Recommended Improvements

- The Powerhouse cooling water system needs to be upgraded.
- The Pyramid Water Tank needs to be taken out of service and inspected.

DIVISION: Electric Power Generation

The Unalaska Powerhouse is dedicated to producing electrical power most safely and economically 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. Peak consumption is approximately 7.2 megawatts. Firm capacity is 15.4 megawatts. The activities of the Powerhouse division are carried out with eight full-time employees.

Current Condition

- Powerhouse suffered no lost time accidents resulting in no lost man-hours and decreased overtime.
- 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.

- The preventive maintenance plan is up to date, resulting in lower maintenance costs.
- The average fuel cost for FY19 was \$1.52 per gallon, which is \$.94 lower than last year, resulting in decreased electrical costs compared to last year.
- All Generator Sets are in good running condition, resulting in approved reliability.
- Maintaining an average engine efficiency of 15.4 has resulted in decreased electrical cost.

Tasks Completed

- All engine maintenance and preventive maintenance are up to date and have been completed.
- Two employees are trained to perform Visible Emissions testing for the City of Unalaska per the City's air quality permit.
- A Power Purchase Agreement has been signed between the City and OCCP.
- The Powerhouse Emissions Permit Renewal is complete.
- The Gen/Set rebuilds were a success.
- Operational environmental documentation is up to date.
- An Electrical Engineering Technician has been hired.
- Operator I and Operator II have been hired.

Tasks in Progress

- The Powerhouse Flywheel Energy Storage System Project is ongoing.
- Continuing to find ways to increase electrical generating efficiency.
- Wind energy data collection is ongoing.

Recommended Improvements

- The Power House cooling water system needs to be upgraded.
- The Powerhouse reporting software needs to be upgraded.

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 standards of the National Electrical Safety Code (NESC).

Currently, the Electric Distribution Division has two 5MVA substations that serve 14 miles of

35kV circuit with 32 miles of 35kV cable. The substations serve customers with 16 miles of 15kV circuit with 42 miles of 15kV cable. The customer base is served with 1,003 meters, 181 streetlights, 194 transformers, and 129 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 needs.
- 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.

Tasks Completed

- Replaced 3 transformers throughout the City.
- Replaced 4 section cans.
- Installed 2,000 feet 35kV electrical line.
- Completed maintenance on street lights.
- The installation of the Ports fiber optics is complete.

Tasks in Progress

- The Electrical Automatic Meter Reading Project is ongoing.
- The replacement of deteriorating field equipment is ongoing.
- The Flywheel project is ongoing.
- Training of Apprentice is ongoing.

Recommended Improvements

- Change out a 15kV transformer with a 35kV transformer at the Powerhouse and install the existing 15kV transformer at E1 Switchgear.
- Replace the 35kV line across Iliuliuk Bay between East Point Road and Bayview Avenue.

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 Water Division's (WD) 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.
- The completion of the Water System Master Plan has resulted in a clear vision for future service improvements.
- Safety training is complete resulting in fewer lost-time accidents.
- 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 for that location.

Tasks Completed

- Annual fecal and algae testing is complete.
- Backflow prevention community training is complete.
- All regulatory reporting and sampling are complete.
- Icy Lake wind turbine has been replaced.
- Water Plant Micro Turbine Project design is complete.

Tasks in Progress

- Water Treatment Plant Micro Turbine Project is ongoing.
- Installation of an automatic meter reading system is ongoing.
- Preliminary planning for the Icy Dam Reservoir expansion is ongoing.

Recommended Improvements

- Drain the Pyramid Water Tank for inspection.
- Move the road running from Icy Creek Dam to Icy Lake to the west to follow the base of the mountain.

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 the pressure sewer line. The WWD also cleans and maintains two additional lift stations, one each for the Solid Waste Division and the Ports Department. 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 resulted in decreased overtime and lost man-hours.
- Overall the 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 Wastewater Laboratory is fully operational resulting in more accurate testing of wastewater and water samples.

Tasks Completed

- As of June 2020, cleaned 10% of the collection system.
- All regulatory reporting and sampling are complete.
- Annual review of operational documentation is complete.
- Annual preventive maintenance is complete.
- Wastewater Lab biological testing equipment procurement is complete.
- Hired an Operator 1.
- The installation of the barricade around the Sludge Tank is complete

Tasks in Progress

- Collection system cleaning is ongoing.
- Plant efficiency assessment is ongoing.

Recommended Improvements

- Video inspection and assessment of the entire collection system.

DIVISION: Solid Waste

The Solid Waste Division (SWD) has primary responsibility for operating the Landfill following 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 of the 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 upgradient well and three downgradient wells quarterly. They are also required to analyze two stormwater 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 2.

Current Condition

- No lost time accidents in the Solid Waste Division results in less overtime.
- Good management of the Solid Waste Facility has resulted in an inspection score of 99% from the Alaska Department of Environmental Conservation.
- Participation in the city-wide cleanup resulted in removing unwanted garbage from Unalaska streets.

Tasks Completed

- Completed citywide cleanup project.
- Completed Household Hazardous Waste Clean-Up program.
- Removed 25,000 pounds of batteries from the Landfill.
- The Scale Upgrade Project is complete.

Tasks in Progress

- Performing daily and monthly baler inspections and maintenance.
- Continuously repairing fences and gates.
- Ongoing surface water quality monitoring and reporting.
- Ongoing Freon removal from appliances.
- Baling of tires is ongoing.
- The Gasifier Project is starting.

Recommended Improvements

- Clean the 4" sewer line from the Landfill along Summer Bay Road.
- Complete the preliminary design for the Gasifier Project.

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.

DIVISION: Administration

The Department of Public Works Administration (DPW-A) is responsible for the overall management of the Administration Division and Engineering Staff of the Department of Public Works as well as managing the staff and services of the Roads Division, Vehicle Maintenance Division, Facilities Maintenance Division, and Supply Division. The DPW-A is also responsible for managing capital projects in various stages of pre-development, engineering/design, construction, and close-out. As of June 30, 2020, we had 44 funded projects with a funded budget of \$114,584,380. In addition to providing clerical, payroll, purchasing, and administrative support for all DPW Divisions, we also manage in-house engineering projects; building, demolition, and excavation permits; surveying and property corner location; Requests for Proposals for fuel and aggregate for City-wide use; and, in cooperation with the Planning and Utilities Departments, maintain the City's GIS system. This Division consists of the Director of Public Works, Administrative 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, as needed, all other City of Unalaska Departments. The FY20 Operating budget for the Administration Division is \$779,912. The FY20 Operating budget for all Divisions within DPW (including Vehicle & Equipment and Facilities Maintenance proprietary funds) is \$7,990,755.

Current Condition

- Increased regulations, contractor mobilization, housing, raw materials, land space limitations, and transportation costs continue to increase project costs along with Covid-19.
- Federal and State regulations, aging facilities, and economic growth have led to major infrastructure construction over the past 10 years. Slowdowns occurred this past year primarily because of Covid-19 restrictions. The need to update and maintain infrastructure never ceases.
- Ancillary utility upgrades are often required to supplement updated facilities, expanding the scope and cost of projects.
- Costs for removing material contaminated decades ago and encountered during present-day excavation work, along with remediation and monitoring to fulfill legal requirements, creates significant impacts on the City budget.
- Lack of snow dump sites creates additional work in the form of trucking snow and added costs for snow removal in heavy snow years. Recent years have had diminished snowfall.
- The many long-term employees of the Department ensure excellent customer service and proactive, collaborative approaches to problem-solving.

- Staff turnover and retirements impact the Department and City with additional recruitment costs and the loss of institutional knowledge.

Tasks Completed

- Capital Improvement Projects:
 - Haystack Security Fence
 - Henry Swanson House Improvements
 - Old Powerhouse Battery Replacement
 - Landfill Cells 3&4 Partial Closure
 - Solid Waste Scale Upgrade
 - UMC Laydown Area
- Non-Capital Improvement Projects:
 - Solicited bids and awarded contracts for an aggregate purchase.
 - Solicited bids and awarded contract for fuel and lubricants purchase.
 - Acted as the City's Logistics Section Chief during Covid-19 pandemic
 - Placed multiple resource requests on ICS213RR forms during the Covid-19 pandemic.
 - Coordinated resource requests to the State Emergency Operations Center.
 - Purchased hi-tech drone and City Engineer became FAA licensed to fly it.
 - Issued 13 Building Permits.

Tasks in Progress

- Principal Capital Improvement Projects:
 - Town Park Playground Improvements
 - Sitka Spruce Park Improvements
 - Public Library Improvements
 - DPS Repeater Site Upgrades
 - Records Management System
 - Fire Training Facility
 - DPS Building Assessment
 - ALS Manikin
 - SCBA Replacement (Fire)
 - Tsunami Siren Upgrades
 - Captains Bay Road & Utility Upgrades
 - Causeway Culvert Replacement
 - Burma Road Chapel Upgrades
 - City-Wide Drainage Projects
 - Unalaska City School District Playground
 - Automatic Electric Meter Read
 - Wind Power Development
 - Electric Energy Storage System
 - Generator Sets Rebuild (FY20)
 - 4th Waste Heat Recovery Unit
 - Powerhouse Engine 4
 - Fiber Optic Infrastructure Development - Water

- Pyramid Water Treatment Plant Microturbines
 - General Hill Water Pressure Booster Pump Station
 - CT Tank Interior Maintenance & Painting
 - SCBA Replacement (Water)
 - Water Supply Development Phase II
 - Pyramid Water Storage Tank
 - Automatic Water Meter Read
 - Waste Water Treatment Plant
 - Fiber Optic Infrastructure Development
 - Composting Project
 - Re-Insulation of Baler Building
 - CEM Breakwater Repair
 - Unalaska Marine Center (UMC) Positions 3 & 4 Replacement
 - Harbor Office Comms Line
 - UMC Cruise Ship Terminal Design
 - Emergency Mooring Buoy Maintenance
 - Rescue Vessel Engine Upgrade
 - Entrance Channel Dredging
 - Light Cargo Dock & UMC Dredging
 - Robert Storrs Harbor A&B Floats Replacement
 - Airport Terminal Roof Assessment
 - Lear Road Duplexes Kitchen Renovations
- 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.
 - City ARC-GIS mapping assistance to DPU
 - Work Order System Implementation
 - Standard Details and Specifications
 - Staff taking online Project Management Institute training
 - Staff taking online Pix-40 image processing software training
 - Assist the Planning Department with preliminary plat review, subdivision platting, easement, and nuisance violations
 - Drone flights in various locations in town to provide aerial imagery to Planning for future subdivision projects and assisting with evidence of nuisance complaints
 - Continued work with survey equipment to provide top information to engineering firms for future private development
 - Continue taking the lead with infrastructure improvements related to the ongoing Covid-19 pandemic response

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.
- Establish a technical services agreement with a reputable cost estimation firm to provide an improved review of capital and non-capital projects estimates and to build a database of local costs
- Identify snow dump areas to reduce workload during heavy snow years
- Establish a written policy for Junk Vehicle Hauling, including what Departments and Divisions will bear the costs. The policy needs to set out how to utilize funds assessed at the time the vehicle is registered to help offset Department costs in hauling the vehicles to the shop, preparing them to be accepted at the Landfill, bringing them to the Landfill, and paying the tipping fee
- Establish a written policy for Street Light Maintenance and Repair. Historically, DPW-Roads purchases the parts, and DPU-Line Repair & Maintenance does the repairs. This should be memorialized formally between the Departments
- Revise UCO 2.92.030, Record Retention, to allow for electronic storage of documents
- Establish a written policy for cost distribution of tipping fees for the metal bin at DPW/DPU. Currently, Vehicle Maintenance is taking the hit but most of the metals come from Water and Electric.
- Enter into a City-Wide Memorandum of Agreement with the IFHS to include services utilized by DPW/DPU such as CDL Physicals, Respiratory Physicals, Respirator Fit Test, Tetanus Series immunizations, Hepatitis Series immunizations. (Currently, DPS is the only entity with an MOA with the IFHS pricing).
- Establish written policy for Drone use and add Drone related services to Fee Schedule.

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. The FY20 Operating Budget for the Roads Division is \$2,998,437.

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 cooperatively.
- Lack of adequate snow dump sites makes snow removal more costly, especially during heavy snow years.

- The erosion on roads adjacent to the sea caused by storm surges and tidal action continues to occur.
- Drainage culverts clogged by storm run-off require frequent maintenance.

Tasks Completed

- Annual gravel re-surfacing improved drivability and ease of maintenance of these roads with 13,118 cubic yards emplaced.
- Annual ditch cleaning and drainage improvements were made along various roads with 3,730 cubic yards of waste from the ditches excavated and trucked out.
- Annual drainage infrastructure maintenance included cleaning sediment separators and jet rodding culverts Citywide, with 84 catch basins, 29 culverts crossings, and 16 sediment separators cleaned.
- Applied 26 tons of calcium chloride on gravel roads to control dust.
- Applied 1,254,000 gallons of water to clean asphalt roads and control dust on gravel roads.
- Removed 30 junked vehicles from various locations around the City, delivered them to DPW for processing, and then hauled them to the Landfill.
- Applied yellow centerline paint, white dashed lines, and white fog lines on asphalt roads.
- Installed 1,774 tons of rip rap armor stone on eroded shoreline areas.
- Installed asphalt patch at intersection of Airport Beach Road and Captains Bay Road.
- Demoed items at Sitka Spruce Park and UCSD Playground ahead of contractor's work.
- Plowed snow and hauled 12,710 cubic yards of snow to stockpile.
- Spread 3,002 cubic yards of winter track sand on City roads.
- Spread 104 tons of winter salt on City roads.
- Repaired and replaced guardrail at locations Citywide.

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 Vehicle Storage building at City Shop in the valley.
- Improve storm drainage system (rip rap ditches, grading, upgrade catch basins, sediment traps).
- Continue to protect roadways from sea erosion.
- Continue to 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 cost accounting data entry.

- Set and formalize policy for junk vehicle impound and delivery to Landfill, including what Department pays tipping fees.
- Formalize policy for street light maintenance and repairs.

DIVISION: Supply

The Supply Division (SD) maintains inventory for the Department of Public Works and the Department of Public Utilities. This Division performs shipping and receiving for all non-service purchase orders City-Wide, maintains records of new and surplus rolling stock including mileage and hour tracking, and is responsible for registering and licensing the City's fleet. The SD processes work orders and fuel and freight invoices, creates monthly credit/debit reports for the Finance Department, maintains the fuel island software, and aids other Departments in locating items for their specific needs. This Division consists of a Supervisor position and three Storekeeper I positions. The FY20 Operating Budget for the Supply Division is \$282,994.

Current Condition

- SD works closely with Vehicle Maintenance to ensure parts are in stock to reduce equipment downtime.
- COVID-19 created the need for alternate schedules to minimize exposure.
- The lack of adequate inventory storage space is an ongoing issue.
- The annual surplus sale was not held this year because of the pandemic.

Tasks Completed

- Researched, placed, tracked, and received numerous COVID-19 related special orders.
- Placed orders for new vehicles & equipment per Rolling Stock Replacement Plan as approved by Council.
- Provided information for tracking new vehicle/equipment purchases.
- Hired one employee who subsequently resigned after a few months for medical reasons.
- Processed 542 vehicle specific work orders
- Processed 360 work orders across all City Departments

Tasks in Progress

- Seeking to fill vacant Storekeeper I position.

Recommended Improvements

- Remove obsolete parts from Inventory.
- Task SD with maintaining MSDS Online.
- Create and maintain written procedures for all SD tasks.
- Cross-train all Division employees and include supervisor tasks in the cross-training.
- Ensure deadlines are consistently met as requested.
- Customer Service training for new and existing employees.
- Human Resource Management training for the Supervisor to help reduce turnover.

DIVISION: Vehicle and Equipment Maintenance

The Vehicle and 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 160 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. The FY20 Operating Budget for the Vehicle and Equipment Division is \$1,212,918 (General Fund) and \$326,466 (Proprietary Funds).

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 increasingly 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 number of parts that can be kept on hand thereby increasing the downtime of the equipment and vehicles.

Tasks Completed

- The starter and fuel lines were replaced on TB-1.
- The window regulator was replaced on HM-8025.
- UPD-5563 had a GPS antenna installed. The seats and storage box were removed to clean and sanitize the vehicle.
- The expansion tank and a valve for the fan clutch were replaced on WT-2.
- Fender damage was repaired on RC-5818.
- The draglink and tie rod ends were replaced on DT-7.
- BH-1 and L-9 had hydraulic hoses replaced.
- The catalytic converter was replaced on UPD-7430.
- Installed a new starter on PW-4212.
- The radiator was replaced in UPD-2321.
- A track on BH-3 was remounted.
- The HVAC ducting on HM-3659 was replaced.
- The throttle cable was replaced on GM-2.
- A hydraulic steering hose was replaced on DT-4.
- We received and readied for service two new trucks, VT-3 a VACTOR, and DT-9, a dump truck that is replacing DT-5.
- Repaired a leaking radiator and replaced the P.T.O. driveline u-joints were replaced on WT-2.
- A window regulator was replaced on UPD-9826.
- A fuel leak was diagnosed and repaired on BD-7.

- The intake manifold and assorted parts were replaced on HM-3659 due to gunshot damage.
- The kingpins were replaced on DT-7.
- The electric throttle control was repaired on the pony motor for VT-2.
- New brake lines were installed on PW-4212.
- Assorted brackets were fabricated and attached to W-9802.
- Coolant and fuel leaks were repaired on L-4.
- Brake cans were replaced on ST-1.
- The muffler was replaced on HML-1.
- A new water cannon with remote control was installed on UPD-8364.
- Two window regulators were replaced in UPD-9826.
- A new kingpin was installed on DT-4.
- The door window was replaced on E-3653.
- The parking brake cable was replaced on HML-1.
- A new heater blower motor was installed in CH-9633.
- The speed sensor on PW-4367 was replaced.
- New leaf spring shackles were installed on SD-5542.
- The hydraulic hoses were replaced on BH-3.
- New starters were installed in PW-3448 and E-4117.
- The power steering pump was replaced on SD-5275.
- Heater hoses on RG-2 were replaced.
- A window was removed and resealed on BH-1.
- The hydraulic drive coupling was replaced on LF-1.
- The airbag and speed sensor system was diagnosed and repaired on CH-7414.
- A thermal imaging camera was installed in UFD-8364.
- A hydraulic steering hose was replaced on RG-2.
- The brakes were replaced on PW-1766, PW-3448, and PW-2683.
- Repaired a leak in the body panels and installed seat covers in W-9802.
- Installed a VHF radio charger in W-6000.
- Replaced the exhaust manifold gaskets and bolts on PW-4212.
- Adjusted door and performed bodywork due to wind damage on UPD-7430.
- The starter relay was replaced on SD-5542.
- UFD-5247 had decals applied and seat covers installed.
- Controls for a salt/gravel spreader were installed in PW-2653.
- VT-2 had the boom controls and rodder pump repaired.
- An exhaust leak was repaired on PW-2683.
- Seat covers were installed in UPD-5563.
- WSM-3 and 4 were serviced and inspected in preparation for snow conditions.
- The timing chain tensioner was replaced on CH-7414.
- Troubleshoot battery drain on PW-8586 and replaced the battery as a result.
- ST-1 saltbox was installed and some hydraulic fittings were replaced.
- Removed the decals, VHF radio, and lights on UFD-7954 to transfer to City Hall.
- A hydraulic hose was replaced on L-9.
- The suction boom controller was repaired on VT-2 and a venture rock collector was installed.
- The starter on L-4 was replaced.
- Wiper assembly was replaced on UPD-5565.

- Installed a VHF radio charging base in W-2312.
- The brake shoes, brake drums, and electric brake wiring were replaced and/or repaired on TR-17.
- Hydraulic lines were replaced on RG-2.
- The steering linkage was repaired on GM-2.
- DT-6 had electrical issues diagnosed and repaired.
- HM-3659 had the u-joints replaced.
- Hydraulic hoses were replaced on BH-2.
- L-1 had the hydraulic transmission pump replaced.
- A window regulator was replaced in UPD-5565.
- Old decals were removed and new decals were installed on UFD-1436.
- LF-0750 had the starter replaced and the front bumper repaired.
- L-1 had hydraulic hoses replaced on the sweeper attachment.
- The throttle linkage was repaired on L-3.
- BH-11 had a window latch repaired and a code diagnosed.
- The transmission was replaced in HM-9290.
- A hydraulic cylinder, the snow chute, and the blower fans were repaired on SB-2.
- The radiator on TB-1 was repaired.
- The water pump gasket and a coolant hose were replaced on RG-2.
- LF-1 had the cab floor painted, a hydraulic hose replaced, and oil leaks fixed.
- A front wheel hub was replaced on PW-4572.
- The inverter/charging system on UFD-3503 was diagnosed and corrected.
- PW-3448 required a new brake line.
- DT-4 had the fan clutch and tensioner belts replaced.
- A hydraulic line was replaced on L-1.
- An air leak in the fuel line was repaired on BD-7.
- The hydraulic system on DT-9 was drained and flushed and a leak in the tank was repaired.
- New batteries were installed and a starter switch was replaced DT-7.
- The bucket locking pins on L-9 was repaired.
- Assisted with repairs performed on the Bridge due to grader damage.
- RG-8 is being repaired due to damage incurred during the Bridge incident.
- We inspected and readied for service a new vehicle (PW-0467 replacing PW-0688).
- A front wheel hub was replaced on CH-7954.
- Repaired the lift arms on HML-1.
- New decals were applied on UFD-0465.
- PW-0467 had a window guard and toolbox installed.
- Stripped threads were repaired for the transmission filter on DT-2.
- The strobe light was changed to blue on HM-2309.
- RH-1 had batteries changed and brakes freed up.
- The front wiper and motor were replaced on L-9.
- The rusted door sill was removed and another was welded back on PW-6065
- Removed the Jaws of Life power pack from UFD-8364 and shipped it out for repairs.
- A cleanout system was fabricated for SS-3.
- A new addition to the fleet, BH-12, was inspected and released for service.
- PW-6065 was converted to LF-6065.
- A new vehicle (PW-0533 replacing PW-3448) was readied for service.

- RG-8 is being repaired as parts arrive.
- The rear brakes were replaced on PW-6372.
- CH-7954 had the fuel pump and ignition coil replaced.
- Heater hoses and parking brake were replaced and the muffler bracket was welded on HML-1.
- Repaired a door and fender on RC-5818.
- Replaced Batteries on L-3 and HM-2.
- Replaced the strobe light and repaired the snow plow on HM-2310.
- The auxiliary hydraulic motor was replaced on PW-3438.
- PW-4572 had door hinges repaired and latches replaced on the utility box.
- Brake lines were replaced on PW-5965.
- Console, V.H.F., siren, and strobe lights were installed on UFD-0465.
- The track bar was replaced on HM-3659.
- BH-2 had a door rebuilt, hood painted and the wheel studs were replaced.
- S-3 had the belt removed, repaired, and reinstalled.
- A window regulator was replaced on UPD-5565.
- S-6 had bearings and shafts replaced, grease lines and a wash-out system fabricated.
- UFD-3535 had bent and broken panels repaired.
- RG-8 had the moldboard and batteries replaced then returned to service.
- BD-8, BH-1, and L-4 had hydraulic lines replaced.
- UFD-0592 had a king nipple replaced on the water tank.
- VT-2 had the electric throttle repaired and a bracket welded on the hose reel.
- DT-4 had the batteries replaced.
- UPD-7430 had a door and front fender repaired and painted and a new decal applied.
- Bearings and shafts were replaced and the lines were greased on S-6.
- Bent and broken panels were repaired on UFD-3535.
- Replaced the moldboard and batteries on RG-8.
- Installed new hydraulic lines in BD-8, BH-1, and L-4.
- A king nipple was replaced on the water tank for UFD-0592.
- The electric throttle was repaired and a bracket was fabricated for the hose reel on VT-2.
- Replaced the batteries in DT-4.
- Repaired and painted a door and front fender and applied a new decal on UPD-7430.
- A slipping transmission was repaired and the rear brakes were replaced on CH-9633.
- The engine was rebuilt and a new tank is being plumbed on WT-2.
- The sweeper on L-1 had hydraulic hoses, a cylinder, and the loader mounts replaced.
- The hydraulic cylinder for the liftgate was replaced on PW-1765.
- Air hoses and the light cord were repaired on TR-11.
- Replaced the brake cans, air lines, and slack adjusters on VT-2.
- Repaired a hole in a door and painted W-6000.
- New stretcher systems were installed on UFD-3503 and UFD-6859.
- Straightened out a dent and painted CH-4106.
- RG-9 had the light panel and keypad switches diagnosed and repaired.
- Plumbing was fabricated for a new fire pump in HM-2.
- The batteries, alternator, vacuum skirt, electric spray motors, and center broom were replaced and the air purge valve was rebuilt on SS-1.
- Removed the high-pressure water pump cylinder and ordered a replacement on VT-3.

- ACO-0232 and SD-5542 were removed from service and readied for auction.
- A new grass mower (GM-3) was inspected and put into service.

Tasks in Progress

- The Division continues inspection, maintenance, and repair of the City of Unalaska's gas and diesel vehicles and equipment.
- Impound vehicles continue to be processed for disposal.

Recommended Improvement

- Construct 60' 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 an existing facility or look for space to rent in the community to complete the necessary vehicle, equipment, and parts painting.
- Replace vehicles that are unsafe due to irreparable rust damage.
- Set and formalize policy for preparing impounded junk vehicles for acceptance at the Landfill, including what Department pays the Tipping Fees.

DIVISION: Facilities Maintenance

The Facilities Maintenance Division (FM) consists of eight full-time permanent and two full-time seasonal 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 Park Restrooms, Parks' Equipment Building, three Park Gazebos, Wash Bay, Haystack Repeater Station, Airport Terminal, USCG Dock Phone Building, UMC Warehouse, Carl E. Moses Boat Harbor Restrooms, Carl E. Moses Boat Harbor Used Oil Building, and the Sand/Salt Building. FM provides services to all of DPU's facilities: Icy Lake Control Plant, Icy Creek Control Plant, Pyramid Water Treatment Plant, Town Substation, Unalaska Chlorine Plant, Unalaska Control Plant, three Water Well Houses, Nirvana Water Pump Station, Agnes Beach PRV Building, East Point Valve House, EOD Building, Landfill Baler Building, Wastewater Treatment Plant & Liquid Stream Building, Lift Station #4 Generator Building, Leachate Facility, and both Powerhouses. We have taken over the maintenance of all the Toyo Stoves for the Water Division. Our housing units are the Ptarmigan Road 8-Plex, Loop Road 4-Plex, and two Duplexes on Lear Road as well as 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, and, upon request the Powerhouse and Town Substation. The two Iliuliuk River Foot Bridges were added to our maintenance responsibilities in 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. The FY20 Operating

Budget for the Facilities Maintenance Division is \$1,347,479 (General Fund) and \$1,042,549 (Proprietary Funds).

Current Condition

- **Airport Terminal.** An extensive renovation was completed in 2006, and the exterior was painted in FY17. During the renovation, two areas of the exterior walls showed 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 renovation. Further action at this time is not cost-effective. This corrosion will need to be addressed as part of any future renovation plans. A 20' section of sprinkler pipe was replaced however the entire piping system should be evaluated. 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. The Tom Madsen Airport Terminal building was ranked 3rd out of 14 buildings receiving Level 1 audits for a more in-depth, or level 2, audit. The facility also was ranked 2nd for potential energy cost savings. One of the biggest factors causing this ranking is the fuel cost of heat loss and outdated heating equipment. We recently developed a crack in the small boiler but, because of limited space in the basement, we will have to replace it with a unit of the same size. In FY16, a roof leak was reported above the sink in the restaurant kitchen and stop-gap repairs were made at that time. 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 resulted in funding for Design in the FY18 Capital Budget and Construction in FY19. As part of the roof upgrade scope of work, we need to include replace the restaurant flooring with a waterproof type. On several occasions, water has penetrated the flooring and leaked to the downstairs portion of the basement, requiring ceiling replacement.
- **Solid Waste Baler Building.** The general condition of this building structure is good. The exterior overhead doors at this facility require a considerable amount of work as operating cycles and the harsh environment at the site take their toll. This building was included in the 14 City facilities that received a Level 1 Energy Audit in FY16 and was ranked 1st among City facilities recommended to receive a more in-depth Level 2 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 includes 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. This Reinsulation Project was part of the FY19-23 CMMP but in FY20, it was closed out in favor of an incinerator. When the Backflow inspections were conducted, it was discovered that the 10" valve for the Landfill wouldn't completely close. We contacted a contract and hoped to rebuild the valve which is located in the road vault in front of the Cemetery. However, the valve is obsolete and

parts cannot be purchased. A new valve will cost \$5,000 in addition to the cost of excavating and labor. This work will be performed in FY19.

- **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 our temporary solution to the problem works but is not energy efficient. To correct the issue, the roof will need to be torn off, the insulation replaced, and the ventilation corrected in the joist space just below the roofing. There are ADA issues in the building as well that could be added to the roof replacement scope of work. The roof replacement project could be deemed an energy-driven project and funded as such. This will be a Capital Maintenance Project and is part of the FY 2019-2020 CMMP. In FY20, the project scope was increased to include foundation upgrades. The fire alarm system was updated and is now capable of calling out to Public Safety.
- **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. The Ice Melt System project for the front entrance was completed. A Point by Point DDC evaluation to address any non-operational parts or programming to find possible energy-wise options for the system's operation. 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. A new 2" filter canister was installed on the potable water supply line to remedy the brown water situation, and filter maintenance/replacement is on a quarterly PM. Cardoso Integrated Security (C.I.S.) inspected City Hall to provide a quote for a Card Lock install that will occur in the near term.
- **Henry Swanson House.** The foundation and the floor structure were repaired in FY19. Mold testing was done on the inside of the building and none was detected. The building has not been used for several years however, it is worth saving. Intended use TBD.
- **Library.** This building is in good general condition and the exterior was painted 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. The Library expansion project was approved which includes replacing the older boiler, which should improve energy efficiency. Due to Covid-19, this project was put on indefinite hold.
- **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. The Museum was ranked eighth to receive a more in-depth energy audit and seventh in potential energy savings. A new security alarm system was installed by Cardoso Integrated Security which includes a dedicated phone line for the system. The monthly alarm and phone service are paid for by the City.
- **PCR.** This building has the greatest public use of any City facility 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. The Level 1 energy audit ranked this facility second among the City's facilities recommending a Level 2 energy audit and third among city facilities for potential energy cost savings. Painting of the building was completed in FY18.
- **Aquatics Center.** The pool building structure is in fair condition. A major project to renovate the showers, restrooms, and locker rooms got completed in FY17. Work to improve energy

conservation to reduce operating costs has been lumped into a Level 1 audit conducted throughout the entire school building in FY16. The Level 1 Audit ranked the school first of all the facilities audited and recommended a more in-depth Level 2 audit. The school also ranked first 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. Eight columns were repaired at the Aquatics Center under a very tight schedule. We have taken over the maintenance of the pool HVAC unit and we are now paying for the \$12,000 yearly service fee to Long Technologies. We continue to have problems with the card locks due to corrosion caused by pool chlorine. The back doors only work with key locks because the card lock boards are badly corroded.

- **DPS.** DPS was ranked fourth to receive a more in-depth energy audit and fourth in potential energy savings. A building assessment was completed as part of the FY19-23 CMMP. A location for a new, larger DPS facility is underway.
- **Amaknak Fire Garage.** This building is in good general condition and typically requires little annual maintenance. The boiler was replaced in FY17. 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 the near term, however, condition assessment has pushed that project out a few years.
- **DPW/DPU.** This building is in good condition. Several windows still leak in high wind conditions despite efforts by FM to resolve them. The boiler in this facility was replaced in FY17 as was the Fire Alarm Panel. The building was given a Level 1 energy audit and was ranked fifth of the City facilities 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. The building has some roof issues and has several leaks that come and go. This roof will be added to the scope of work the contractor will perform in conjunction with the Airport Terminal Roof Replacement.
- **DPW/DPU Hazmat Building.** This building is in good condition but, due to weather conditions, requires extra care to maintain the doors and exterior. Exterior painting was completed in FY19.
- **DPW Sand/Salt Storage Building.** This building is in good condition. The bottom rusted portion will be painted in FY21.
- **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 UMC Dock Project may eliminate the need for the loading dock at this facility altogether. The exterior portion of the electrical service may need to be replaced and a project to do that will be investigated in FY21. Ridge cap repairs were conducted in FY20.
- **USCG Dock Phone Building.** The metal roof on this structure was replaced in FY17. Problems with the water service room were remedied by the Backflow Prevention Project.
- **Spit Dock Electrical Switch Van.** This facility is in fair condition and no major maintenance projects are planned 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. 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. No other major maintenance projects have been recognized or are scheduled for these facilities until painting in FY21.

- **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 allowed us to delay installing a new roof. No other major maintenance work is scheduled.
- **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 Bay Building.** This building is in good condition. Work to bring the heating fuel tank into compliance with our SPCC Plan has been completed. Re-painting the small entry roofs and evaluating the unit heaters for replacement in FY21 will be the upcoming work on this facility.
- **Water Division Facilities.** Most Water facilities are in good condition. A valve in the water main at the Cemetery was replaced as part of ongoing backflow protection maintenance in FY19 and Facilities Maintenance covered the cost. No other major maintenance work is scheduled for the next three years.
- **Wastewater Treatment Plant and Liquid Stream Building.** This facility was recently renovated to change treatment processes for the City's wastewater, and 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. A new major maintenance plan for this facility and the additional building has been developed. A new 5,000-gal fuel tank was included in the FY19 budget request for this facility. No additional work is scheduled at this time.
- **New Powerhouse.** This facility is in good condition. The painting was completed on the lower portions of the AHU Towers in FY18 to help maintain their corrosion resistance. No other major maintenance work is scheduled for this building at this time.
- **Old Powerhouse.** This facility houses a system that converts waste heat to energy from the generator cooling water from the New Powerhouse. The painting of the Old Powerhouse was up for adding to the painting contract. After an investigation of the building, it appears to have too many issues to address before painting could commence. The biggest issue is the roof ware, over the years, water seeped into the cracks and became frozen, breaking the cement. A rubber membrane had been introduced to correct the problem, but it was blown off in a storm. Further investigation into the proper approach to the roofing problem will be addressed in FY21.
- **Ptarmigan Road 8-Plex.** Constructed in FY12 to house teachers and Public Safety employees, this building is in good condition and no major maintenance work is scheduled.
- **Loop Road 4-Plex.** This building is in fairly good condition. A Capital Project to replace the existing roofing, sheathing, and trusses is set for construction in the near term. This plan includes an energy conservation component to increase the attic insulation and install new vapor retarders. We'll be adding 6" of wool insulation, rafter vents, and fire dampers. These changes add to 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. The Lear Road Duplexes Kitchen Remodel Project is in the design phase, and bathrooms were recently added to the

scope of work. Construction was completed on two units in FY20 with the other 2 units scheduled for inclusion in the next CMMP cycle. The City Manager's unit received a new tank-less water heater in FY18.

- **Parks.** All parks receive regular maintenance including garbage removal, restroom cleaning, grass mowing, and playground upkeep. Town Park was upgraded in FY19. Sitka Spruce Park and the UCSD Playground are being renovated in FY20 with final completion scheduled for the summer of 2021. Work to help the infield percolate water at Kelty Field are on the maintenance schedule for FY21.
- **Iliuliuk River Footbridges.** The two footbridges (one steel, one wood 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. Specialty cleaning products that will not harm the wildlife have been ordered and used to keep the bridges free from moss and guano.
- 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". To assist in budgeting for these repairs, the Facilities Maintenance Division's Major Maintenance Plan is regularly reviewed and updated; however, unforeseen material failures will continue, creating a need for an occasional budget amendment.

Tasks Completed

- Evacuated the refrigeration lines on the 410A refrigeration system for the battery storage room at the Old Powerhouse.
- Continued to update the City of Unalaska fuel tanks by installing overflow valves and performing inspections per our SPOO1STI procedures.
- Installed a new ship's ladder to access the Old Powerhouse roof.
- Completed the gym floor refinishing project at the Community Center (PCR).
- Removed cabinets and wiring at 73 Lear Rd and discovered that the kitchen electrical outlet's power is coming from Lear Rd 69 power panel. This would explain the tenant's complaints about his high electrical bill.
- Replaced a window at Amaknak Fire Hall that was damaged by a winter storm.
- Received and installed a 3,000-gallon fuel tank at the WWTP.
- Installed a new Scoreboard for the PCR gym.
- Installed a new camera system for DPS.
- Purchased a Surface Pro Laptop on which to store the Fuel Tank Inspections and Work Order PMs.
- Provided input on design considerations for the Library expansion project.
- Given the lack of bids to install a new boiler at the Airport, staff ordered the boiler and will use local help for the installation.
- Howard Henning installed the slab for the 3,000-gallon fuel tank for WWTP.
- A two-inch water line with a backflow valve was installed in the Liquid Stream Building at the WWTP.

- Moved the day tank for the Airport boiler to a new location. A new boiler was ordered and will be installed next to the old boiler.
- Installed the camera for the interrogation room at the DPS.
- Installed archery curtains at PCR.
- Installed Christmas lights at multiple City facilities.
- Assembled shelves for the racquetball storage room at PCR.
- Installed Knox firebox at Airport for the Fire Department.
- The Airport Terminal day tank was relocated and the boiler room walls were painted.
- Coordinated Resolve to build floor hatch with three removable floor hatches at Baler.
- Coordinated Aleutian Electrical upgrades to electrical service at Henry Swanson House.
- Installed VFD for the main pump at the Aquatic Center. We should have better control of the running motor amps, adding longer service life to the pump.
- Henry Swanson House: hot water tank was relocated and all new plumbing installed.
- The crew configured the fenced area in the Airport Terminal basement to hold several pallets of books for the Library Renovation Project.
- Installed plywood covers over the louvers for the Valley Generator #7 container to keep the elements out during the engine overhaul.
- Cleaned up graffiti at Sitka Spruce Park.
- The Library Project: Tim and Roy Balbarino fabricated 3 wooden carts to move books out of the Library. Aleutian Electrical ran data cable between the PCR and Burma Road Chapel.
- Completed Public Safety's kitchen upgrade.
- Coordinated installation of two duplex outlets with data ports in the Public Safety Fire/EMS office.
- Coordinated new fire alarm panel installation at Public Safety.
- Installed the spare sump pump at City Hall and sent the old one out for repairs.
- The Library Project is on hold so we returned the books to the Library.
- Installed a washer and dryer at the Amaknak Fire Hall to launder Covid-19 contaminated clothing.
- Installed a water heater at the Unisea Bunkhouse Covid-19 quarantine shelter.
- Installed a new washing machine in 8-Plex Unit F.
- Coordinated the work of Aleutian Electrical Contractors who rewired the restroom fan to the light switch at the WWTP. They rewired two fans in the Lab so they would have separate switches. The exhaust fan alarms will be taken off of the HVAC alarm system by Long Technologies.
- Removed electric hand dryers and patched the walls and the Airport and CEM restroom facilities.
- Adjusted the HVAC system at City Hall to stop recirculating the air (Covid-19 response). The City Hall HVAC now uses 100% outside air. UV lights and HEPA filters for ducts are on order.
- Installed a lock to eliminate foot traffic at UDPS. An intercom system was installed at the door to allow visitors to speak with a Dispatch Officer.
- The pool was drained and several rust spots on the pool floor and walls were painted with white 2-part epoxy paint. The pool was refilled and we changed out the gravel and sand in the pool filters.
- Coordinated Aleutian Electrical Contractors who installed a new VFD pump at the Pool into a control box to protect the VFD from moisture. They rewired the pool filter ultraviolet lights so that they are only energized when the circulating pumps are running. This will save the bulbs

from burning out when power is restored after unscheduled outages. The bulbs automatically come back on but the circulating pumps do not as they require a manual reset.

- Installed Plexiglas sneeze/cough guards throughout the City buildings.
- At the Aquatics Center, we installed new drain covers.
- Installed a water fill station with a filter in their break area in the New Powerhouse.
- Removed two whiteboards glued to the wall in the firefighter's office and repaired the walls.
- **Lear Rd 73:** Sunday call out, check out the furnace that sounds like a freight train, ended up replacing the blower motor, and ordered four new furnaces to be installed.
- Airport: painted the men's and women's restroom walls and ceilings.
- Continued installing Plexiglas sneeze/cough guards throughout City facilities.
- Pool repairs have been completed at the Aquatics Center. The new drain covers were installed and we changed out the gravel and sand in the pool filters.
- **New Powerhouse:** installed a water fill station in the break area.
- Installed a new fuel tank at the Alternative Learning School.
- **New Powerhouse:** Matt Scott installed the new VFD. While he was there he checked out the other VFD amps because of the alarm code. The VFD checked out ok but he said to keep an eye on it.

Tasks in Progress

- Touch up exterior paint at City facilities.
- Install new translucent panels at the clerestory on Tom Madsen Airport Terminal Building.
- Fuel Tank Inspections.
- Prepare proposed FY21 budget.
- Bring all fuel tanks regulated by SPCC Plan into compliance with plan recommendations
- Update MSDS to SDS as directed by OSHA to comply with the new Global Harmonized System

Recommended Improvements

- 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. The 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 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 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 of 40' X 200' of unheated dry storage for these materials, the man lift, and other equipment are greatly needed.

- This Division has a wide variety of chemicals, adhesives, finishes, and lubricants regularly used to perform our duties. Conversion from MSDS pages to the SDS sheets and online database is critical and time-consuming. To continue to keep repairs current and to complete maintenance projects, this Division strongly suggests the update work be performed by an outside contractor. The DPW Front Office staff has been working on the project but progress is slow and made only as time permits.
- Install fall protection cable around the perimeter of the Old Powerhouse roof and gate to keep kids off the roof.
- The existing Public Works and Utilities Building roof is 20 years old with a 25-year life span. The old roofing needs to be removed, the damaged wood needs to be replaced, and a new roof needs to be installed. Seeking bids to replace the roof and have only received bids for coating the old roof. The lowest bid for recoating is \$104,000.
- Replace restroom wall finishes and flooring 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.
- Rebuild the roof and roof ventilation system at Burma Road Chapel.
- Install ADA-compliant ramp and upgrade a restroom at Burma Road Chapel.
- Replace concrete gym entries at the PCR.
- Repaint epoxy-coated floors at original WWTP.
- Investigate and repair the roof leak at the New Powerhouse.
- Install new fire detection devices at both Powerhouses.
- Investigate and repair roof leaks at the Old Powerhouse.
- Install new infield material at Kelty Field.
- Begin study of dying trees at Expedition Park.
- Install new man doors at the Tutiakoff Memorial Restroom/Storage Building.
- Tighten fasteners on wooden Iliuliuk River Footbridge.
- Construct additional dry storage for equipment and materials.
- Update Major Maintenance Plan.
- The Collections Office at the Museum has no sprinkler protection, looking into adding a run into the office.
- We are looking at the regulations of replacing our expired 20-year-old Tritium-lighted exit signs. This was brought up the last time the Fire Marshall was here.
- Install a card lock system for all the doors at City Hall.
- Install a camera overlooking Sitka Sprue Park because of the vandalism.
- Install shelving on the 3rd floor of the Old Powerhouse.
- Ship out all the old computer equipment.
- Set up a permanent trailer for the Fireworks.
- Provide storage for the 4-Plex and Lear Rd.
- Install additional shelving upstairs of DPW.
- Evaluate sprinkler piping at Tom Madsen Airport Terminal.
- Correct ADA problems at Burma Road Chapel.