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## MEMORANDUM TO COUNCIL

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To: Mayor and City Council Members  
From: J. R. Pearson, Assistant City Manager  
Through: Erin Reinders, City Manager  
Date: February 23, 2021  
Re: FY22 Request for Additional Fulltime Staff

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**SUMMARY:** As a part of the annual budgeting process, Directors are invited bring forward their requests and rational for additional staffing for consideration. There were a number of additional fulltime staff requests; however, three requests have been identified as the most critical at this time. The Administrative Coordinator in the Fire Department and Emergency Management Coordinator position would be two new fulltime employees. The Resource Analyst is currently an approved full time position; however, it has gone unfunded for several years. No formal action is required by Council this evening. However, we are bringing them forward for discussion in keeping with Council's budgetary goals would appreciate feedback as we continue to develop our budgets.

**PREVIOUS COUNCIL ACTION:** City Council approved Resolution 2021-07 adopting City Council's Goals for the FY22 Budget on February 9, 2021. According to the these goals, any proposed increase to the total number of full-time equivalent (FTE) positions will be fully evaluated and justified during the budget approval work sessions.

**BACKGROUND:** When the Fire Department separated from Department of Public Safety, administrative support has been lacking. Additionally, administrative work that historically has been done by Fire employees has expanded and takes time away from training activities. More recent local and worldwide events have also highlighted the need for a fulltime Emergency Management Coordinator, which was supported in the IRT Report.

The Resource Analyst position is approved by Council; however, it has gone unfunded for several years. The original duties of the position focused primarily on the fishing industry and this work has been contracted out. The City entered into a 30 year PPA with OCCP in support of a geothermal project, which we anticipate requiring more and more staff time moving forward.

**DISCUSSION:** With the Council goals in mind, we believe that there is a clear need for the proposed positions. There were a number of additional fulltime staff requests; however, the three requests outlined in below and described in the attached memos have been identified as the most critical at this time. We recognize that additional positions add to the personnel and operating expenses long term, but these positions also provide an opportunity to increase operational efficiencies and improve our level of service to the community. While we may not be able to fully offset the added personnel costs, we will continue to explore ways to increase efficiencies and decrease costs, and potentially identify additional grant funding sources.

**Administrative Coordinator:** Since the Fire Department formed its own department separate from Department of Public Safety, the administrative position was retained by Public Safety. As a result, the Fire Department has not had the administrative support that they require to operate efficiently. Additionally, administrative work that has historically by Fire employees has expanded

and time away from other duties, such as volunteer training activities. The Administrative Coordinator position will handle clerical and administrative duties, analyze and improve office processes and policies, and ensure that the office operates smoothly. This position would assume day to day activities, such as personnel and volunteer records, operational spending, and serve as point of contact between employees, other departments, and vendors. This position will also allow front line staff to focus on training, recruitment, and prevention activities, allowing the department to function more effectively for the community. This would be a Title 3 Non-exempt position.

**Emergency Management Coordinator:** Recent events, locally and globally, have brought to light the gap in preparedness and interoperability in regards to resource acquirement and allocation in times of natural/manmade disaster. A full time position focused on Emergency Management would address the various emergency logistical functions being carried out by other personnel that takes away from their normal assigned duties. A significant function of this position will be to perform grant administration duties and provide technical support and oversight related to Emergency Management. This approach to have this position housed in the Fire & EMS Department was developed by both the Departments of Public Safety and Fire & EMS. The IRT Report supports the hiring of a full time Emergency Manager, and offers some funding support suggestions. This would be a Title 3 Exempt position.

**Resource Analyst:** This position, previously titled Natural Resource Analyst, is approved by Council, but has gone unfunded for several years. While the role had traditionally focused mostly on the fishing industry, related policies, and economic impact, Staff would like to expand the role to provide additional support in other areas such as geothermal coordination and planning, and assisting with evaluation the economic and financial impacts of other projects. Currently, the fisheries related responsibilities are provided with the help of a consultant. Efforts in support of for the geothermal project are anticipated to increase over time and would benefit from a single point of contact and focused attention. The attached Resource Analyst memo provides more details on the concepts that we are considering with expanding the responsibilities of this position. We are still working on a detailed job description, and we have not determined what department this position will reside. This would be a Title 3 Exempt position.

**ALTERNATIVES:** Council may support any combination of these positions for inclusion in the FY22 budget, or none at all. Staff has determined that the organization will operate more effectively and better provide for the needs of the community with these positions added.

**FINANCIAL IMPLICATIONS:**

**Administrative Coordinator**

The wage range proposed for this position is \$24.09 - \$36.14 an hour; however, the midpoint is provided below as a conservative annual estimate:

Base	\$62,622
Air	\$2,000
PERS	\$17,922
FICA/MEDI/AES	\$5,339
Insurance	\$29,773
WComp	\$5,258
<b>Total</b>	<b>\$122,914</b>

**Emergency Management Coordinator**

The salary range proposed for this position is \$80,554 - \$128,873; however, the midpoint is provided below as a budgetary estimate:

Base	\$104,702
Air	\$2,000
PERS	\$29,966
FICA/MEDI/AES	\$8,558
Insurance	\$29,773
WComp	\$6,258
<b>Total</b>	<b>\$181,257</b>

**Resource Analyst**

The salary range proposed for this position is \$72,359 - \$108,550; however, the midpoint is provided below as a conservative estimate:

Base	\$90,096
Air	\$2,000
PERS	\$25,785
FICA/MEDI/AES	\$7,364
Insurance	\$29,773
WComp	\$460
<b>Total</b>	<b>\$155,478</b>

**LEGAL:** None

**STAFF RECOMMENDATION:** No formal action is required this evening. Staff is looking for feedback on these proposed positions as we develop our FY22 Budget.

**PROPOSED MOTION:** None

**CITY MANAGER COMMENTS:** I support bringing these three positions forward to Council for discussion at this time. While I understand that Council also has a goal of a general budget with no deficit and understand the fact that our revenues remain uncertain at this time, the value that these positions bring should be considered and are worthy of discussion. We welcome your feedback as we continue with the development of the FY22 Budget.

**ATTACHMENTS:**

- Resource Analyst Position memo
- Fire Administrative Coordinator Position memo
- Emergency Management Coordinator Position memo

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## M E M O

To: Erin Reinders, City Manager  
From: J. R. Pearson, Assistant City Manager  
Date: February 17, 2021  
Subject: Resource Analyst Position (Title 3 Exempt)

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### **SUMMARY**

The Natural Resource Analyst position is approved by Council, but has gone unfunded for several years. Staff has been working on modifying the responsibilities of this position so that the position can integrate more seamlessly with other City departments. We are considering changing the title of the position to Resource Analyst so that it reflects a role that focuses more on financial and economic benefits of other various resources. We are proposing the position have a C45 wage classification under Title 3, the same as the Natural Resource Analyst. However, we have not determined an ideal department for the position.

We have a contract for services at an annual cost of about \$51,000 that provides the City with routine analysis of the status and economic benefits of the local fishing industry and to project City revenues based on this analyses. Currently we have a five month contract that is effective through the end of FY21 for an amount of \$21,250. The main consideration would be whether it is more beneficial to continue with the same services under continued future contracts or fill the position with a regular fulltime employee in a way that allows for expanded responsibilities.

### **DESCRIPTION**

The Resource Analyst position would continue much of what was previously included in the role of Natural Resource Analyst. This includes monitoring state and federal laws, policies, and regulations pertaining to fisheries and marine-related natural resource management. This position would provide guidance on the protection, development and management of natural resources within or affecting the City. This position would also continue involvement with analyzing the financial and economic benefits of the fishing industry, and provide routine reports and budgetary revenue projections.

Additional responsibilities would now include closely monitoring the financial and economic benefits of geothermal energy, financial planning for the transition to geothermal, and provide routine reports and budgetary projections. In this role, the position would also act as a liaison between City Staff, OCCP, and other organizations on issues related to geothermal energy production and power sales or purchase agreements. Consultant support would likely still be necessary in some areas. However, having one staff member dedicated to this effort would not relieve the increased work load for current staff but would also better position Unalaska for success as the PPA is implemented.

Although the primary functions of this position will be fisheries and geothermal, the Resource Analyst might also be able to provide additional support. This could include assisting with evaluating the economic and financial benefits of proposed projects, assist City departments in locating potential funding sources, and preparing grant applications for planned projects.

**FINANCIAL IMPLICATIONS**

The salary range proposed for this position is \$72,359 - \$108,550; however, the midpoint is provided below as a conservative estimate:

Base	\$90,096
Air	\$2,000
PERS	\$25,785
FICA/MEDI/AES	\$7,364
Insurance	\$29,773
WComp	\$460
<b>Total</b>	<b>\$155,478</b>



City of Unalaska  
Fire & Emergency Medical Services  
29 Safety Way / POB 370  
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TEL (907) 581-5330 FAX (907) 581-5024  
Patrick Shipp, Chief



M E M O

To: Erin Reinders, City Manager  
From: Patrick Shipp, Fire Chief  
Through: J. R. Pearson, Assistant City Manager  
Date: 22 January 2021  
Subject: Additional Full Time Employee for the Fire Department -  
Emergency Management Coordinator Position (Title 3 Exempt)

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**SUMMARY**

The Fire Department Administrative Division is currently staffed with one (1) Director/Fire Chief. Recent events locally and around the world have brought light to the gap in preparedness and interoperability in regards to resource acquisition and allocation in times of natural/manmade disaster. The creation of a Division Chief/ Emergency Management Coordinator position, a D63 wage classification under Title 3, would address the various emergency logistical functions being carried out by other personnel that takes away from their normal assigned duties. This position would also act as Acting Fire Chief upon the Fire Chiefs absence.

The duties of this position would be split between two different Divisions within the Fire Department. The first and most notable would be the newly created Emergency Management Division and the second being the Fire Department Administrative Division. It is anticipated the work load would be 80% Emergency Management and 20% Fire Administration.

**DESCRIPTION**

The fundamental reason for this position is to perform grant administration duties and provide technical support in the Fire Department: Emergency Management Division. Primary work responsibilities may include: assisting in the preparation & administration of multi-million dollar emergency management grants; identifying, managing, & applying for grants; making & monitoring grant expenditures; ensuring completion of requirements for obtained grants; performing miscellaneous technical & administrative duties; providing assistance & training for the community in areas under this classification's area of expertise; receiving & processing citizen complaints concerning the department; and serving as the quaternary contact to activate the Emergency Operations Center (EOC) due to any disaster.

The Emergency Management Coordinator reports to the Fire Chief, however, during Emergency Operations this position could report directly to the Police Chief, City Manager, or Mayor.

This position will require a minimum of an Associate's degree in Business Management, Public Administration, Emergency Management, Political Science, or closely related field and one (1) year of experience providing technical and administrative support in emergency management, emergency response, hazardous material disaster reporting, or related environment.

This position will also require specialized training, including FEMA certifications, firefighting and EMT certifications, and specified CERT Training.

**FINANCIAL IMPLICATIONS**

The salary range proposed for this position is \$80,554 - \$128,873; however, the midpoint is provided below as a conservative estimate:

Base	\$104,702
Air	\$2,000
PERS	\$29,966
FICA/MEDI/AES	\$8,558
Insurance	\$29,773
WComp	\$6,258
<b>Total</b>	<b>\$181,257</b>



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Patrick Shipp, Chief



M E M O

To: Erin Reinders, City Manager  
From: Patrick Shipp, Fire Chief  
Through: J. R. Pearson, Assistant City Manager  
Date: 22 January 2021  
Subject: Additional Full Time Employee for the Fire Department -  
Administrative Coordinator Position (Title 3 Non-exempt)

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**SUMMARY**

The Fire Department Administration Division is currently staffed with one (1) Director/Fire Chief. Upon my arrival with the City/Department it was noted that the majority of staff's time was comprised of basic administrative work/issues. This time consuming requirement was robbing the Department/City of precious time which should be used in training, inspections, pre-fire planning and prevention activities. The Administrative Coordinator position, a B23 wage classification under Title 3, would allow the Chief and Captains more opportunity to focus on the extensive training and equipment requirements that come with a combination department and the evolving world of Fire and EMS.

**DESCRIPTION**

In the last few years, the city has been positioning itself for growth and a larger footprint in the Aleutians. With this potential growth and expansion, now more than ever, a narrower focus on training current personnel in more advanced and technical skills to meet the needs of the city is critical.

The Administrative Coordinator position would take over the day to day activities like personnel records, operational spending and correspondence in and outside the organization. The Administrative Coordinator will serve as a point of contact and link between employees, internal departments, and external parties, including vendors, lenders, and customers. The position will handle clerical and administrative duties, analyze and improve office processes and policies, and ensure that the office operates smoothly. By taking over these roles it will allow the line staff to concentrate on more training, recruitment and prevention centered activities.

The Administrative Coordinator position would also play a crucial role in the recruitment process for new volunteers. The process for onboarding volunteers is time consuming and takes a lot of coordination between different departments and agencies. The Administrative Coordinator position could take and streamline this function making it easier and faster to bring in new volunteers.



By adding this additional position, the fire department will be able to function more effectively for the community. As we have seen in the recent past, and with the current pandemic, the City is in need of more trained personnel. This position will greatly improve our response within the community and give the department the opportunity to branch out with additional training and teaching opportunities. In the department's future plans, we would like to become a regional training center for the Aleutians. Projects that are in line like the new training facility and the renovation of the fire station would allow the department personnel the time and ability give back to our region as a whole and raise our standing in the Alaska Fire Service.

**FINANCIAL IMPLICATIONS**

The wage range proposed for this position is \$24.09 - \$36.14 an hour; however, the midpoint is provided below as a conservative annual estimate:

Base	\$62,622
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