

Regular Meeting
Tuesday, January 14, 2025
6:00 p.m.



Unalaska City Hall
Council Chambers
43 Raven Way

Council Members
Thomas D. Bell
Darin Nicholson
Daneen Looby

Council Members
Anthony Longo
Alejandro R. Tungul
Shari Coleman

*To Provide a Sustainable Quality of Life
Through Excellent Stewardship of Government*

UNALASKA CITY COUNCIL

P. O. Box 610 • Unalaska, Alaska 99685
Tel (907) 581-1251 • Fax (907) 581-1417 • www.ci.unalaska.ak.us

Mayor: Vincent M. Tutiakoff, Sr. **City Manager:** William Homka
City Clerk: Estkarlen P. Magdaong, emagdaong@ci.unalaska.ak.us

COUNCIL MEETING ATTENDANCE

The community is encouraged to attend meetings of the City Council:

- In person at City Hall
- Online via ZOOM (link, meeting ID & password below)
- By telephone (toll and toll-free numbers, meeting ID & password below)
- Listen on KUCB TV Channel 8 or Radio Station 89.7

PUBLIC COMMENT

The Mayor and City Council value and encourage community input at meetings of the City Council. There is a time limit of 3 minutes per person, per topic. Options for public comment:

- In person
- By telephone or ZOOM - notify the City Clerk if you'd like to provide comment using ZOOM features (chat message or raise your hand); or *9 by telephone to raise your hand; or you may notify the City Clerk during regular business hours in advance of the meeting
- Written comment is accepted up to one hour before the meeting begins by email, regular mail, fax or hand delivery to the City Clerk, and will be read during the meeting; include your name

ZOOM MEETING LINK: <https://us02web.zoom.us/j/84177601835?pwd=2eqki3qBJCyaGkTWK2C3cxink5TpN1.1>
Meeting ID: 841 7760 1835 / **Passcode:** 721576

TELEPHONE: Meeting ID: 841 7760 1835 / **Passcode:** 721576
Toll Free numbers: (833) 548-0276; or (833) 548-0282; or (877) 853-5247; or (888) 788-0099
Non Toll-Free numbers: (253) 215-8782; or (346) 248-7799; or (669) 900-9128

AGENDA

1. **Call to order**
2. **Roll call**
3. **Pledge of Allegiance**
4. **Recognition of Visitors**
5. **Awards and Presentations**
 - a. Recognize City Employment Anniversary of Ruth Marquez, Department of Public Safety, 25 years
6. **Adoption of Agenda**

7. **Approve Minutes of Previous Meetings** – [November 26, 2024](#) and [January 3, 2025](#)
8. **[City Manager Report](#)**
9. **Community Input & Announcements** *Members of the public may provide information to council or make announcements of interest to the community. Three-minute time limit per person.*
10. **Public Comment on Agenda Items** *Time for members of the public to provide information to Council regarding items on the agenda. Alternatively, members of the public may speak when the issue comes up on the regular agenda by signing up with the City Clerk. Three-minute time limit per person.*
11. **Public Hearing** *Members of the public may testify about any item set for public hearing. Three-minute time limit per person.*
 - a. [Ordinance 2024-16](#): Amending UCO § 3.40.040 to adopt a new pay range matrix to apply a cost of living increase
 - b. [Ordinance 2024-17](#): Amending UCO 9.20.025(B) to allow food and non-alcoholic beverage service at licensed premises Monday through Sunday from 5:30 a.m. until such hour as the licensed premises is authorized to dispense alcoholic beverages
 - c. [Ordinance 2025-01](#): Budget Amendment #1 Creating Budget Amendment #1 to the Fiscal Year 2025 budget, appropriating \$270,726 from Crab Disaster Relief Funds and \$207,125.03 from the Dinh settlement to create the Developing Recycling Infrastructure and Vehicle End-of-life (DRIVE) Project; Recognizing local support revenue of \$13,090.59 in the General Fund and increasing the PCR operating budget for the Senior Exercise Program; Increasing the Electric Administration Operating Budget by \$116,000 for the EPS Consulting Services Agreement; Increasing the Electric Fund Operating Budget for a transfer to Capital Projects for an increase to the generator sets rebuild project by \$350,000; and Increasing the budget for the utility funds for a rate study of \$172,000
12. **Work Session** *Work sessions are for planning purposes or studying and discussing issues before the Council.*
 - a. [FY25 Financial Reports](#)
13. **Consent Agenda**
 - a. [Resolution 2025-02](#): Adopting an alternative allocation method for the FY2025 Shared Fisheries Business Tax Program and certifying that this allocation method fairly represents the distribution of significant effects of fisheries business activity in the FMA 2: Aleutians Islands Area
 - b. [Resolution 2025-03](#): Establishing dates for FY26 Real Property and Business Personal Property tax collection effort
 - c. [Resolution 2025-04](#): Adopting Priority Rankings for the FY26 - FY35 Capital and Major Maintenance Plan Process Guide
 - d. [Resolution 2025-05](#): Supporting the City's acceptance of the U.S. Department of Homeland Security 2024 State Homeland Security Program Grant (SHSP) Award
14. **Regular Agenda** *Persons wishing to speak on regular agenda items must sign up with the City Clerk. Three-minute time limit per person.*
 - a. [Resolution 2025-06](#): Establishing taxicab rates for the calendar year 2025
 - b. [Ordinance 2024-15](#): (2nd Reading) Amending Title 14 of the Unalaska Code of Ordinances regulating the use of off-road or all-purpose vehicles within City limits
 - c. [Ordinance 2024-16](#): (2nd Reading) Amending UCO § 3.40.040 to adopt a new pay range matrix to apply a cost of living increase

- d. [Ordinance 2024-17](#): (2nd Reading) Amending UCO 9.20.025(B) to allow food and non-alcoholic beverage service at licensed premises Monday through Sunday from 5:30 a.m. until such hour as the licensed premises is authorized to dispense alcoholic beverages
- e. [Ordinance 2025-01](#): (2nd reading) FY25 Budget Amendment #1 Creating Budget Amendment #1 to the Fiscal Year 2025 budget, appropriating \$270,726 from Crab Disaster Relief Funds and \$207,125.03 from the Dinh settlement to create the Developing Recycling Infrastructure and Vehicle End-of-life (DRIVE) Project; Recognizing local support revenue of \$13,090.59 in the General Fund and increasing the PCR operating budget for the Senior Exercise Program; Increasing the Electric Administration Operating Budget by \$116,000 for the EPS Consulting Services Agreement; Increasing the Electric Fund Operating Budget for a transfer to Capital Projects for an increase to the generator sets rebuild project by \$350,000; and Increasing the budget for the utility funds for a rate study of \$172,000
- f. [Travel Approval](#)
 - i. NPFMC Meetings
 - ii. AML Winter Legislative Conference
 - iii. SWAMC Conference

15. Council Directives to City Manager

16. Community Input & Announcements *Members of the public may provide information to council or make announcements of interest to the community. Three-minute time limit per person.*

17. Adjournment

Regular Meeting
Tuesday, November, 26, 2024
6:00 p.m.

Council Members
Thomas D. Bell
Darin Nicholson
Daneen Looby



Unalaska City Hall
Council Chambers
43 Raven Way

Council Members
Anthony Longo
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Mayor: Vincent M. Tutiakoff Sr. **City Manager:** William Homka
City Clerk: Estkarlen Magdaong, emagdaong@ci.unalaska.ak.us

MINUTES

1. **Call to order.** The Mayor called the regular meeting of the Unalaska City Council to order on November 26, 2024 at 6:00 p.m.
2. **Roll call.** The acting City Clerk called the roll. The Mayor and Council Members Bell, Coleman, Longo, and Looby were present, while Tungul participated remotely. Council Member Nicholson was absent.

Bell read the Mission Statement: To provide a sustainable quality of life through excellent stewardship of government.
3. **Pledge of Allegiance.** The Mayor led the Pledge of Allegiance.
4. **Recognition of Visitors.** No particular recognition was made.
5. **Awards and Presentations**
 - a. The Mayor presented John Russell Laforteza with the Community Extra Mile Award.
 - b. The Mayor presented Shelly Blakeley with the Community Extra Mile Award.
6. **Adoption of Agenda.** Coleman moved to adopt the agenda with a second by Bell. There being no objection, the agenda was adopted by consensus.
7. **Approve Minutes of Previous Meeting.** Longo moved to approve the proposed minutes of the council meeting held October 22, 2024, as presented, with a second by Looby. There being no objection, the minutes were approved by consensus.
8. **Reports.**
 - a. City Manager Report – City Manager Homka provided an overview of the Manager Report and answered questions from Council.
 - b. Board and Commission Minutes (no presentation)
 - i. PCR Advisory Committee Meeting minutes from September 9, 2024 was included in the packet for Council's information.

9. Community Input & Announcements.

- a. M. Lynn Crane made announcements on behalf of the Museum of the Aleutians.
- b. M. Lynn Crane made announcements on behalf of the IFHS Board.
- c. M. Lynn Crane made announcements on behalf of Unalaskans Against Sexual Assault & Family Violence.
- d. PCR Recreation Manager Albert Burnham made announcements on behalf of the Department of Parks, Culture & Recreation.

10. Public Comment on Agenda Items. None.

11. Public Hearing. The Mayor opened the Public Hearing on Ordinance 2024-15 Amending Title 14 of the Unalaska Code of Ordinances regulating the use of off-road or all-purpose vehicles within City limits

- a. Laresa Syverson with Ounalashka Corporation provided comments and concerns regarding Ordinance 2024-15.

12. Consent Agenda. Coleman moved to adopt the Consent Agenda; second by Longo. Roll call vote: Motion passed unanimously 5-0 adopting the following items:

- a. Resolution 2024-49: Supporting full funding (\$5,740,408) for the State of Alaska Municipal Harbor Facility Grant Program in the Fiscal Year 2026 State Capital Budget
- b. Resolution 2024-50: In support of raising the maximum available for the Alaska Department of Transportation Harbor Facility Grant to \$7,500,000 for eligible projects on an annual basis

13. Regular Agenda.

- a. Ordinance 2024-15: (2nd Reading) Amending Title 14 of the Unalaska Code of Ordinances regulating the use of off-road or all-purpose vehicles within City limits

Bell moved to adopt Ordinance 2024-15; second by Longo.

Acting City Manager Bill Homka provided an overview.

Mr. Severin answered Council questions and provided information.

Looby moved to amend Ordinance 2024-15 Section 4 UCO 14.04.025 Fine Schedule to include a \$1,000 fine for violation of 14.08.020B Unlawful operation of APV driving on sidewalk or nonmotorized trail, with a second by Coleman.

Roll call vote on Amendment: Longo – yes; Tungul – Yes; Coleman – Yes; Looby – Yes; Bell – No.

Motion passed with 4 yes and 1 no.

Denise Rankin, Dennis Robinson, and Travis Swangel provided comments on Ordinance 2024-15.

Council discussion.

Bell moved to suspend vote on Ordinance 2024-15 to January 14, 2025 meeting; second by Longo.

Roll call vote: All council members present voted in in the affirmative.

With this vote, the Council has approved the suspension of Ordinance 2024-15 until January 14, 2025.

Council took a short break from 7:08 p.m. to 7:14 p.m.

- b. Ordinance 2024-16: (1st Reading) Amending UCO § 3.40.040 to adopt a new pay range matrix to apply a cost of living increase

Coleman moved to introduce Ordinance 2024-16 and schedule it for public hearing and with a second reading on January 14, 2025; second by Bell.

City Manager Bill Homka provided an overview.

Council discussion.

Roll call vote on Ordinance 2024-16: Looby – yes; Bell – Yes; Longo – yes; Tungul – yes; Coleman – yes.

With this vote, the Council has introduced Ordinance 2024-16 and scheduled it for public hearing and second reading on January 14, 2025.

- c. Ordinance 2024-17: (1st Reading) Amending UCO 9.20.025(B) to allow food and non-alcoholic beverage service at licensed premises Monday through Sunday from 5:30 a.m. until such hour as the licensed premises is authorized to dispense alcoholic beverages

Coleman moved to introduce Ordinance 2024-17 and schedule it for public hearing and with a second reading on January 14, 2025; second by Bell.

Looby recused herself from discussion and voting on Ordinance 2024-17.

City Manager Bill Homka provided an overview.

Council discussion.

Daneen Looby, as a member of the public, provided public comment on Ordinance 2024-17.

Roll call vote on the amendment: Coleman – yes; Bell – yes; Tungul – yes; Longo – yes.

With this vote, the Council has introduced Ordinance 2024-17 and scheduled it for public hearing and second reading on January 14, 2025.

- d. Resolution 2024-51: Authorizing the City Manager to enter into a sole-source Professional Services Agreement with LONG Building Technologies, Inc. for the City's Building Automation Service Agreement

Longo moved to adopt Resolution 2024-51; second by Coleman.

City Manager Bill Homka provided an overview.

Council discussion.

Roll call vote: Looby – yes; Coleman – yes; Longo – yes; Tungul – yes; Bell – yes.

Resolution 2024-51 passed 5-0.

- e. Resolution 2024-52: Authorizing the City Manager to negotiate and sign a Memorandum of Understanding with Matson Shipping for engineering services for crane infrastructure at the Unalaska Marine Center

Coleman moved to adopt Resolution 2024-52; with a second by Bell.

City Manager Homka provided an overview.

Council Discussion.

Ports Director Peggy McLaughlin answered Council questions and provided information.

Bell moved to amend Resolution 2024-52 by removing “and sign”; Second by Looby.

Council discussion.

Roll call vote to amend Resolution 2024-52: Longo – yes; Coleman – yes; Bell – yes; Tungul – No; Looby – Yes.

With 4 yes and 1 no, the amendment to Resolution 2024-52 passed.

Roll call vote on Resolution 2024-52 as amended: Bell – yes; Tungul – yes; Looby – yes; Longo – yes; Coleman – yes.

Resolution 2024-52 is adopted as amended with a 5-0 vote.

14. Council Directives to City Manager. None

15. Community Input & Announcements.

- a. Matt Scott made announcements for Optimera and Bering Sea Office Supply.
- b. Councilman Looby made announcement regarding the Unalaska High School Volleyball team.
- c. Denise Rankin wished Laresa Syverson a happy birthday.

16. Adjournment. Having completed all items on the agenda, Mayor adjourned the meeting at 8:08 p.m.

These minutes were approved by the Unalaska City Council on January 14, 2025.

Alicia Aguilar
Acting City Clerk

Special Meeting
Friday, January 3, 2025
12:00 p.m.

Council Members
Thomas D. Bell
Darin Nicholson
Daneen Looby



Unalaska City Hall
Council Chambers
43 Raven Way

Council Members
Anthony Longo
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Mayor: Vincent M. Tutiakoff Sr. **City Manager:** William Homka
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MINUTES

1. **Call to order.** The Mayor called the special meeting of the Unalaska City Council to order on January 3, 2025 at 12:00 p.m.

Coleman read the City's Mission Statement: To provide a sustainable quality of life through excellent stewardship of government.

2. **Roll call.** The acting City Clerk called the roll. The Mayor and Council Members Bell, Looby, and Coleman were present in person and Longo participated remotely. Council Members Tungul and Nicholson were absent.

3. **Pledge of Allegiance.** The Mayor led the Pledge of Allegiance.

4. **Recognition of Visitors.** No particular recognition was made.

5. **Adoption of Agenda.** Looby moved to adopt the agenda with second by Bell.

6. **Reports.**

- a. City Manager Report – City Manager Bil Homka offered to defer presenting the City Manager Report till the end of this meeting to facilitate time constraints.

7. **Community Input & Announcements.** None

8. **Public Comment on Agenda Items.** None

9. **Regular Agenda.**

- a. Resolution 2025-01: Authorizing an agreement between the City of Unalaska and City of Saint Paul for collecting and remitting taxes on North Region Bering Sea Snow Crab harvested in 2025

Clerk's Note: Initially, the Mayor incorrectly numbered this Resolution as 2024-53 due to outdated documentation provided to him for this meeting.

Looby moved to adopt Resolution 2025-01 second by Bell.

City Manager Homka introduced the resolution and responded to Council questions.

Roll call vote: All Council Members present voted in the affirmative adopting Resolution 2025-01.

- a. Ordinance 2025-01: (1st Reading) Creating Budget Amendment #1 to the Fiscal Year 2025 budget, appropriating \$270,726 from Crab Disaster Relief Funds and \$207,125.03 from the Dinh settlement to create the Developing Recycling Infrastructure and Vehicle End-of-life (DRIVE) Project; Recognizing local support revenue of \$13,090.59 in the General Fund and increasing the PCR operating budget for the Senior Exercise Program; Increasing the Electric Administration Operating Budget by \$116,000 for the EPS Consulting Services Agreement; Increasing the Electric Fund Operating Budget for a transfer to Capital Projects for an increase to the generator sets rebuild project by \$350,000; and Increasing the budget for the utility funds for a rate study of \$172,000

Bell moved to introduce Ordinance 2025-01 and schedule it for public hearing and second reading on January 14, 2025; second by Looby.

City Manager Homka introduced the ordinance.

Council discussion.

Roll call vote: All Council Members present voted in the affirmative, scheduling Ordinance 2025-01 for public hearing and second reading on January 14, 2025.

10. Council Directives to City Manager: None

Mayor confirmed there are no questions regarding City Manager's report when asked by City Manager

11. Community Input & Announcements:

- a. The Mayor thanked the Fire Department and Police Department for the great fireworks display despite the weather and wished a Happy New Year to everyone.

12. Adjournment. Having completed all items on the agenda, the Mayor adjourned the meeting at 12:28 p.m.

These minutes were approved by the Unalaska City Council on January 14, 2025

Alicia Aguilar
Acting City Clerk

CITY MANAGER'S REPORT

TO: Mayor Tutiakoff and City Council Members
FROM: William Homka, City Manager
DATE: January 14, 2025

1. **USCG FOLLOW UP – GENIUS STAR:** Several staff and I participated in follow up meetings with the Coast Guard to discuss the Genius Star XI emergency that happened a year ago. The meetings were at the Grand Aleutian on Tuesday January 7 – Wednesday January 8 and included ICS 400 level training.
2. **UCSD:** I received an email from Superintendent Hannish inviting participation for the school system's FY26 Budget development. She is looking for a person from the City Management team and/or City Council member to be part of the committee. Last year Councilwoman Looby and Planning Director Dean were on the committee.
3. **FY23 Audit:** Joy Merriner of BDO will present the audit at the City Council meeting on January 28, 2025.
4. **Finance Director:** Jim Sharpe of Esplin & Associates LLC will return to Unalaska as the Interim Finance Director. Jim served as finance director for more than two years. Jim will be on island the week of January 20, 2025.
5. **Controller Candidate:** We are bringing a candidate for financial controller to the island the week of January 20, 2025. I will send you more information next week.
6. **FY26 Budget:** Staff are beginning to work on next year's operating budget.
7. **Abandoned Cars:** Staff at public works have begun towing some of the vehicles identified as abandoned for which the titles have been transferred to the city. Vehicle maintenance will begin preparing the cars as time allows and will subsequently be towed to the landfill. So far 113 vehicles have been identified and are the first round we will begin processing.
8. **Employee & Classification Studies:** Staff and administration are working with McGrath Human Resources Consultants on a classification and compensation study for employees represented by the International Union of Operating Engineers 302 (three bargaining units) and Inland Boatmen's Union of the Pacific Alaska Region (IBU).
9. **Special Olympics:** The Unalaska Police department is making plans to participate in the special Olympics law enforcement torch run. This is a campaign to benefit the special Olympics and is the largest grass roots fundraising movement to benefit the special Olympics. Details and dates will be announced later.
10. **St. Paul:** Staff, fisheries consultant and our city attorney are working together to implement the details of the St. Paul fisheries taxes agreement.

11. **Nuisance Abatement:** The owner of 452 Bayview Avenue, the smaller of the two derelict buildings discussed during the work session on February 27, 2024, has completed demolition. As discussed at that work session, the property is a restricted deed and as such the City is unable to pursue its normal nuisance abatement process. Following the meeting, the City offered to waive landfill fees for wood disposed from the property, which can constitute a large share of total demolition costs. The owner hired a contractor, received a demolition permit and as of December 30, 2024 removed the nuisance structure.

The owner of the smaller building, 452 Bayview Avenue, received a demolition permit, demolished the building and disposed of the waste as of 12/30/24. The City waived landfill fees for disposing of the wood from the building.



BEFORE



AFTER

YEAR-TO-DATE BUDGET REPORT

FOR 2025 05

	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
0100 General Fund							
000 Undefined	-38,622,491	-38,622,491	-30,921,361.31	-2,751,268.78	.00	-7,701,129.69	80.1%
001 Council	556,879	556,879	87,878.63	13,630.15	150,998.98	318,001.39	42.9%
002 City Manager's Office	769,111	769,111	270,481.76	59,959.67	70,614.04	428,015.20	44.3%
003 Administration	2,269,332	2,269,332	1,076,103.18	81,342.71	42,740.05	1,150,488.77	49.3%
005 Clerks	699,496	699,496	294,271.78	50,935.97	5,249.24	399,974.98	42.8%
006 Finance	1,381,341	1,381,341	482,772.17	144,268.00	118,407.04	780,161.79	43.5%
007 Information Systems	1,454,736	1,454,736	684,291.69	110,450.63	231,478.79	538,965.12	63.0%
008 Planning	852,150	852,150	247,473.83	48,033.24	4,655.78	600,020.39	29.6%
011 Police and Admin	4,360,305	4,360,305	1,257,688.51	260,264.47	205,834.01	2,896,782.48	33.6%
012 Police Communications	984,898	984,898	345,352.42	69,933.14	8,997.55	630,548.03	36.0%
014 Police Corrections	1,198,175	1,198,175	426,864.44	91,684.46	29,996.87	741,313.69	38.1%
015 Fire and Emergency Services	2,544,544	2,544,544	765,037.71	159,198.51	13,807.36	1,765,698.93	30.6%
020 DPW Admin & Engineering	981,251	981,251	317,395.19	62,086.07	7,315.34	656,540.47	33.1%
022 Streets and Roads	2,822,558	2,822,558	1,717,882.93	988,950.43	-308,220.75	1,412,895.82	49.9%
023 Receiving and Supply	379,372	379,372	170,678.77	32,489.03	4,347.05	204,346.18	46.1%
028 Veh & Equip Maintenance	1,322,577	1,322,577	508,946.57	106,083.74	22,155.11	791,475.32	40.2%
029 Facilities Maintenance	1,766,327	1,766,327	612,448.88	138,751.80	84,424.27	1,069,453.89	39.5%
031 PCR Administration	291,890	291,890	122,050.92	21,947.18	5,636.14	164,202.94	43.7%
032 Recreation Programs	1,015,885	1,015,885	384,996.22	82,314.55	4,629.71	626,259.07	38.4%
033 Community Center Operations	1,252,469	1,252,469	522,772.79	119,136.63	50,077.13	679,619.08	45.7%
034 Library	1,119,375	1,119,375	432,864.20	85,068.81	176,775.91	509,734.39	54.5%
035 Aquatics Center	699,018	699,018	279,408.12	63,937.78	11,621.22	407,988.66	41.6%
036 Parks	50,100	50,100	2,465.88	366.71	.00	47,634.12	4.9%
091 Grants to Non-Profits	1,219,705	1,219,705	508,210.30	101,642.06	711,494.70	.00	100.0%
092 Education	5,996,810	5,996,810	2,498,670.80	499,734.16	3,498,139.20	.00	100.0%
099 Transfers out	600,000	600,000	600,000.00	.00	.00	.00	100.0%
TOTAL General Fund	-2,034,188	-2,034,188	-16,304,353.62	640,941.12	5,151,174.74	9,118,991.02	548.3%
TOTAL REVENUES	-38,622,491	-38,622,491	-30,921,361.31	-2,751,268.78	.00	-7,701,129.69	
TOTAL EXPENSES	36,588,303	36,588,303	14,617,007.69	3,392,209.90	5,151,174.74	16,820,120.71	
1100 1% Sales Tax							
000 Undefined	-4,890,000	-4,890,000	-2,574,845.62	-734,253.42	.00	-2,315,154.38	52.7%
099 Transfers out	2,507,262	2,507,262	2,507,262.00	.00	.00	.00	100.0%
TOTAL 1% Sales Tax	-2,382,738	-2,382,738	-67,583.62	-734,253.42	.00	-2,315,154.38	2.8%
TOTAL REVENUES	-4,890,000	-4,890,000	-2,574,845.62	-734,253.42	.00	-2,315,154.38	
TOTAL EXPENSES	2,507,262	2,507,262	2,507,262.00	.00	.00	.00	

YEAR-TO-DATE BUDGET REPORT

FOR 2025 05

1200	Bed Tax	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
1200 Bed Tax								
000	Undefined	-175,000	-175,000	-69,479.76	-14,057.90	.00	-105,520.24	39.7%
	TOTAL Bed Tax	-175,000	-175,000	-69,479.76	-14,057.90	.00	-105,520.24	39.7%
	TOTAL REVENUES	-175,000	-175,000	-69,479.76	-14,057.90	.00	-105,520.24	
1400 E911 Enhancement								
000	Undefined	-75,000	-75,000	-33,148.00	-5,938.00	.00	-41,852.00	44.2%
010	Public Safety Admin	22,850	22,850	875.00	175.00	1,525.00	20,450.00	10.5%
	TOTAL E911 Enhancement	-52,150	-52,150	-32,273.00	-5,763.00	1,525.00	-21,402.00	59.0%
	TOTAL REVENUES	-75,000	-75,000	-33,148.00	-5,938.00	.00	-41,852.00	
	TOTAL EXPENSES	22,850	22,850	875.00	175.00	1,525.00	20,450.00	
1500 Tobacco Tax								
000	Undefined	-1,177,441	-1,177,441	-300,131.29	.00	.00	-877,309.71	25.5%
091	Grants to Non-Profits	1,177,441	1,177,441	490,600.40	98,120.08	686,840.60	.00	100.0%
	TOTAL Tobacco Tax	0	0	190,469.11	98,120.08	686,840.60	-877,309.71	100.0%
	TOTAL REVENUES	-1,177,441	-1,177,441	-300,131.29	.00	.00	-877,309.71	
	TOTAL EXPENSES	1,177,441	1,177,441	490,600.40	98,120.08	686,840.60	.00	
5000 Electric								
000	Undefined	-24,653,997	-24,653,997	-6,288,601.78	-1,083,504.93	.00	-18,365,395.22	25.5%
028	Veh & Equip Maintenance	70,380	70,380	14,623.23	2,957.99	15.29	55,741.48	20.8%
029	Facilities Maintenance	181,130	181,130	24,549.02	6,976.57	.00	156,580.98	13.6%
040	Utility Administration	5,822,997	5,822,997	2,575,590.56	400,298.56	132,159.97	3,115,245.97	46.5%
041	Electric Production	14,484,289	14,484,289	4,421,663.95	1,696,713.60	32,287.54	10,030,337.51	30.8%
042	Electric Line Repair & Maint	2,618,889	2,618,889	498,804.55	20,860.47	153,513.00	1,966,571.45	24.9%
099	Transfers Out	1,476,312	1,476,312	1,476,312.00	.00	.00	.00	100.0%
	TOTAL Electric	-1	-1	2,722,941.53	1,044,302.26	317,975.80	-3,040,917.83	%
	TOTAL REVENUES	-24,653,997	-24,653,997	-6,288,601.78	-1,083,504.93	.00	-18,365,395.22	
	TOTAL EXPENSES	24,653,997	24,653,997	9,011,543.31	2,127,807.19	317,975.80	15,324,477.39	

YEAR-TO-DATE BUDGET REPORT

FOR 2025 05

5100	Water	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
5100 water								
000	Undefined	-3,758,321	-3,758,321	-1,270,202.79	-132,208.52	.00	-2,488,118.21	33.8%
028	Veh & Equip Maintenance	42,887	42,887	15,769.11	2,262.27	142.92	26,974.97	37.1%
029	Facilities Maintenance	79,278	79,278	6,978.88	1,084.00	.00	72,299.12	8.8%
040	Utility Administration	1,961,050	1,961,050	838,685.46	138,213.62	36,019.66	1,086,344.58	44.6%
043	Water Operations	1,675,106	1,675,106	379,669.33	77,163.57	18,971.69	1,276,464.98	23.8%
	TOTAL Water	0	0	-29,100.01	86,514.94	55,134.27	-26,034.56*****	
	TOTAL REVENUES	-3,758,321	-3,758,321	-1,270,202.79	-132,208.52	.00	-2,488,118.21	
	TOTAL EXPENSES	3,758,321	3,758,321	1,241,102.78	218,723.46	55,134.27	2,462,083.65	
5200 Wastewater								
000	Undefined	-4,338,638	-4,338,638	-1,275,389.93	-185,942.64	.00	-3,063,248.07	29.4%
028	Veh & Equip Maintenance	48,839	48,839	7,551.08	1,466.23	.00	41,287.92	15.5%
029	Facilities Maintenance	95,906	95,906	10,455.41	1,866.71	.00	85,450.59	10.9%
040	Utility Administration	2,052,339	2,052,339	898,642.63	145,468.87	29,386.11	1,124,309.91	45.2%
045	Wastewater Operations	2,141,554	2,141,554	711,242.93	150,087.26	-22,383.83	1,452,694.90	32.2%
	TOTAL Wastewater	0	0	352,502.12	112,946.43	7,002.28	-359,504.75	%
	TOTAL REVENUES	-4,338,638	-4,338,638	-1,275,389.93	-185,942.64	.00	-3,063,248.07	
	TOTAL EXPENSES	4,338,638	4,338,638	1,627,892.05	298,889.07	7,002.28	2,703,743.32	
5300 Solid Waste								
000	Undefined	-4,388,400	-4,388,400	-1,567,900.94	-259,316.94	.00	-2,820,499.06	35.7%
028	Veh & Equip Maintenance	161,521	161,521	36,021.01	8,266.21	.00	125,499.99	22.3%
029	Facilities Maintenance	152,708	152,708	33,440.65	2,733.98	.00	119,267.35	21.9%
040	Utility Administration	1,793,080	1,793,080	713,513.24	135,823.37	14,458.22	1,065,108.38	40.6%
047	Solid Waste Operations	2,156,091	2,156,091	642,136.19	127,772.05	84,700.74	1,429,254.07	33.7%
099	Transfers out	125,000	125,000	125,000.00	.00	.00	.00	100.0%
	TOTAL Solid Waste	0	0	-17,789.85	15,278.67	99,158.96	-81,369.27	%
	TOTAL REVENUES	-4,388,400	-4,388,400	-1,567,900.94	-259,316.94	.00	-2,820,499.06	
	TOTAL EXPENSES	4,388,400	4,388,400	1,550,111.09	274,595.61	99,158.96	2,739,129.79	
5400 Ports & Harbors								

YEAR-TO-DATE BUDGET REPORT

FOR 2025 05

5400	Ports & Harbors	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
000	Undefined	-11,830,459	-11,830,459	-3,496,420.66	-569,773.70	.00	-8,334,038.34	29.6%
028	Veh & Equip Maintenance	109,327	109,327	37,410.91	9,353.44	-653.94	72,570.03	33.6%
029	Facilities Maintenance	73,734	73,734	12,210.45	5,344.33	.00	61,523.55	16.6%
050	Harbor Office	7,032,970	7,032,970	2,901,782.67	603,054.72	69,917.43	4,061,270.10	42.3%
051	Unalaska Marine Center	1,368,907	1,368,907	647,813.07	59,723.45	24,239.08	696,854.85	49.1%
052	Spit & Light Cargo Docks	850,825	850,825	361,103.10	63,568.21	85,686.44	404,035.46	52.5%
053	Ports Security	74,227	74,227	5,170.90	.00	.00	69,056.10	7.0%
054	CEM Small Boat Harbor	1,129,983	1,129,983	395,127.90	88,791.85	27,495.28	707,359.82	37.4%
055	Bobby Storrs Small Boat Harbo	190,486	190,486	68,608.51	13,005.95	.00	121,877.49	36.0%
099	Transfers Out	1,000,000	1,000,000	1,000,000.00	.00	.00	.00	100.0%
TOTAL Ports & Harbors		0	0	1,932,806.85	273,068.25	206,684.29	-2,139,490.94	%
TOTAL REVENUES		-11,830,459	-11,830,459	-3,496,420.66	-569,773.70	.00	-8,334,038.34	
TOTAL EXPENSES		11,830,459	11,830,459	5,429,227.51	842,841.95	206,684.29	6,194,547.40	
5500 Airport								
000	Undefined	-1,027,152	-1,027,152	-149,360.54	-26,460.58	.00	-877,791.46	14.5%
029	Facilities Maintenance	272,985	272,985	46,081.44	7,940.87	2,858.89	224,044.67	17.9%
056	Airport Admin/Operations	754,167	754,167	241,452.88	40,838.96	45,149.05	467,565.07	38.0%
TOTAL Airport		0	0	138,173.78	22,319.25	48,007.94	-186,181.72	100.0%
TOTAL REVENUES		-1,027,152	-1,027,152	-149,360.54	-26,460.58	.00	-877,791.46	
TOTAL EXPENSES		1,027,152	1,027,152	287,534.32	48,779.83	48,007.94	691,609.74	
5600 Housing								
000	Undefined	-942,493	-942,493	-101,204.08	-19,972.50	.00	-841,288.92	10.7%
029	Facilities Maintenance	504,931	504,931	73,257.43	13,050.32	918.05	430,755.52	14.7%
058	Housing Admin & Operating	437,562	437,562	193,007.15	37,051.66	22,126.86	222,427.99	49.2%
TOTAL Housing		0	0	165,060.50	30,129.48	23,044.91	-188,105.41	100.0%
TOTAL REVENUES		-942,493	-942,493	-101,204.08	-19,972.50	.00	-841,288.92	
TOTAL EXPENSES		942,493	942,493	266,264.58	50,101.98	23,044.91	653,183.51	
GRAND TOTAL		-4,644,077	-4,644,077	-11,018,625.97	1,569,546.16	6,596,548.79	-221,999.79	95.2%

** END OF REPORT - Generated by Kelly Tompkins **

CITY OF UNALASKA
UNALASKA, ALASKA

RESOLUTION 2025-02

A RESOLUTION OF THE UNALASKA CITY COUNCIL ADOPTING AN ALTERNATIVE ALLOCATION METHOD FOR THE FY2025 SHARED FISHERIES BUSINESS TAX PROGRAM AND CERTIFYING THAT THIS ALLOCATION METHOD FAIRLY REPRESENTS THE DISTRIBUTION OF SIGNIFICANT EFFECTS OF FISHERIES BUSINESS ACTIVITY IN THE FMA 2: ALEUTIAN ISLANDS AREA

WHEREAS, AS 29.60.450 requires that for a municipality to participate in the FY2024 Shared Fisheries Business Tax Program, the municipality must demonstrate to the Department of Commerce, Community, and Economic Development that the municipality suffered significant effects during calendar year 2023 from fisheries business activities; and

WHEREAS, 3 AAC 134.060 provides for the allocation of available program funding to eligible municipalities located within fisheries management areas specified by the Department of Commerce, Community, and Economic Development; and

WHEREAS, 3 AAC 134.070 provides for the use, at the discretion of the Department of Commerce, Community, and Economic Development, of alternative allocation methods which may be used within fisheries management areas if all eligible municipalities within the area agree to use the method, and the method incorporates some measure of the relative significant effect of fisheries business activity on the respective municipalities in the area; and

WHEREAS, the Unalaska City Council proposes to use an alternative allocation method for allocation of FY25 funding available within the FMA 2: Aleutian Islands Area in agreement with all other municipalities in this area participating in the FY2025 Shared Fisheries Business Tax Program.

NOW THEREFORE BE IT RESOLVED that the Unalaska City Council by this resolution certifies that the following alternative allocation method fairly represents the distribution of significant effects during 2023 of fisheries business activity in the municipalities within the FMA 2: Aleutian Islands Area:

1. All municipalities share equally 60% of the allocation; and
2. All municipalities but the Aleutians East Borough share remaining 40% on a per capita basis.

PASSED AND ADOPTED by a duly constituted quorum of the Unalaska City Council on January 14, 2025.

Vincent M. Tutiakoff, Sr.
Mayor

ATTEST:

Alicia Aguilar
Acting City Clerk

MEMORANDUM TO COUNCIL

To: Mayor and Council Members
From: Alicia Aguilar, Acting City Clerk
Through: William Homka, City Manager
Date: January 14, 2025
Re: Resolution 2025-02: Adopting an alternative allocation method for the FY2025 Shared Fisheries Business Tax Program and certifying that this allocation method fairly represents the distribution of significant effects of fisheries business activity in the FMA 2: Aleutians Islands Area

SUMMARY: The purpose of this tax program is to provide for a sharing of State fish tax collected outside municipal boundaries with municipalities affected by fishing industry activities. This resolution is submitted to Council with the assumption that the Alternative Method of distribution will be adopted as it has been for more than 30 years. Adak, Atka, Akutan, and the Aleutians East Borough, all of which are included in the fisheries management area, have agreed to the Alternative Method and are addressing or have addressed the same resolution.

PREVIOUS COUNCIL ACTION: Council has adopted the alternative allocation formula for more than 30 years.

BACKGROUND: This program was created to recognize that there are municipalities affected by fishing activity outside their municipal boundaries, but that were not receiving a share of the State fish tax collected from these activities.

The Shared Fisheries Tax became law (AS 29.60.450) in 1962 with qualified municipalities sharing approximately 10% of the monies. The law evolved from a series of congressional and territorial legislation that originally taxed canned salmon receipts and later other fisheries for the purpose of funding fisheries-related activities in pre-territorial Alaska. Since becoming law, the amount of fisheries business tax shared with qualified municipalities has increased only twice, once in 1979 to 20% and in 1981 to the present 50% share.

DISCUSSION: The Shared Fisheries Tax Program provides two methods for applying for this funding. The first method is the Standard Method, which is very complicated and requires a great deal of coordinated effort among the affected communities. The second is the Alternative Method through which all municipalities within a fisheries management area agree to a formula for distribution of funds. This method is less complex and agreeable to all affected communities in the management area.

Atka, Adak, Akutan, and the Aleutians East Borough, all of which participate in this program with Unalaska (Fisheries Management Area 2 Aleutian Islands), have been contacted for confirmation that they agree on the use of the Alternative Method and that they agree with the formula.

ALTERNATIVES: Council could choose not to adopt the Alternative Method, in which case the Standard Method would be implemented along with the attendant requirements to document and report the cost of fisheries business impacts in the community.

FINANCIAL IMPLICATIONS: This table shows the breakdown between the communities in our Fisheries Management Area for the FY25 allocation. Unalaska can expect to receive a total of \$248,660.43:

FMA 2: Aleutian Islands					FY 22 Landing Tax Allocatio	Reference
	Total allocation:	60% Divided	40% per capita	LONG	\$453,393.36	Number
	\$165,114.57	\$99,068.74	\$66,045.83			
Community	Population	60% divided share	40% per capita shar	Calculated Allocation	Calculated Allocation	Total Distribution
Aleutians East Borough	1,973	\$19,813.75	\$0.00	\$19,813.75	\$54,407.20	25-SF02-02 \$ 74,220.95
City of Adak	72	\$19,813.75	\$819.17	\$20,632.92	\$56,656.60	25-SF02-01 \$ 77,289.52
City of Akutan	1,585	\$19,813.75	\$18,033.18	\$37,846.93	\$103,925.10	25-SF02-03 \$ 141,772.03
City of Atka	55	\$19,813.75	\$625.76	\$20,439.51	\$56,125.49	25-SF02-04 \$ 76,565.00
City of Unalaska	4,093	\$19,813.75	\$46,567.71	\$66,381.46	\$182,278.97	25-SF02-05 \$ 248,660.43
Totals	7,778	\$99,068.74	\$66,045.83	\$165,114.57	\$453,393.36	\$ 618,507.93
Community Count	5					
* All municipalities share equally 60% of allocation; all but Aleutians East Borough share remaining 40% on a per capita basis.						
AEB pop = Borough (3685) - Akutan						
					\$618,507.93	
					CHECK	
					OKAY	

STAFF RECOMMENDATION: Adoption of Resolution 2025-02.

PROPOSED MOTION: This item is included on the Consent Agenda. If the item is moved to the regular agenda for discussion, the proposed motion would be “I move to adopt Resolution 2025-02”.

CITY MANAGER’S COMMENTS: I support the staff recommendation.

ATTACHMENTS: Program materials from the State of Alaska



THE STATE
of **ALASKA**
GOVERNOR MIKE DUNLEAVY

Department of Commerce, Community,
and Economic Development

DIVISION OF COMMUNITY AND REGIONAL AFFAIRS
Anchorage Office

550 W 7th Ave, Suite 1650
Anchorage, Alaska 99501
Main: 907.269.4501
Fax: 907.269.4563

November 8, 2024

City of Unalaska
PO Box 610
Unalaska, AK 99685

Dear Marjie Veeder:

The Department of Commerce, Community, and Economic Development is pleased to announce availability of the **FY 2025 Shared Fisheries Business Tax Program**. The purpose of the program is to allocate a share of state fish tax collected outside municipal boundaries with municipalities affected by fishing industry activities. Municipalities around the state will share approximately \$770,000.00 based on 2023 fisheries activity as reported by fish processors on their fish tax returns. Details of how the program works are included in the application under Program Description.

Historically, your municipality along with the other communities in your fisheries management area, FMA 2: Aleutian Islands has filed using the Alternative Method found on the last four pages of this application. A breakdown is included that details the communities in your FMA, in addition to the anticipated payment based on the agreed upon allocation method for your FMA. If this agreement is still in place with your FMA, you will only need to have your Council/Assembly pass the enclosed alternative method sample resolution in order to participate in the program.

If your FMA intends to change the alternative method of allocation, the new proposal must be submitted to our office no later than **January 15, 2025**. If an agreement cannot be made with all communities in your FMA, you will need to file using the standard method and claim your significant effects. Instructions on both of these methods are detailed in the application packet.

**DEADLINE FOR SUBMISSION OF COMPLETED APPLICATION IS
FEBRUARY 15, 2025**

Applications can be scanned and emailed to caa@alaska.gov with the subject line **"City of Unalaska, FY25, SFBT"**. If you have any questions about the program or require assistance in completing the application, please contact Lindsay Reese at lindsay.reese@alaska.gov or call (907) 269-7906.

Sincerely,

Lindsay Reese

Lindsay Reese
Grants Administrator 2

Rec'd
11/13/2024 mv

FMA 2: Aleutian Islands					FY 22 Landing Tax Allocation	Reference
		Total allocation:	60% Divided	40% per capita	\$453,393.36	Number
		\$165,114.57	\$99,068.74	\$66,045.83		
				LONG		
Community	Population	60% divided share	40% per capita share	Calculated Allocation	Calculated Allocation	Total Distribution
Aleutians East Borough	1,973	\$19,813.75	\$0.00	\$19,813.75	\$54,407.20	25-SF02-02 \$ 74,220.95
City of Adak	72	\$19,813.75	\$819.17	\$20,632.92	\$56,656.60	25-SF02-01 \$ 77,289.52
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City of Atka	55	\$19,813.75	\$625.76	\$20,439.51	\$56,125.49	25-SF02-04 \$ 76,565.00
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Totals	7,778	\$99,068.74	\$66,045.83	\$165,114.57	\$453,393.36	\$ 618,507.93
Community Count	5					
* All municipalities share equally 60% of allocation; all but Aleutians East Borough share remaining 40% on a per capita basis.						
AEB pop = Borough (3685) - Akutan					\$618,507.93	
					FBT + FLT	
					CHECK	
					OKAY	

DCCED
Shared Fisheries Business Tax Program
FY 25 Long-Form Application
For
FMA : _____



APPLICATION MUST BE SUBMITTED TO DCCED
NO LATER THAN FEBRUARY 15, 2025

State of Alaska
Mike Dunleavy, Governor

Department of Commerce, Community, and
Economic Development
Julie Sande, Commissioner

Division of Community and Regional Affairs
Sandra Moller, Director

FY 25 SHARED FISHERIES BUSINESS TAX PROGRAM DESCRIPTION

The purpose of the Shared Fisheries Business Tax Program is to provide for an annual sharing of fish tax collected outside municipal boundaries to municipalities that can demonstrate they suffered significant effects from fisheries business activities. This program is administered separately from the state fish tax sharing program administered by the Department of Revenue which shares fish tax revenues collected inside municipal boundaries.

Program Eligibility

To be eligible for an allocation under this program, applicants must:

1. Be a municipality (city or borough); and
2. Demonstrate the municipality suffered significant effects as a result of fisheries business activity that occurred within its respective fisheries management area(s).

Program Funding

The funding available for the program this year is equal to half the amount of state fisheries business tax revenues collected outside of municipal boundaries during calendar year 2023.

Program funding is allocated in two stages:

1st Stage: Nineteen Fisheries Management Areas (FMAs) were established using existing commercial fishing area boundaries. The available funding is allocated among these 19 FMAs based on the pounds of fish and shellfish processed in the whole state during the 2023 calendar year. For example, if an area processed 10% of all the fish and shellfish processed in the whole state during 2023, then that area would receive 10% of the funding available for the program this year. These allocations are calculated based on Fisheries Business Tax Return information for calendar year 2023.

2nd Stage: The funding available within each FMA will be allocated among the municipalities in that area based on the level of fishing industry significant effects suffered by each municipality compared to the level of effects experienced by the other municipalities in that FMA.

Some municipalities, because of their extensive area, are included in more than one fisheries management area. In these cases, the municipality must submit a separate program application for each area.

FY 25 SHARED FISHERIES BUSINESS TAX PROGRAM DESCRIPTION

There are two possible application methods: Standard and Alternative

Standard Method: In the Standard Method, established by the department, each municipality in the FMA must determine and document the cost of fisheries business impacts experienced by the community in 2023. These impacts are submitted by each municipality in their applications. The department will review the applications and determine if the impacts submitted are valid. Once the impacts have been established for each of the municipalities in the FMA, the department will calculate the allocation for each municipality using the following formula:

One half of the funding available within an FMA is divided up among participating municipalities on the basis of the relative dollar amount of impact in each municipality. The other half of the funding available to that area is divided equally among all eligible municipalities.

Alternative Method: Alternative allocation methods may be proposed by the municipalities within the FMA. The department will consider approving the use of a proposed alternative method only if all the municipalities in the area agree to use the method, and if the method includes some measure of the relative effects of the fishing industry on the respective municipalities in the area.

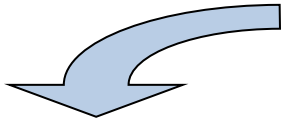
This application packet contains the instructions and forms applying under:

- STANDARD METHOD
- ALTERNATIVE METHOD

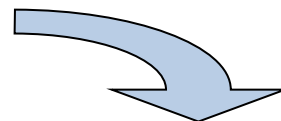
The chart on the following page summarizes the process for these two methods.

FY 25 SHARED FISHERIES BUSINESS TAX PROGRAM DESCRIPTION

PROCESS FOR METHODS



November 15
Commerce mails program applications to municipalities



STANDARD METHOD

No later than February 15

Each municipality determines and documents the cost of fisheries impacts on the community and submits this information with their application.



No later than April 15

Department of Commerce reviews applications, makes a determination as to the validity of the submitted impacts, and notifies the municipalities of this determination.



Within 30 days

Municipalities have 30 days in which to appeal Commerce's determinations regarding submitted impacts.



Within 20 days

Commerce will respond to appeals within 20 days after receiving them.



After all appeals are resolved

Commerce will perform the formula calculations for each FMA based on the relative impacts approved for each municipality in the FMA, and distribute the funding allocations.

ALTERNATE METHOD

No later than January 15

All municipalities in an FMA work together to develop an alternate allocation formula and submit their proposal to the Department of Commerce. Municipalities are encouraged to consult with Commerce during this effort regarding the acceptability of alternative methods.



No later than February 1

Commerce reviews alternate proposals, determines if proposals are acceptable, and notifies the municipalities of this determination. If the proposal is accepted, municipalities may then use the Alternative Method application. If the proposal is not acceptable to Commerce, they will work with municipalities in an area to resolve problems. If the problems cannot be resolved, the municipalities in that FMA must apply using the Standard Method application.



No later than February 15

Each municipality must submit an Alternative Method application. Commerce will distribute allocations after all applications within that FMA have been received and verified.

FY 25 Shared Fisheries Business Tax Program Application Instructions

STANDARD METHOD

- In the standard method application process each municipality determines and documents the cost to the municipality of fisheries industry significant effects suffered by the community in 2023.
- Details for each of these effects are submitted by municipalities using the Declaration of Significant Effects application forms provided on the following pages.
- The municipality must also submit an approved resolution by the governing body certifying that the information submitted in the application is correct and complete. A sample resolution is included in this packet.
- The department will review the applications and determine if the significant effects submitted are valid.
- Once the effects have been established for each of the municipalities in a Fisheries Management Area, the department will calculate the funding allocation for each municipality using the following formula:

One half of the funding available within an FMA is divided up among participating municipalities on the basis of the relative **dollar amount of impact** in each municipality. The **other half** of the funding available to that area is divided equally among all eligible municipalities.

Guidelines for Completing the Declaration of Significant Effects Forms

Some important definitions: The Shared Fisheries Business Tax Program provides for a sharing of State Fisheries Business Tax with municipalities that can demonstrate they suffered *significant effects* during the *program base year* from *fisheries business activity* in their respective fisheries management area.

For the purposes of this program, "fisheries business activity" means:

- activity related to fishing, including but not limited to the catching and sale of fisheries resources;
- activity related to commercial vessel, moorage and gear maintenance;
- activity related to preparing fisheries resources for transportation; and,
- activity related to processing fisheries resources for sale by freezing, icing, cooking, salting, or other method and includes but is not limited to canneries, cold storages, freezer ships, and processing plants.

And, "significant effects" means:

- municipal expenditures during the program base year demonstrated by the municipality to the department to be reasonable and necessary that are the result of fisheries business activities on the municipality's:
 - population;
 - employment;
 - finances;
 - air and water quality;
 - fish and wildlife habitats; and,
 - ability to provide essential public services, including health care, public safety, education, transportation, marine garbage collection and disposal, solid waste disposal, utilities, and government administration.

And, "program base year" means:

- calendar year 2023.

A municipality does not need to have actual expenditures in 2023 in order to include them as significant effects in the application. If a fishing business activity impacts a municipality in a manner that will result in a cost to the municipality, then the municipality can claim that impact as a significant effect. For example, a municipality's pier might have been damaged by an improperly docked fish processing vessel. The municipality might not have the funds to repair the pier during 2023, but the municipality has obtained final engineering estimates for the cost of repairs. In this case, the municipality could declare the repair cost estimates as significant effects on their application. However, **these costs may not be claimed again** if the municipality subsequently expended the monies to repair the pier at a later date (this would result in a double counting of significant effects).

If a significant effect claimed in the application reflects expenditures that were determined by the municipality to be necessary, but for which the municipality was unable to make an expenditure during the program base year, the application must include a finding by the municipal governing body which documents and clearly describes the procedures and methods by which the need and the estimated cost of such expenditures were determined.

Only that part of overall community impacts which are directly attributable to fishing business activity should be included as significant effects in the application. For example, a municipality water supply system may be impacted by the fresh water needs of the local fishing fleet and fish processing facilities. However, a municipality in this situation should not claim the entire cost of operating or maintaining the water system as a "significant effect" for the purposes of this program. In this case, the municipality must determine and document its estimate of the share of the use, and "wear and tear," of the water system that can reasonably be attributed to fisheries business activity. A place is provided on the *Declaration of Significant Effects* forms for municipalities to explain how they arrived at such estimates.

Examples of eligible significant effects. The kinds of negative effects which a municipality might possibly claim to have suffered are many. It is the responsibility of each municipality to describe, document and justify its particular claims of negative impacts during 2023 resulting from fisheries business activities. For the purposes of this program, all significant effects must be presented in terms of expenditures of municipal funds, either actual or determined necessary. For example, a sudden population increase of 1,000 people is not in itself a negative effect. It is the demonstrable impacts on the municipality budget of dealing with these extra people that may be considered as significant effects

for this program. The following examples represent the kinds of community impacts which are clearly eligible for inclusion in a municipality's *Declaration of Significant Effects* forms.

- a municipality's expenses during 2023 in repairing a dock damaged by a fishing vessel;
- a municipality's costs of hiring extra police, teachers or medical staff to cover periods during 2023 when fish processing workers or fishing crew and their families expanded the municipality's population;
- a municipality's 2023 loan which was used to improve the municipality's water system to meet increased demands for fresh water by local fish processors. Only that part of the debt service which can be directly attributable to supporting the fishing industry may be counted as a significant effect.
- special expenditures made by a municipality during 2023 to assist or help re-train workers who lost their jobs in the fishing industry because of a downturn in fishing activity;
- a municipality's expenditures for operating and maintaining harbor facilities during 2023;
- operating and maintaining a municipality's water and sewer system or landfill during 2023 that is directly attributable to the fishing industry.

Examples of events which are not eligible to be significant effects

The following are examples of municipal expenditures or events which are **not eligible** for inclusion in a *municipality's Declaration of Significant Effects* forms:

- Municipal expenditures that occurred before or after 2023 which are the result of fishing business activities;
- Revenues which a municipality did not receive during 2023 because of a downturn in local fishing business activity.

If you're not sure whether an event is a valid "significant effect" or not, contact DCCED.

Instructions for Completing the Standard Method Application

The completed standard method application submitted by each municipality will contain three elements:

- a set of *Declaration of Significant Effects* forms (one separate form for each significant effect claimed by the municipality). **Three copies of this form are included in the application- please make as many additional copies of this form as you need.**
- a *Cover Page* that provides the total number and cost of the significant effects claimed by the municipality.
- an *approved resolution* by the governing body adopting the application as true and correct. A sample resolution is included in the application.

Instructions for the Cover Page/Summary

The *Cover Page* must be completed and submitted as part of the application. This form summarizes the information found in the application. The number of significant effects claimed should be equal to the number of *Declarations of Significant Effects* forms submitted with the application and the total dollar amount should equal the sum of all the dollar amounts stated in Part 2 on the *Declarations of Significant Effects* forms.

Instruction for the *Resolution* form

Municipalities may use this form, or a similar form, to comply with the requirement that the submitted application be certified by the municipality's governing body.

**Submit completed application
no later than February 15, 2025, to:**

E-mail

caa@alaska.gov

Subject Line

“Municipality Name, FY25, SFBT”

Or

Mail

State of Alaska DCCED

Shared Fisheries Business Tax Program

550 W. 7th Ave Ste 1650

Anchorage, Alaska 99501

**If you have any questions regarding this program, contact
Lindsay Reese, 907.269.7906**

FY 25 SHARED FISHERIES BUSINESS TAX PROGRAM

STANDARD METHOD APPLICATION

for

FMA : _____

Name of Municipality: _____

Mailing Address: _____

Contact Person: _____

Title: _____

Phone Number: _____

Email Address: _____

Total # of Significant Effects Claimed: _____

Total \$ of Significant Effects Claimed: \$ _____

Return with, Declaration of Significant Effects forms, and resolution

E-mail

caa@alaska.gov

Subject Line

“Municipality Name, FY25, SFBT”

Or

Mail

State of Alaska DCCED

Shared Fisheries Business Tax Program

550 W. 7th Ave Ste 1650

Anchorage, Alaska 99501

**FY 25 Shared Fisheries Business Tax Program
DECLARATION OF
SIGNIFICANT EFFECTS FORM**
(One Separate Form for Each Significant Effect Claimed)

1. Provide a description of the fisheries business activity which resulted in the significant effect:

2. Total significant effect (municipal expenditure) made necessary during 2023 by the fisheries business activity listed in #1: \$ _____

3. Municipal expenditure is: actual determined necessary
(Every municipal expenditure marked "determined necessary" must be supported by a resolution)

4. Describe how the municipal expenditure figure listed under Part 2 was determined:

5. Is the fisheries business activity part of a larger fiscal impact on the municipality?
 yes no

If yes, describe how the fisheries business-related part of the overall fiscal impact was determined.

6. Describe the documentation that supports the municipality's claim of this significant effect (this documentation must be readily available to the department upon request):

**FY 25 Shared Fisheries Business Tax Program
DECLARATION OF
SIGNIFICANT EFFECTS FORM**
(One Separate Form for Each Significant Effect Claimed)

1. Provide a description of the fisheries business activity which resulted in the significant effect:

2. Total significant effect (municipal expenditure) made necessary during 2021 by the fisheries business activity listed in #1: \$ _____

3. Municipal expenditure is: actual determined necessary
(Every municipal expenditure marked "determined necessary" must be supported by a resolution)

4. Describe how the municipal expenditure figure listed under Part 2 was determined:

5. Is the fisheries business activity part of a larger fiscal impact on the municipality?
 yes no

If yes, describe how the fisheries business-related part of the overall fiscal impact was determined.

6. Describe the documentation that supports the municipality's claim of this significant effect (this documentation must be readily available to the department upon request):

**FY 25 Shared Fisheries Business Tax Program
DECLARATION OF
SIGNIFICANT EFFECTS FORM**
(One Separate Form for Each Significant Effect Claimed)

1. Provide a description of the fisheries business activity which resulted in the significant effect:

2. Total significant effect (municipal expenditure) made necessary during 2023 by the fisheries business activity listed in #1: \$ _____

3. Municipal expenditure is: actual determined necessary
(Every municipal expenditure marked "determined necessary" must be supported by a resolution)

4. Describe how the municipal expenditure figure listed under Part 2 was determined:

5. Is the fisheries business activity part of a larger fiscal impact on the municipality?
 yes no

If yes, describe how the fisheries business-related part of the overall fiscal impact was determined.

6. Describe the documentation that supports the municipality's claim of this significant effect (this documentation must be readily available to the department upon request):

FY 25 Shared Fisheries Business Tax Program
Standard Method Resolution

(City or Borough)

RESOLUTION NO.

A RESOLUTION CERTIFYING THE FY 25 SHARED FISHERIES BUSINESS TAX PROGRAM APPLICATION TO BE TRUE AND CORRECT

WHEREAS, AS 29.60.450 requires that for a municipality to participate in the FY 25 Shared Fisheries Business Tax Program, the municipality must demonstrate to the Department of Commerce, Community, and Economic Development that the municipality suffered significant effects during calendar year 2023 from fisheries business activities; and

WHEREAS, the Department of Commerce, Community, and Economic Development has prepared specific application forms for the purpose of presenting the municipality's claims as to the significant effects suffered by the municipality during calendar year 2023; and

WHEREAS, 3 AAC 134.100 requires the governing body of the municipality to include with the municipality's FY 25 program application an approved resolution certifying the information contained in the application to be true and correct;

NOW THEREFORE BE IT RESOLVED THAT:

The _____ by this resolution certifies the information contained in
(Governing Body)
the _____
(City or Borough)

FY25 Shared Fisheries Business Tax Program Application to be true and correct to the best of our knowledge.

PASSED AND APPROVED by a duly constituted quorum of the _____ this _____
(Governing Body)
day of _____, 20 ____.

SIGNED _____
Mayor

ATTEST _____
Clerk

FY 25 Shared Fisheries Business Tax Program Application Instructions

ALTERNATIVE METHOD

- In the alternative method application process all municipalities in a fisheries management area may work together to develop an alternative allocation formula for distributing the available program funding among municipalities in the area. It is advised that the Department of Commerce be consulted during this process if the municipalities have questions or concerns about what constitutes an acceptable alternative to the standard allocation method.
- All the municipalities in an area must reach an agreement in writing on an alternative allocation formula.
- By January 15, the department must receive the proposed alternative method. If the alternative method is not acceptable, the department will work with the municipalities to resolve the problems.
- If the municipalities in an area fail to satisfy the department regarding the acceptability of the alternative allocation method proposed, then each municipality in the region must return to the standard application process and submit separate applications as required by that process.
- If the department finds the alternative allocation method satisfactory, each municipality must then complete an alternative method application consisting of a cover page and resolution. The resolution must be adopted by the governing body and it must clearly describe the approved alternative allocation method within that area. After all alternative method applications within an area have been received and approved; the department will perform the allocations and distribute program funds.

Instructions for Alternative Method Application

In the alternative method application, an approved resolution constitutes the application. No other forms need to be submitted. A sample resolution has been attached for your use.

General Guidelines for Developing an Alternative Allocation Method

All municipalities in a fisheries management area must agree on the alternative method: There must be unanimous agreement among all eligible municipalities in a fisheries management area with regard to alternative allocation methods. It is the responsibility of community leaders in the area to work together to negotiate an alternative which is acceptable to all municipalities. The department may be consulted at any time regarding what kinds of formula approaches are considered acceptable by the department.

Alternative methods must incorporate some measure of the relative significant effects experienced by the respective municipalities in the area. The measure of significant effects may take many forms. One area might agree to use the number of commercial fishing boat visits-per-year per community as a measure of significant effects. Another area might use the linear foot-length of public docks as a measure. Another area might use community population figures as an indication of the significant effects of fisheries business activity. Another area might share one half of the funding equally between the respective municipalities and share the other half based upon community population figures. Areas may decide to use one measure or may use a combination of measures.

**Submit your completed application
no later than
February 15, 2025 to:**

E-mail

caa@alaska.gov

Subject Line

“Municipality Name, FY25, SFBT”

Or

Mail

State of Alaska DCCED

Shared Fisheries Business Tax Program

550 W. 7th Ave Ste 1650

Anchorage, Alaska 99501

**If you require assistance in completing this application, contact
Lindsay Reese 907.269.7906.**

FY 25 SHARED FISHERIES BUSINESS TAX PROGRAM

ALTERNATE METHOD APPLICATION

**For
FMA :**

Name of Municipality: _____

Mailing Address: _____

Contact Person: _____

Title: _____

Email Address: _____

Phone Number: _____

Return with resolution

E-mail

caa@alaska.gov

Subject Line

“Municipality Name, FY25, SFBT”

Or

Mail

State of Alaska DCCED

Shared Fisheries Business Tax Program

550 W. 7th Ave Ste 1650

Anchorage, Alaska 99501

FY 25 Shared Fisheries Business Tax Program
Alternative Method Resolution

(City or Borough)

RESOLUTION NO. _____

A RESOLUTION ADOPTING AN ALTERNATIVE ALLOCATION METHOD FOR THE FY25 SHARED FISHERIES BUSINESS TAX PROGRAM AND CERTIFYING THAT THIS ALLOCATION METHOD FAIRLY REPRESENTS THE DISTRIBUTION OF SIGNIFICANT EFFECTS OF FISHERIES BUSINESS ACTIVITY IN FMA _____ :

WHEREAS, AS 29.60.450 requires that for a municipality to participate in the FY 25 Shared Fisheries Business Tax Program, the municipality must demonstrate to the Department of Commerce, Community, and Economic Development that the municipality suffered significant effects during calendar year 2023 from fisheries business activities; and,

WHEREAS, 3 AAC 134.060 provides for the allocation of available program funding to eligible municipalities located within fisheries management areas specified by the Department of Commerce, Community, and Economic Development; and,

WHEREAS, 3 AAC 134.070 provides for the use, at the discretion of the Department of Commerce, Community, and Economic Development, of alternative allocation methods which may be used within fisheries management areas if all eligible municipalities within the area agree to use the method, and the method incorporates some measure of the relative significant effect of fisheries business activity on the respective municipalities in the area; and,

WHEREAS, The _____
(Governing Body) proposes to use an alternative allocation method for allocation of FY25 funding available within the FMA _____ : _____ in agreement with all other municipalities in this area participating in the FY25 Shared Fisheries Business Tax Program;

NOW THEREFORE BE IT RESOLVED THAT: The _____
(Governing Body) by this resolution certifies that the following alternative allocation method fairly represents the distribution of significant effects during 2023 of fisheries business activity in FMA _____ :

- **All municipalities share equally 40% of allocation; all share remaining 60% on a per capita basis.**
- **Lake & Peninsula Borough population is reduced by the population of the Cities of Newhalen, Nondalton, Pilot Point & Egegik**

PASSED and APPROVED by a duty constituted quorum of the _____ this _____ day
(Governing Body)
of _____, 20____.

SIGNED _____
Mayor

ATTEST _____
Clerk

CITY OF UNALASKA
UNALASKA, ALASKA

RESOLUTION 2025-03

A RESOLUTION ESTABLISHING DATES FOR THE FISCAL YEAR 2026 REAL PROPERTY TAX AND BUSINESS PERSONAL PROPERTY TAX COLLECTION EFFORT

WHEREAS, UCO 6.36.020 states that taxes become due and are delinquent on dates set yearly by resolution.

NOW THEREFORE, BE IT RESOLVED that the Unalaska City Council sets the following dates and deadlines for the FY26 real property tax and business personal property tax collection effort:

January 15, 2025	Mailing of Business Personal Property Assessment forms
February 28, 2025	Deadline to file Business Personal Property Tax Return
March 25, 2025	Deadline to mail Real Property and Business Personal Property Regular, Supplemental and Involuntary Assessment Notices
April 24, 2025	Deadline for filing Appeals to the Board of Equalization
May 13, 2025	Board of Equalization meets
June 30, 2025	Deadline to mail Real Property and Business Personal Property Regular, Supplemental and Involuntary Tax Statements
August 20, 2025	First half payment due date for regular Real and Business Personal Property Tax rolls
August 20, 2025	Final payment due date for Supplemental and Involuntary Business Personal Property Tax rolls
August 21, 2025	Unpaid taxes become delinquent and subject to penalty and interest
October 20, 2025	Second half payment due date for regular Real and Business Personal Property Tax rolls
October 21, 2025	Unpaid taxes become delinquent and subject to penalty and interest

PASSED AND ADOPTED by a duly constituted quorum of the Unalaska City Council on January 14, 2025.

Vincent M. Tutiakoff, Sr.
Mayor

ATTEST:

Alicia Aguilar
Acting City Clerk

MEMORANDUM TO COUNCIL

To: Mayor and City Council Members
From: Alicia Aguilar, Acting City Clerk
Through: William Homka, City Manager
Date: January 14, 2025
Re: Resolution 2025-03: Establishing dates for the fiscal year 2026 real property tax and business personal property tax collection effort

SUMMARY: UCO 6.36.020 states that taxes become due and are delinquent on dates set yearly by resolution. Resolution 2025-03 accomplishes this objective, as well as setting other dates for the tax collection effort. Staff recommends adoption.

PREVIOUS COUNCIL ACTION: Council addresses a similar resolution each year.

BACKGROUND & DISCUSSION: The resolution before you tonight is very similar to the resolutions adopted by council in the past, adjusting the dates for the tax year and to ensure that due dates do not fall on weekends. Starting in 2022, we moved back by five days the due dates for mailing assessment notices and for filing appeals to the Board of Equalization. This change was made to provide our assessor additional time to investigate and respond to appeals before the Board of Equalization meeting.

ALTERNATIVES: Setting due dates for tax payments is required by our Code of Ordinances, and it helpful for staff and taxpayers alike to have clear deadlines set for other items related to the tax collection effort.

FINANCIAL IMPLICATIONS: None.

LEGAL: None.

STAFF RECOMMENDATION: Staff recommends adoption of Resolution 2025-03.

PROPOSED MOTION: This resolution is included on the consent agenda. Should Council wish to move this item to the regular agenda for discussion, a proposed motion is "I move to adopt Resolution 2025-03."

CITY MANAGER COMMENTS: I support Staff's recommendation.

CITY OF UNALASKA
UNALASKA, ALASKA

RESOLUTION 2025-04

A RESOLUTION OF THE UNALASKA CITY COUNCIL ADOPTING PRIORITY RANKINGS FOR THE FY26 - FY35 CAPITAL AND MAJOR MAINTENANCE PLAN PROCESS GUIDE

WHEREAS, the purpose of the Capital and Major Maintenance Plan (CMMP) is to formalize the process of identifying and completing capital projects and major maintenance projects; and

WHEREAS, the CMMP Process Guide has eight (8) priority areas that serve as a tool to help City staff review, analyze and assign values to projects based on direction from City Council to effectively address the City's needs; and

WHEREAS, the eight (8) priority areas are: Plans/Comprehensive Plan; Regulatory Compliance; Infrastructure/Public Safety; Quality of Life/Health and Wellness; Impact on Operational Budget; External Funding; Timing/Location; and Innovation; and

WHEREAS, on November 26, 2024 the City Council was invited to individually rank the eight (8) priority areas and submit them to the Planning Department for summary analysis; and

WHEREAS, the Planning Department entered the values into a matrix to produce the priority weights for this year's CMMP Process Guide. In order of priority, they are:

1. Regulatory Compliance, Infrastructure/Public Safety, and Impact on Operational Budget
2. External Funding, Plans/Comprehensive Plan, and Quality of Life/Health and Wellness
3. Timing/Location, and Innovation

NOW THEREFORE BE IT RESOLVED that the Unalaska City Council approves and adopts the above priority rankings for this year's CMMP Process Guide.

PASSED AND ADOPTED by a duly constituted quorum of the Unalaska City Council on January 14, 2025.

Vincent M. Tutiakoff, Sr.
Mayor

ATTEST:

Estkarlen Magdaong, CMC
City Clerk

MEMORANDUM TO COUNCIL

To: Mayor and City Council Members
From: Cameron Dean, Planning Director
Through: William Homka, City Manager
Date: January 14, 2025
Re: Resolution 2025-04: Adopting priority rankings for the FY26 - FY35 Capital and Major Maintenance Plan Process Guide

SUMMARY: This memorandum supplements the last City Council work session regarding the Capital and Major Maintenance Plan (CMMP) Process Guide, which proposes a schedule of deadlines and meeting dates involving the CMMP and its preparation and adoption. In addition to the schedule, the guide also maintains eight project categories for evaluating and ranking projects according to city priorities, projects that match adopted legislative priorities and projects that are planned well in advance.

PREVIOUS COUNCIL ACTION: City Council reviews the 10-year CMMP annually each winter and typically adopts it in April. In 2020 the Planning Department introduced the ranking exercise to City Council to provide each councilmember the opportunity to weigh each criterion. At the last CMMP worksession, Staff briefed City Council on this year's changes and introduced this year's ranking exercise.

BACKGROUND: Title 6 of the Unalaska City Code requires the City Manager to submit a five-year capital improvement plan and budget of the proposed projects each year in conjunction with the City's operating budget. City Council adopts the CMMP annually to help identify needs and set spending priorities for the coming period. This is the fifth year Unalaska will prepare a 10-year CMMP. All prior plans were only for 5-year periods.

DISCUSSION: Following the November 12 City Council meeting, the Planning Department received ranking sheets from the councilmembers in the attached table. The provided resolution is based on their combined responses.

Additionally, Council adopts legislative priorities annually. Staff also amended the CMMP Process Guide to reflect the work City Council does with identifying said priorities and focus areas. Staff assigns point values of ten (10) to be added to projects which address Federal and State priorities, and five (5) points added to those that address Focus Areas. This inclusion provides deference to City Council's work and better assists Staff with sorting and prioritizing the CMMP projects.

ALTERNATIVES: The worksheet and summary of Council responses are provided to aid discussion. Council may choose to change the priorities in the resolution as it sees fit.

FINANCIAL IMPLICATIONS: None. This is a guide for a planning document.

LEGAL: Not Applicable.

STAFF RECOMMENDATION: Approval of Resolution 2025-04

PROPOSED MOTION: I move to adopt Resolution 2025-04.

CITY MANAGER COMMENTS: I support Staff's recommendation.

ATTACHMENTS: FY26 Priorities Table

Council Ranking Priorities**FY 26-35 CMMP**

Category	Bell	Coleman	Longo	Looby	Mean	Final
Plans/Comprehensive Plan	3	2	2	2	2.3	2
Regulatory Compliance	1	1	3	1	1.5	1
Infrastructure/Public Safety	1	2	1	2	1.5	1
Quality of Life/Health and Wellness	3	2	2	2	2.3	2
Impact on Operational Budget	2	1	1	1	1.3	1
External Funding	2	3	1	1	1.8	2
Timing/Location	1	3	3	3	2.5	3
Innovation	3	1	3	3	2.5	3

CITY OF UNALASKA
UNALASKA, ALASKA

RESOLUTION 2025-05

A RESOLUTION OF THE UNALASKA CITY COUNCIL SUPPORTING THE CITY'S ACCEPTANCE OF THE U.S. DEPARTMENT OF HOMELAND SECURITY 2024 STATE HOMELAND SECURITY PROGRAM GRANT (SHSP) AWARD

WHEREAS, the United States Department of Homeland Security's (DHS) State Homeland Security Program (SHSP) provides approximately \$3.5 billion in grants to help state and local governments prevent terrorism, increase election security, provide training for law enforcement, and increase community preparedness and resilience; and

WHEREAS, the City of Unalaska submitted an SHSP application in February of 2024 to fund the purchasing of security cameras for both City Hall and the Public Safety building; and

WHEREAS, the proposed benefits of this program are strengthening the security framework of City Hall and Public Safety, which will result in greater protections for City staff, allow for greater security during local elections, and reduce both building's vulnerabilities to domestic terrorism; and

WHEREAS, the requirements of this grant include quarterly financial and progress reports, a National Cybersecurity Review, and annual inventory survey. The City of Unalaska is capable and willing to meet all requirements of the grant; and

WHEREAS, the Department of Homeland Security awarded the City of Unalaska \$103,350.00 in grant funds for the aforementioned security camera program in November of 2024; and

WHEREAS, the terms of the grant require the City Manager and other Signatory Officials designated on the original grant application sign a Grant Award by February 20th, 2025;

NOW THEREFORE BE IT RESOLVED that the Unalaska City Council hereby authorize the City Manager to sign the SHSP Grant Award by the aforementioned due date in order to receive the allocated \$103,350 in funding and support security camera implementation in both City Hall and Public Safety.

PASSED AND ADOPTED by a duly constituted quorum of the Unalaska City Council on December 14th, 2025.

Vincent M. Tutiakoff, Sr.
Mayor

ATTEST:

Alicia Aguilar
Acting City Clerk

MEMORANDUM TO COUNCIL

To: Mayor and City Council Members
From: Jackie Adams, Grants Management Coordinator
Through: William Homka, City Manager
Date: January 14th, 2025
Re: Resolution 2025-05: Supporting the city's acceptance of the U.S. Department of Homeland Security 2024 State Homeland Security Program Grant (SHSP) award

SUMMARY: This is a resolution to accept the \$103,350 awarded by the U.S. Department of Homeland Security's State Homeland Security Program to the City of Unalaska. These funds are to allow the City to purchase security cameras for both City Hall and Public Safety. Adding these security cameras will increase the safety of City employees, help secure the locations commonly used for important government business such as City Council meetings and elections, and strengthen each building's ability to protect against domestic terrorism.

The grant award needs to be signed and returned to DHS before February 20th, 2025. This resolution authorizes the City Manager to sign the grant agreement.

PREVIOUS COUNCIL ACTION: None.

BACKGROUND: The SHSP grant program is administered by the DHS in order to support state and local government projects that will increase election security and reduce vulnerability to terrorism.

The City has previously received SHSP awards to build security fencing at the Unalaska Marine Center (2018) and Haystack Communications Site (2019).

DISCUSSION: The City of Unalaska was awarded \$103,350 under the SHSP grant, with no cost matching requirement. The need for security cameras in both City Hall and Public Safety was determined based on input from the City Hall staff and the City Manager. Several new employees have verbalized that they have never seen a City Hall facility with no security measures in place. The security cameras installed in the Public Safety Building have reached the end of their useful life and must be replaced. Staff had previously planned to replace the building's cameras with City funds. There are also the added benefits of increasing election security and ensuring that the building can be properly monitored at all times.

ALTERNATIVES: City Council may choose to adopt the resolution or do nothing. However, if this grant is not signed by February 20th, 2025, we will lose the funding, and it will reflect negatively on the City of Unalaska's grant management capability should the City apply for DHS grants in the future.

FINANCIAL IMPLICATIONS: There are no financial obligations to the City of Unalaska by adopting this resolution. Once awarded, Staff will present a budget amendment to accept the funds and create a capital project. This is a reimbursed award, so the City will complete the project using General Funds before being reimbursed by the grantor.

LEGAL: None.

STAFF RECOMMENDATION: Staff recommends adoption.

PROPOSED MOTION: This resolution is on the Consent Agenda and will be approved in the blanket motion to adopt the Consent Agenda. If moved to the Regular Agenda for discussion the proposed motion is: I move to adopt Resolution 2025-05.

CITY MANAGER COMMENTS: I support the staff's recommendation.

ATTACHMENTS: The original grant award letter from the Department of Homeland Security and the Obligating Award Document that the City Manager will sign to formally accept the funds.



THE STATE
of **ALASKA**
GOVERNOR MIKE DUNLEAVY

**Department of Military and
Veterans Affairs**

Division of Homeland Security and
Emergency Management

P.O. Box 5750
JBER, AK 99505-0800
Main: 907.428.7000
Fax: 907.428.7009
ready.alaska.gov

November 19, 2024

Marjorie Veeder, City Clerk
City of Unalaska
PO Box 610
Unalaska, AK 99685

RE: 2024 State Homeland Security Program, EMW-2024-SS-05168
State Grant No.: 24SHSP-GY24

Ms. Veeder:

We received funds from the U.S. Department of Homeland Security under the 2024 State Homeland Security Program. We are pleased to award the City of Unalaska the amount of \$103,350.00 under this grant. Funding from this program is provided to support, build, and sustain the ability of states, territories, and urban areas to prevent, protect against, mitigate, respond to, and recover from terrorist attacks and other all-hazards events.

Please review the Program Requirements and Terms and Conditions as the new Build America, Buy America Act (BABAA) FEMA requirement has been added. More information will be provided at the Grant Kick-Off Meeting in November.

Please review the Project Budget Details for Environmental and Historic Preservation (EHP) requirements and approved project specifics. As a reminder, all procurement transactions must be conducted in a manner that provides full and open competition. To ensure this, we require a Procurement Method Report with every expense (except for local advertising, legal notices, and travel arrangements) submitted for reimbursement under this grant. Preapprovals may be required at multiple steps in the procurement process. Please see the Procurement Method Report for additional details.

A pre-signed Obligor Award Document (OAD) is attached. Please print the document, sign the OAD, and send a scanned copy to mva.grants@alaska.gov within 30 days of subrecipient receipt. Keep the hard copy for your records.

If the OAD cannot be returned within 30 days due to local jurisdiction policies, a Notice of Intent to Accept Grant Award form must be submitted. The form and instructions are available for download on our Grants website: <http://ready.alaska.gov/Grants/OurDocs>.

Ms. Veeder
November 19, 2024
Page 2 of 2

If signatory points of contact have changed since the submittal of the application, please complete, and return a Signatory Authority Form with the signed OAD. The Signatory Authority Form is available for download on our Grants website. If needed, Electronic Payment enrollment forms are also available upon request.

If you have any questions, please contact the Division Project Manager for this grant, Jennifer Bond at (907) 428-7000 or by email at mva.grants@alaska.gov.


Sincerely,



Tiffany D. Peltier
Administrative Operations Manager

Enclosure(s): Obligating Award Document
Project Budget Details Report
EHP Screening Form
Quarterly Activities Plan

cc: Scott Brown, Subrecipient Project Manager
Patricia Soule, Subrecipient Chief Financial Officer

State of Alaska Division of Homeland Security and Emergency Management Under US Department of Homeland Security Federal Emergency Management Agency Grant Programs Directorate						Page 1 of 8	
						FEDERAL AWARD DATE	
						September 19, 2024	
						FEDERAL GRANT PROGRAM	
						2024 State Homeland Security Program	
OBLIGATING AWARD DOCUMENT						FEDERAL GRANT NUMBER	
						EMW-2024-SS-05168	
RECIPIENT NAME AND ADDRESS		BUDGET/PERFORMANCE PERIOD		AMENDMENT		CFDA: 97.067	
City of Unalaska PO Box 610 Unalaska, AK 99685		FROM:	October 1, 2024	AMENDMENT #:		AWARD AMOUNT	
		TO:	September 30, 2026	EFFECTIVE DATE:		\$103,350.00	
		STATE PROGRAM NUMBER				24SHSP-GY24	
UEI NUMBER	UPLNLMPG5BV9			FUNDING ALLOCATION			
EIN	92-0036399			PLANNING		EXERCISE	
METHOD OF PAYMENT		Electronic		TRAINING		EQUIPMENT	\$103,350.00
PURPOSE OF AWARD							
<p>The attached Project Budget Details is the funding allocation. Grant program guidelines and federal, state, and local contracting and procurement compliance requirements apply.</p>							
GRANT REQUIREMENTS AND PROGRAM TERMS AND CONDITIONS							
<p>The acceptance of a grant from the United States government creates a legal duty on the part of the recipient to use the funds or property made available in accordance with the conditions of the grant [GAO Accounting Principles and Standards for Federal Agencies, Chapter 2, Section 16.8(c)]. See attached for continued Grant Requirements and Program Terms and Conditions.</p>							
SPECIAL CONDITIONS (Grant funds cannot be expended until these conditions have been met. See Obligating Award for details.)							
See Attached							
AGENCY INFORMATION							
ADDRESS	Division of Homeland Security and Emergency Management PO Box 5750 JBER, AK 99505-5750			WEBSITE	http://ready.alaska.gov		
				EMAIL	mva.grants@alaska.gov		
				PHONE	(907) 428-7000		
				FAX	(907) 428-7009		
STATE PROJECT MANAGER		PHONE	FAX	EMAIL			
Jennifer Bond		(907) 428-7000	(907) 428-7009	mva.grants@alaska.gov			
AGENCY APPROVAL				RECIPIENT ACCEPTANCE			
NAME AND TITLE OF APPROVING AGENCY OFFICIAL				NAME AND TITLE OF AUTHORIZED RECIPIENT OFFICIAL			
Tiffany D. Peltier, Administrative Operations Mgr.				Marjorie Veeder, City Clerk			
SIGNATURE OF APPROVING AGENCY OFFICIAL				SIGNATURE OF AUTHORIZED RECIPIENT OFFICIAL			
			DATE			DATE	
			11/19/24				
FOR STATE USE ONLY							
Vendor Number:		CIU84215		Date Returned			
Fund	Unit	AR Unit	Object	Activity	Function	Program	PPC
1004	2001	099180010	7001	2012	24SHSPUNA	25HSP2024	GYSHSP

Program Requirements

(A) Monies may not be obligated outside of the time period as stated on the grant document. An obligation occurs when funds are encumbered, as with a purchase order and/or commitment of salaries and benefits. All obligated and encumbered funds must be liquidated within 45 days of the end of the performance period (unless otherwise specified in the Program Terms and Conditions) when the *Final Performance Progress Reports* are due.

(B) The signature of the signatory officials on this award certifies that all financial expenditures, including all supporting documentation submitted for reimbursement, have been incurred by the jurisdiction, and are eligible and allowable expenditures consistent with the grant guidelines for this project. The jurisdiction shall follow the financial management requirements imposed on them by the Division of Homeland Security and Emergency Management (DHS&EM).

(C) The signature of the signatory officials on this award attests to the jurisdiction's understanding, acceptance, and compliance with Acknowledgment of Federal Funding; Lobbying; Debarment, Suspension, EHP, BABAA, and other responsibility matters; Drug-free Workplace; Conflict of Interest, and Non-Supplanting certifications. Federal funds will not be used to supplant state or local funds. Federal funds may be used to supplement existing funds to augment program activities and not replace those funds that have been appropriated in the budget for the same purpose. Potential supplanting may be the subject of application and pre-award, post-award monitoring, and audit. Any cost allocable to a particular Federal award or cost objectives under the principles provided in 2 CFR Part 200, subpart E, may not be charged to other Federal awards to overcome fund deficiencies.

(D) The jurisdiction shall ensure the accounting system used allows for separation of fund sources. These grant funds cannot be commingled with funds from other federal, state or local agencies, and each award is accounted for separately.

(E) The jurisdiction shall comply with the requirements under 2 CFR 25.110, to maintain and keep jurisdiction information current within the System of Award Management (SAM). Also, the jurisdiction has the requirement to be non-delinquent to the Federal government as required in OMB Circular A-129. Examples of relevant debt include delinquent payroll and other taxes, audit disallowances, and benefit overpayments.

(F) The jurisdiction shall comply with Federal Laws and Regulations: *Title VI of the Civil Rights Act of 1964, Title VIII of the Civil Rights Act of 1968, Section 504 of the Rehabilitation Act of 1973, Title IX of the Education Amendments of 1972, Age Discrimination Act of 1975, Americans with Disabilities Act of 1990. Per Executive Order 13166*, the jurisdiction will take reasonable steps to ensure Limited English Proficient (LEP) persons have meaningful access to its programs and activities. The jurisdiction is required to comply with any applicable provisions of the Buy American Act (41 U.S.C. Sections 8301 – 8305). *Executive Order 13347 Individuals with Disabilities in Emergency Preparedness* requires government to support safety and security for individuals with disabilities in situations involving disasters, including earthquakes, tornadoes, fires, floods, hurricanes, and acts of terrorism. *Executive Order 13224* prohibits transactions with and support to organizations associated with terrorism. Energy Policy and Conservation Act, National Environmental Policy Act (NEPA) of 1969 and the Coastal Wetlands Planning, Protection, and Restoration Act of 1990 (as applicable.) The USA PATRIOT Act of 2001, Trafficking Victims Protection Act of 2000, Hotel and Motel Fire Safety Act of 1990, and the Fly America Act of 1974. Subrecipients who collect Personally Identifiable Information (PII) are required to have a publicly available privacy policy that describes what PII they collect, how they use the PII, whether they share PII with third parties, and how individuals may have their PII corrected where appropriate. All recipients must comply with statutory requirement for whistleblower protections (if applicable) at 10 U.S.C 2409, 41 U.S.C 4712, and 10 U.S.C 2324, 41 U.S.S 4304 and 4310. All recipients must comply with the equal treatment policies and requirements contained in 6 C.F.R Part 19 and other applicable statutes, regulations, and guidance governing the participants of faith-based organizations in individual DHS programs.

(G) The jurisdiction certifies that it has an *Affirmative Action Plan/Equal Employment Opportunity Plan*. An *EEOP* is not required for subrecipients under \$25,000.00 or fewer than 50 employees.

(H) The jurisdiction certifies that its employees are eligible to work in the U.S. as verified by Form I-9, Immigration & Naturalization Service Employment Eligibility.

(I) It is the responsibility of the jurisdiction as the subrecipient of these federal funds to fully understand and comply with the requirements of:

1. Administrative requirements
2 CFR Part 200 *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*
<https://ecfr.io/Title-2/Part-200>
2. Cost Principles
2 CFR Part 200 Subpart E Cost Principles
[Title 2 Part 200 Subpart E - Code of Federal Regulations \(ecfr.io\)](https://ecfr.io/Title-2/Part-200/Subpart-E)
3. Audit Requirements
2CFR Part 200 Subpart F Audit Requirements
[Title 2 Part 200 Subpart F - Code of Federal Regulations \(ecfr.io\)](https://ecfr.io/Title-2/Part-200/Subpart-F)
 - a. Federal: The applicant agrees that, as a condition of receiving any federal financial assistance, a Single audit of those federal funds will be performed, if required by law, and further agrees it will comply with all applicable audit requirements.

- b. State: If the applicant is an entity that received state financial assistance the applicant shall submit to the State Coordinating Agency, within one year after the end of the audit period, an annual audit report covering the audit period as required by 2 AAC 45.010.
 - c. Subrecipients identified as "non-compliant" by the Alaska Dept. of Administration, Division of Finance, Single Audit Coordinator shall be subject to the following grant payment restrictions:
 - 1) The Division of Homeland Security & Emergency Management (DHS&EM) will not process grant payments of any nature directly to the subrecipient.
 - 2) Subrecipients will be required to fully comply with the Single Audit requirements as specified by the Alaska Dept. of Administration, Division of Finance, Single Audit Coordinator.
 - 3) Subrecipients will provide compliance evidence to DHS&EM from the State Audit Coordinator before any payment will be processed.
 - 4) DHS&EM may process on-behalf-of (OBO) payments to vendors for costs directly associated to the scope of work on approved awards.
 - 5) Performance periods will not be extended due to a subrecipient's failure to comply with Single Audit requirement.
 - 6) Payments made in error to subrecipients that are "non-compliant" must be repaid to the State of Alaska within 90 days of receipt of notice from DHS&EM.
4. Procurement and Contracts. Contracts must be of a reasonable cost, generally be competitively bid, and must comply with Federal, State, and local procurement standards. Detailed requirements for eligible procurement methods and contract types can be found in 2 CFR Part 200 Subpart D. The applicant agrees to review and follow procurement and contract requirements necessary for compliance with the grant program. Further, the applicant understands that failure to comply with these requirements may result of loss of funding for the entire project.
- a. Debarred/Suspended Vendors. As required by Executive Orders 12549 and 12689, Debarment and Suspension, and implemented at 2 CFR Part 180, the applicant certifies that it and its principals:
 - 1) Are not presently debarred, suspended, proposed for debarment, declared ineligible, sentenced to a denial of Federal benefits by a State or Federal court, or voluntarily excluded from covered transactions by any Federal department or agency
 - 2) Have not within a three-year period preceding this award been convicted of a or had a civilian judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or perform a public a public (Federal ,State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - 3) Are not presently indicted for otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (2) of this certification; and
 - 4) Have not within a three-year period preceding this application had one or more public transactions (Federal, State, or local) terminated for cause of default. Where the applicant is unable to certify to any of the statements in this certification, he or she shall attach an explanation to this application.
 - 5) Domestic Preferences for Procurement. As appropriate and to the greatest extent consistent with law, state and non-state entities should, to the greatest extent practicable under its FEMA award, provide a preference for the purchase of goods, products or materials produced in the United States (including but not limited to iron, aluminum, steel, cement, and other manufactured products). The requirements of this section must be included in all subawards including all contracts and purchase orders for work or products under this award. 2 C.F.R. § 200.322 also provides specific definitions for "Produced in the United States" and "manufactured products" that states should review.
5. Conflict of Interest
2 CFR Part 200.112 – the jurisdiction must disclose in writing to DHS&EM any potential conflict of interest per the applicable Federal awarding agency policy in the award's performance period.
6. False Claims Act, Program Fraud Civil Remedies, and Mandatory Disclosures
- A. 31 U.S.C. §3729, no recipient of federal payments shall submit a false claim for payment.
 - B. 38 U.S.C. §3801-3812, details the administrative remedies for false claims and statements made.
 - C. 2 CFR Part 200.113 – the jurisdiction must disclose, in a timely manner and in writing to DHS&EM, all violations of Federal criminal law involving fraud, bribery, or gratuity potentially affecting the award.
7. Technology Requirements
28 FR Part 23, Criminal Intelligence System Operating Policies
8. Research and Development (R&D) Requirements
Grants awarded to DHS&EM are not R&D
9. Duplication of Benefits
2 CFR Part 200, Subpart E, Cost Principles
10. Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended, 42 U.S.C. §5121-5206, and Related Authorities, where applicable.

11. Reducing Text Messaging while Driving.
All recipients are encouraged to adopt and enforce policies that ban text messaging while driving as described in E.O. 13513, including conducting initiatives described in Section 3(a) of the Order when on official government business or when performing any work for or on behalf of the federal government.
12. Reporting of Matters Related to Recipient Integrity and Performance
If the total value recipient's currently active grants, cooperative agreements, and procurement contracts from all federal assistance offices exceeds \$10,000,000 for any period of time during the period of performance of this federal financial assistance award, you must comply with the requirements set forth in the government-wide Award Term and Condition for Recipient Integrity and Performance Matters located at 2 C.F.R Part 200, Appendix XII.
13. Reporting Subawards and Executive Compensation
All recipients are required to comply with the requirements set forth in the government-wide Award Term on Reporting Subawards and Executive Compensation located at 2 C.F.R Part 170, Appendix A.
14. SAFECOM
All recipients receiving federal financial assistance awards made under programs that provide emergency communication equipment and its related activities must comply with the SAFECOM Guidance for Emergency Communication Grants, including provisions on technical standards that ensure and enhance interoperable communications.
15. All recipients must comply with Section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 C.F.R. Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition.
16. John S. McCain National Defense Authorization Act of Fiscal Year 2019. Recipients, subrecipients, and their contractors and subcontractors are subject to the prohibitions described in section 889 of the John S. McCain National Defense Authorization Act for Fiscal Year 2019, Pub. L. No. 115-232 (2018) and 2 C.F.R. §§200.216, 200.327, 200.471, and Appendix II to 2 C.F.R. Part 200. The statute – as it applies to DHS recipients, subrecipients, and their contractors and subcontractors– prohibits obligating or expending federal award funds on certain telecommunications and video surveillance products and contracting with certain entities for national security reasons.
17. Recipients, subrecipients, and their contractors and subcontractors are subject to the Build America, Buy America Act (BABAA), which was enacted as part of the Infrastructure Investment and Jobs Act §§ 70901-70927, Pub. L. No. 117-58 (2021); and EO 14005, Ensuring the Future is Made in All of America by All of America's Workers. See OMB Memorandum M-22-11, Initial Implementation Guidance on Application of Buy America Preference in Federal Financial Assistance Programs for Infrastructure.

SHSP Program Terms and Conditions

The total allocation of the 2024 State Homeland Security Program awarded to the Division of Homeland Security and Emergency Management (DHS&EM) is \$4,362,750.00, under *Federal Grant EMW-2024-SS-05168, CFDA# 97.067*. The City of Unalaska has been awarded \$103,350.00 which shall be used to support activities essential to the ability of states, territories, and urban areas to prevent, protect against, mitigate, respond to, and recover from terrorist attacks and other all-hazards events. The instructions, guidance, limitations, and other conditions set forth in the Notice of Funding Opportunity (NOFO) for this program are incorporated here by reference in the award terms and conditions. All recipients must comply with any such requirements set forth in the program NOFO and State program guidance. The performance period of this grant award is October 1, 2024 through September 30, 2026. Project conditions must be completed by this date. The City of Unalaska cannot sub-grant all or any part of this award to any other entity or organization. All awards require confirmation within the first reporting quarter that activities toward projects will be made, or DHS&EM may execute de-obligation of the funds.

(A) Changes to Award: All change requests must be submitted in writing, or electronically to the DHS&EM Project Manager, accompanied by a justification narrative and budget/spending plan, for review and approval. Changes must be consistent with the scope of the project and grant guidelines. Requests for changes will be considered only if the reporting requirements are current, and if terms and conditions have been met at the time of the request. Changes in the programmatic activities, or purpose of the project, changes in key persons specified on the grant award, contractual services for activities central to the purposes of the award, requests for additional funding, change in project site, or release of special conditions may result in an amendment to this award. No transfers of funds between budget categories will be authorized, only de-obligation of funds, except on a case-by-case basis.

(B) Reporting Requirements: The City of Unalaska shall submit timely quarterly *Performance Progress Reports* and *Financial Progress Reports* to the Project Manager at DHS&EM. Instructions and blank forms are located electronically at <https://www.ready.alaska.gov/Grants>, and may be reproduced. Jurisdictions must check the web site quarterly for the most current forms. Use of outdated forms will not be accepted. Quarterly reports are due:

Number of Scheduled Report Due	Jurisdiction Performance Period	Performance Progress and Financial Progress Report Due Dates
1	10/1/2024 - 12/31/2024	01/20/2025
2	1/1/2025 - 3/31/2025	04/20/2025
3	4/1/2025 - 6/30/2025	07/20/2025
4	7/1/2025 - 9/30/2025	10/20/2025
5	10/1/2025 - 12/31/2025	01/20/2026
6	1/1/2026 - 3/31/2026	04/20/2026
7	4/1/2026 - 6/30/2026	07/20/2026
8	7/1/2026 - 9/30/2026	10/20/2026
9	Final Report	11/15/2026

Invoices with progress reports will be submitted to DHS&EM by the due date as specified in the above schedule. Should the grant period be extended for any reason, a modified report schedule will accompany the award amendment.

The *Performance Progress Report* (PPR) contains an AK-PPR-A cover page form and an AK-PPR-B Program Indicators form. Both forms must be completed and submitted by the report due date. Requests for grant extensions, budget adjustments, project realignments, and significant problems or delays are reported on the AK-PPR-A. An AK-PPR-A must be submitted even if no additional information is required. The AK-PPR-B shall describe the progress and percent completed of projects and detail any related expenditures submitted on the *Financial Progress Report*. The *Financial Progress Reports* shall describe the status of the funds, show encumbrances, and receipts of program income, cash or in-kind contributions to the project, whether or not a local match is required. A final PPR is a summary report, showing project completion, evaluating project activities and measuring performance against project goals for the entire performance period, and is required in addition to the last quarterly PPR. An *After-Action Report/Improvement Plan* (AAR/IP) is required within 30 days of the conduct of an exercise.

(C) Signatory Requirements: The primary Signatory Official, Project Manager and Financial Officer as listed on the *Signatory Authority Form* must sign the original obligating award document and any amendments. Delegates may sign quarterly and final reports, however, the signatures of the Project Manager, Signatory Official and the Financial Officer must be three different signatures.

(D) Reimbursements: Submit on the *Financial Progress Report* form. Reimbursement shall be based upon authorized and allowable expenditures consistent with project narrative and budget detail and grant guidelines, and submission of timely quarterly *Performance Progress* and *Financial Progress Reports*. Payments may be withheld pending correction of deficiencies or for use of outdated forms. Reimbursement of expenditures may be requested at any time within the performance period. Expenditures must be supported with source documentation (e.g., copies of invoices, receipts, timesheets with name/wage/hours, cost allocation, warrants, etc.), method of solicitation must be documented with a *Procurement Method Report*, and documentation of payment must be included. Reimbursable expenses include:

- **Personnel Costs:** Payroll reports signed and certified by the Chief Financial Officer that capture the employee's name, position, coded allocation to the project, and amount paid are acceptable. Staff may not self-certify their own time and wages. The City of Unalaska shall retain all supporting payroll records, including time and attendance records signed by the employee and supervisor and copies of warrants as

per the recordkeeping requirements in Section O. Limited to 50 percent for employees assigned to program management functions, not operational duties. The limit does not apply to contractors.

- **Contracts:** All sole-source procurements, single vendor responses to a competitive bid, and service contracts of any value require DHS&EM pre-approval prior to implementation. Final signed copies of all contracts are required for submission to DHS&EM with the request for reimbursement. Please review the Procurement Method Report for specific requirements.
- **Program Income and Local Match:** Program income may be used to supplement project costs, reduce project costs, or may be refunded to the federal government, and must be used for allowable program costs and be expended prior to requests for reimbursement. Local matching funds must clearly support the source, the amount, and the timing of all matching contributions.
- **Equipment:** Allowable equipment categories are listed on the web-based Authorized Equipment List (AEL) on the Responder Knowledge Base (RKB). Documentation is required per instructions attached to DHS&EM quarterly reports.
- **Travel:** Travel must be listed in the approved budget.
- **Training:** Requires DHS&EM pre-approval prior to registering or participating in training opportunities.
- **Exercise:** Requires submission of an AAR/IP within 30 days after the conduct of the exercise.
- **Food and Beverages:** All food and/or beverage expenses require pre-approval by DHS&EM and are only allowable costs if related to a grant-funded sheltering exercise, such as a Mass Care Shelter Exercise where food is prepared as part of the exercise objectives in evaluating food preparation capabilities.

(E) Non-reimbursable Expenses:

- Reimbursable training and related travel costs, not pre-approved by DHS&EM
- Construction and renovation
- Indirect costs
- Management and Administration (M&A) costs to manage sub-contracts
- Supplanting
- Maintenance and/or wear and tear costs of general use vehicles (e.g., construction vehicles), medical supplies, and emergency response apparatus (e.g., fire trucks, ambulances) Maintenance and/or wear and tear costs of general use vehicles and emergency response apparatus during exercises.
- Equipment purchased for an exercise cannot be used for permanent installation and/or beyond the scope of the conclusion of the exercise.
- Hiring of sworn public safety officers to fill traditional public safety duties or to supplant traditional public safety positions and responsibilities
- Weapons, weapons accessories, ammunition
- Entertainment and sporting events
- Personal items such as laundry, personal hygiene items, magazines, in-room movies, personal travel
- Travel insurance, visa, and passport charges
- Lodging costs in excess of federal per diem, as appropriate
- Lodging fees associated with violation of the lodging facility's policies, such as smoking in a non-smoking room
- Lunch when travel is wholly within a single day
- Stand-alone working meals
- Bar charges, alcoholic beverages
- Tips
- Finance, late fees, or interest charges
- Lobbying, political contributions, legislative liaison activities
- Organized fundraising, including salaries of persons while engaged in these activities
- Land acquisition
- Organizational Costs
- Expenditures not supported with appropriate documentation when submitted for reimbursement. Only properly documented expenditures will be processed for payment. Unsupported expenditures will be returned to the jurisdiction for resubmission.

(F) Property and Equipment Management: The City of Unalaska shall maintain an effective property management system; safeguards to prevent loss, damage or theft; maintenance procedures to keep equipment in good condition; and disposition procedures. A *Property Inventory Report* must be submitted to DHS&EM annually each **June 20**, and continued submission is required annually until final disposition of the equipment. No equipment purchased with these grant funds may be assigned to other entities or organizations without written approval from DHS&EM, prior to the jurisdiction's encumbrance or expenditure for that equipment. Management of property and equipment shall be in accordance with state laws and procedures as outlined, and 2 CFR Subpart D (200.210-200.316). For items over \$5,000.00, a Single Equipment Reporting Form must be submitted at the time of reimbursement at the time of reimbursement request

(G) Build America, Buy America Act (BABAA): The City of Unalaska must comply with the Build America, Buy America Act (BABAA), which was enacted as part of the Infrastructure Investment and Jobs Act §§ 70901-70927, Pub. L. No. 117-58 (2021); and EO 14005, Ensuring the Future is Made in All of America by All of America's Workers. See OMB Memorandum M-22-11, Initial Implementation Guidance on Application of Buy America Preference in Federal Financial Assistance Programs for Infrastructure.

None of the funds provided under this program may be used for a project for infrastructure unless the iron and steel, manufactured products, and construction materials used in that infrastructure are produced in the United States.

The Buy America preference only applies to articles, materials, and supplies that are consumed in, incorporated into, or affixed to an infrastructure project. As such, it does not apply to tools, equipment, and supplies, such as temporary scaffolding, brought to the construction site and removed at or before the completion of the infrastructure project. Nor does a Buy America preference apply to equipment and furnishings, such as movable chairs, desks, and portable computer equipment, that are used at or within the finished infrastructure project but are not an integral part of the structure or permanently affixed to the infrastructure project.

(H) Procurement: A *Procurement Method Report* documenting method of solicitation is required for reimbursement for every procurement (with the exception of local advertising, legal notices and travel arrangements). Contractors that develop or draft specifications, requirements, *Statements of Work* (SOW), and/or *Requests for Proposals* (RFP) for a proposed procurement shall be excluded from bidding or submitting a proposal to compete for the award of such procurement. Local bidder's preference is not allowed for federally funded procurements. Procurement transactions shall be conducted to provide maximum open and free competition. Pre-approvals may be required at multiple steps in the procurement process. Please see the Procurement Method Report for additional details.

(I) **Contracts:** Any contract entered into during this grant period shall comply with local, state and federal government contracting regulations. To the extent that subrecipients of a grant use contractors, subrecipients shall use small, minority, women-owned or disadvantaged business concerns and contractors to the extent practicable. Contracts for professional and consultant services must include local, state and federal government required contract language, a project budget, and require pre-approval by DHS&EM prior to implementation. Contract deliverables must meet the intent of the grant application and grant requirements. Justification is required for compensation for individual consultant services, which must be reasonable and consistent with the amount paid for similar services in the market place. Detailed invoices and time and effort reports are required for consultants. A *Procurement Method Report* documenting method of solicitation is required for reimbursement for every procurement.

(J) **Use of DHS Seal, Logo, and Flags:** All subrecipients must obtain DHS&EM approval before using the DHS seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials, including use of the United States Coast Guard seal, logo, crests or reproductions of flags of likenesses of Coast Guard officials.

(K) **Publications and Copyright:** All recipients must affix the applicable copyright notices of 17 U.S.C. § 401 or 402 and an acknowledgment of Government sponsorship (including award number) to any work first produced under Federal financial assistance awards unless the work includes any information that is otherwise controlled by the Government (e.g., classified information or other information subject to national security or export control laws or regulations) Publications created with funding under this grant should prominently contain the following statement: *This document was prepared under a grant from the Federal Emergency Management Agency (FEMA)'s Grant Programs Directorate, U.S. Department of Homeland Security and the Alaska Division of Homeland Security and Emergency Management. Points of view or opinions expressed in this document are those of the authors and do not necessarily represent the official position or policies of FEMA's Grant Programs Directorate, the U.S. Department of Homeland Security, or the State of Alaska.*

(L) **Acknowledgement of Federal Funding:** All subrecipients must acknowledge their use of federal funding when issuing statements, press releases, requests for proposals, bid invitations, and other documents describing projects or programs funded in whole or in part with Federal funds.

(M) **Federal Debt Status:** All subrecipients are required to be non-delinquent in their repayment of any Federal debt. Examples of relevant debt include delinquent payroll and other taxes, audit disallowances, and benefit overpayments. See OMB Circular A-129 and form SF-424, item number 17, for additional information and guidance.

(N) **False Claims Act and Program Fraud Civil Remedies:** All subrecipients must comply with the requirements of 31 U.S.C. § 3729, which set forth that no subrecipient of federal payments shall submit a false claim for payment. See also 38 U.S.C. § 3801-3812, which details the administrative remedies for false claims and statements made.

(O) **Recordkeeping Requirements:** Grant financial and administrative records shall be maintained for a period of three (3) years following the date of the closure of the grant award or audit if required. Time, effort, personnel, and payroll records must be maintained for all individuals reimbursed under the award. Property and equipment records shall be maintained for a period of three (3) years following the final disposition, replacement, or transfer of the property and equipment.

(P) **Performance Measures:** Quarterly Progress Reports shall demonstrate performance and progress relative to:

1. Acceptable performance on applicable critical tasks in Exercises using approved scenarios
2. Progress in achieving project timelines and milestones identified in the Quarterly Activities Plan
3. Percent measurable progress toward completion of the project
4. How funds have been expended during the reporting period, and explain expenditures related to the project

(Q) **Subrecipient Monitoring Policy:** Periodic monitoring is required to ensure that program goals, objectives, timelines, budgets and other related program criteria are being met. DHS&EM reserves the right to periodically monitor, review and conduct analysis of the City of Unalaska's financial, programmatic and administrative policies and procedures such as, accounting for receipts and expenditures, cash management, maintaining adequate financial records, means of allocating and tracking costs, contracting and procurement policies and records, payroll records and means of allocating staff costs, property/equipment management system(s), progress of project activities, etc. This may include desk and field audits. Technical assistance is available from DHS&EM staff. The Monitoring Policy is available in the Grants Management Handbook.

(R) **Penalty for Non-Compliance:** For the reasons listed below, special conditions may be imposed, reimbursements may be partially or wholly withheld, the award may be wholly or partly suspended or terminated, or future awards, reimbursements and award modifications may be withheld. DHS&EM may institute the following, but is not limited to, withholding authority to proceed to the next phase of a project, requiring additional or more detailed financial reports, additional project monitoring, and/or establish additional prior approvals. DHS&EM shall notify the City of Unalaska of its decision in writing stating the nature and the reason for imposing the conditions/restrictions, the corrective action required and timeline to remove them, and the method of requesting reconsideration of the imposed conditions/restrictions. The City of Unalaska must respond within five (5) days of receipt of notification:

1. Unwillingness or inability to attain project goals
2. Unwillingness or inability to adhere to Special Conditions or Grant Assurances.
3. Failure or inability to adhere to grant guidelines and federal compliance requirements
4. Improper procedures regarding contracts and procurements
5. Inability to submit reliable and/or timely reports
6. Management systems which do not meet federal required management standards

(S) **Termination for Cause:** If performance is not occurring as agreed, the award may be reduced or terminated without compensation for reduction or termination costs. DHS&EM will provide five (5) days notice to the City of Unalaska stating the reasons for the action, steps taken to correct the problems, and the commencement date of the reduction or termination. DHS&EM will reimburse the City of Unalaska only for acceptable work or deliverables, necessary and allowable costs incurred through the date of reduction or termination. Final payment may be withheld at the discretion of DHS&EM until completion of a final DHS&EM review. Any equipment purchased under a terminated grant may revert to DHS&EM at the option of DHS&EM.

(T) **Termination for Convenience:** Any project may be terminated upon convenience, in whole or in part, for the convenience of the Government. The U.S. Department of Commerce and the DHS&EM, by written notice, may terminate this grant, in whole or in part, when it is in the Government's interest. Allowable costs obligated and/or incurred through the date of termination shall be reimbursed. Any equipment purchased under a terminated grant may revert to DHS&EM at the option of DHS&EM.

(U) Project Implementation: Due to the competitiveness of the 2024 State Homeland Security Program, approved projects must be ready-to-go. Project implementation shall begin within the first reporting quarter.

1. If a project cannot be operational within the first reporting quarter of the approved award date, the subrecipient should notify DHS&EM of the implementation delay and expected starting date. At the discretion of DHS&EM, the grant award is subject to cancellation, and funds may be de-obligated and reallocated to other projects if project implementation is unjustifiably delayed.

(V) The City of Unalaska shall comply with the requirements and restrictions of the Federal Fiscal Year (FFY) 2024 State Homeland Security Program (HSGP) Program Guidance, State Overview and Guidelines, State Preparedness Report, and the State Homeland Security Strategy. By signing this obligating award document, the City of Unalaska certifies it has read, understood, and accepted these documents as binding.

(W) No funds will be reimbursed until City of Unalaska fiscal and programmatic representatives attend a 2024 Grant Kick-Off Meeting to be held electronically in November 2024.

(X) The City of Unalaska must complete a Quarterly Activities Plan by January 20, 2025. Information on this requirement will be emailed and provided at the 2024 Grant Kick-Off meeting.

(Y) The City of Unalaska must attend the state's Multi-Year Integrated Preparedness Planning Workshop (IPPW), to be held in conjunction with the 2025 Preparedness Conference, and develop a local jurisdiction Multi-Year Integrated Preparedness Plan (IPP) to be submitted to DHS&EM by March 1, 2025.

(Z) The City of Unalaska must complete DHS&EM NIMS Implementation Questionnaire to demonstrate continued utilization and work towards the NIMS Implementation Objectives.

(AA) The City of Unalaska must complete the Nationwide Cybersecurity Review (NCSR) by December 31, 2024. More information on this online self-assessment will be provided at the 2024 Kick-Off Meeting and can be found in the 2024 HSGP NOFO: [Fiscal Year 2024 Homeland Security Grant Program Notice of Funding Opportunity \(alaska.gov\)](#).

Special Conditions

(A) The City of Unalaska shall not undertake any project having the potential to impact Environmental or Historic Preservation (EHP) resources without the prior approval of FEMA, including but not limited to communications towers, physical security enhancements, new construction, and modifications to buildings, structures, and objects that are 50 years old or greater. The City of Unalaska must comply with all conditions placed on the project as the result of the EHP review. Any change to the approved project scope of work will require re-evaluation for compliance with these EHP requirements. If ground-disturbing activities occur during project implementation, the City of Unalaska must ensure monitoring of ground disturbance, and if any potential archeological resources are discovered, the City of Unalaska will immediately cease construction in that area and notify FEMA and the appropriate State Historic Preservation Office. Any construction activities that have been initiated without the necessary EHP review and approval will result in a non-compliance finding and will not be eligible for FEMA funding. The City of Unalaska must submit an Environmental Historic Preservation (EHP) Statement of Work Request for the following project(s):

1. Security Framework – City Hall
2. Surveillance Cameras

We certify we have read, understood, and accept the Grant Terms and Conditions, the Grant Requirements, and Assurances and Agreements, and Special Conditions in accordance with this Award.

Project Manager's Signature

Chief Financial Officer's Signature

Signatory Official's Signature



Project Budget Details 2024 State Homeland Security Program Unalaska, City of Reported Revision 0

PBD #	Expense Category	Solution Area	Discipline		Budgeted Cost	PBD Amount Spent	PBD Balance	
1	Equipment	Phys.Security	Emergency Management	State:	\$0.00	\$0.00	\$0.00	
<input checked="" type="checkbox"/> EHP	<input type="checkbox"/> Canceled	<input type="checkbox"/> BABAA		Federal:	\$49,550.00	\$0.00	\$49,550.00	
Item: Security Framework - City Hall								
Description: Physical access control system with video for city hall.								
Investment: Equipment and Capital Projects								
2	Equipment	Phys.Security	Law Enforcement	State:	\$0.00	\$0.00	\$0.00	
<input checked="" type="checkbox"/> EHP	<input type="checkbox"/> Canceled	<input type="checkbox"/> BABAA		Federal:	\$53,800.00	\$0.00	\$53,800.00	
Item: Surveillance Cameras								
Description: Security cameras for the City's Public Safety department.								
Investment: Equipment and Capital Projects								
					Adjusted Grant Total	Total PBD Allocations	Total Expenses	Summary Balance
				State:	\$0.00	\$0.00	\$0.00	\$0.00
				Federal:	\$103,350.00	\$103,350.00	\$0.00	\$103,350.00
				Grand Total:	\$103,350.00	\$103,350.00	\$0.00	\$103,350.00

CITY OF UNALASKA
UNALASKA, ALASKA

RESOLUTION 2025-06

A RESOLUTION OF THE UNALASKA CITY COUNCIL ESTABLISHING TAXICAB RATES FOR CALENDAR YEAR 2025

WHEREAS, Unalaska Code of Ordinances § 9.12.065 requires all licensed taxicabs operating within the city to have installed an instrument (meter) by which charges for hire of such taxicabs are calculated; and

WHEREAS, Unalaska Code of Ordinances requires that the meter shall calculate the fare and be calibrated in accordance with the fare standards set by the City Council at its first regular meeting in January each year; and

WHEREAS, the taxi rates for calendar year 2025 will not change from the rates for calendar year 2024.

NOW THEREFORE BE IT RESOLVED that the Unalaska City Council establishes the taxicab rates for 2025, which include the 3% sales tax, as follows:

- \$2.65 per flag drop;
- \$0.30 per 1/10 mile;
- \$5.30 for each additional fare over two;
- \$1.06 per minute waiting time;
- \$80.00 per hour charter.

BE IT FURTHER RESOLVED that said rates include a Senior Citizen Discount of \$1.00 off any metered rate between \$5.00 and \$10.00, and \$2.00 off any metered rate over \$10.00.

PASSED AND ADOPTED by a duly constituted quorum of the Unalaska City Council on January 14, 2025.

Vincent M. Tutiakoff, Sr.
Mayor

ATTEST:

Alicia Aguilar
Acting City Clerk

MEMORANDUM TO COUNCIL

To: Mayor and City Council Members
From: Alicia Aguilar, Acting City Clerk
Through: William Homka, City Manager
Date: January 14, 2025
Re: Resolution 2025-06: Establishing taxicab rates for the calendar year 2025 as required by the Unalaska Code of Ordinances

SUMMARY: Unalaska Code of Ordinances (UCO) § 9.12.065(A)(3) requires that the City Council set taxicab rates at the first regular meeting in January each year. Resolution 2025-06 sets the rates for calendar year 2025 at the same level as the rates for 2024. Staff recommends adoption of this resolution.

PREVIOUS COUNCIL ACTION: Council has adopted taxicab rates annually since 1993. Through Resolution 2006-01, Council increased rates by \$0.03 per minute for waiting time and added \$80 per hour for charters. Rates have not changed since 2006.

BACKGROUND: The taxicab ordinance was adopted in 1993 and revised in 2003 and 2005. In 2005, several changes were made, but UCO § 9.12.065(A)(3) has not changed through the years of revision. The ordinance requires the City Council to set the rates each year. At the time of the 1993 adoption, the Taxi Owner's Association was active and provided input on this issue.

During a meeting held at Public Safety in November 2017, taxi drivers and taxi permit holders expressed no interest in changing the rates. There was no public comment on this topic at the council meetings from 2018-2024.

On December 16, 2024, the City Clerk mailed letters to all taxi permit holders inviting them to attend tonight's council meeting to submit comments regarding taxicab rates for 2025. No written responses have been received at the time this memo was written; however, one permit holder spoke with personnel in the Clerk's Department, indicating they desired to see an increase in rates. This taxi permit holder and all others were encouraged to provide comment either in writing or in person at tonight's meeting.

ALTERNATIVES: Adopt rates as recommended, raise the rates, or lower the rates.

FINANCIAL IMPLICATIONS: If rates are changed, it is expected that a corresponding increase or decrease would be seen in sales tax revenue to the City. Also, if rates are changed, meters would have to be reprogrammed at the expense of taxi owners.

LEGAL: None.

STAFF RECOMMENDATION: Staff recommends the adoption of Resolution 2025-06.

PROPOSED MOTION: I move to adopt Resolution 2025-06.

CITY MANAGER'S COMMENTS: I support the staff recommendation.

ATTACHMENT: Letter to taxi permit holders.

CITY OF UNALASKA
43 Raven Way - P.O. Box 610
Unalaska, Alaska 99685
Tel (907) 581-1251 FAX (907) 581-1417



December 16, 2024

Taxi Permit Holders:

At the first City Council meeting in January, they will discuss taxicab rates for the calendar year 2025. You are invited to attend the Council meeting to provide your comments/input. The Council meeting will begin at 6:00 p.m. on Tuesday, January 14, 2025, at City Hall Council Chambers.

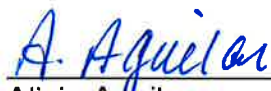
If you prefer not to attend the meeting but would still like to provide your comment regarding taxicab rates, you may send your written comments to the City Clerk's office on or before 5:00 p.m. on Tuesday, January 14, 2025, in person or via email at aaguilar@ci.unalaska.ak.us.

The City Council would like to hear your opinions regarding taxicab rates.

If you have any questions, please don't hesitate to contact our office.

Regards,

CITY OF UNALASKA



Alicia Aguilar
Deputy City Clerk
aaguilar@ci.unalaska.ak.us

CITY OF UNALASKA
UNALASKA, ALASKA

ORDINANCE 2024-15

AN ORDINANCE OF THE UNALASKA CITY COUNCIL AMENDING TITLE 14 OF THE UNALASKA CODE OF ORDINANCES REGULATING THE USE OF OFF-ROAD OR ALL-PURPOSE VEHICLES WITHIN CITY LIMITS

WHEREAS, in 2022, state regulations were amended to allow all-purpose vehicles to operate on public roadways where not prohibited by local law or ordinance; and

WHEREAS, off-road vehicles, also known as all-purpose vehicles, are presently prohibited in the City of Unalaska; and

WHEREAS, the use of off-road vehicles or all-purpose vehicles is both convenient and economical, subject to state law and to city ordinances as this Council may adopt, to ensure public safety and lack of conflict with other drivers and pedestrians.

NOW THEREFORE BE IT ENACTED BY THE CITY COUNCIL OF THE CITY OF UNALASKA, as follows:

Section 1: Classification. This is a Code Ordinance.

Section 2: Amendment of Section 14.04.010 Definitions. Section 14.04.010 (M) of the Unalaska Code of Ordinances is hereby amended to read as follows [new language is underlined; deleted language is overstruck]:

(M) "All-purpose vehicle (APV)" as defined in 13 AAC 40.010(a)(67) means any self-propelled vehicle designed to travel on wheels or tracks in contact with the ground and is commonly used to transport persons for recreational purposes, including vehicles such as four-wheel-drive units, all-terrain vehicles (ATVs), or utility terrain vehicles (UTVs); the definition does not include off-highway vehicles as defined in 13 AAC 40.010(a) or snowmobiles. "OFF ROAD VEHICLE" means any vehicle that is being operated off a highway.

Section 3: Amendment of Section 14.08.020 Off Road Vehicle Operation. Section 14.08.020 of the Unalaska Code of Ordinances is hereby amended to read as follows:

§ 14.08.020 OFF ROAD ALL-PURPOSE VEHICLE OPERATION.

It shall be unlawful to operate an all-purpose vehicle off-road vehicle in the City of Unalaska: _____

(A) On private property owned by a person other than the driver without having the written consent of the owner of the property in the driver's possession.

(B) On public property which has not been officially designated as an area for off-road vehicle operation.

~~(BC) On a sidewalk or trail designed and maintained for non-motorized travel unless such travel is necessary for the purpose of directly crossing, at approximately a ninety-degree angle, from one area of lawful operation to another, after coming to a complete stop and yielding to all pedestrians or other traffic.~~

~~(D) Repealed.~~

(E) In such a manner as to throw or scatter debris or other material onto:

(1) Any improved real property;

(2) Any sidewalk;

(3) Any paved driveway; or

(4) Any paved highway.

~~(F) On a highway, or sidewalk, unless such travel is necessary for the purpose of directly crossing, at approximately a ninety degree angle, from one area of lawful operation to another, after coming to a complete stop and yielding to all pedestrians or other traffic.~~

~~(G) Between the hours of 10:00 p.m. and 8:00 a.m.~~

~~(CH) This section shall not apply to an employee of a municipal or state law enforcement agency while in the performance of the employee's official duties.~~

Section 4: Amendment of Section 14.04.025. Section 14.04.025(C), FINE SCHEDULE FOR LOCAL TRAFFIC OFFENSES, of the Unalaska Code of Ordinances is hereby amended to read as follows:

(C) An offense listed in this schedule may not be disposed of without court appearance if the offense is in connection with a motor vehicle accident that results in the death of a person.

...

Code Section	Offense Description	Fine Amount
14.08.020(A)	Unlawful operation of APV <u>ATV</u> : driving on private property	\$100 \$1,000
14.08.020(B)	Unlawful operation of ATV: driving on non-designated public property	\$100

Ordinance reflecting amendments made by Council on November 12, in bold *italics*.

14.08.020(BC)	<i>Unlawful operation of APV-ATV: driving on sidewalk or nonmotorized trail</i>	\$100
14.08.020(E)(1)	Unlawful operation of <u>APV-ATV</u> : scattering debris on improved real- property	\$100
14.08.020(E)(2)	Unlawful operation of <u>ATV</u> : scattering debris on sidewalk	\$100
14.08.020(E)(3)	Unlawful operation of <u>ATV</u> : scattering debris on paved driveway	\$100
14.08.020(E)(4)	Unlawful operation of <u>ATV</u> : scattering debris on paved highway	\$100
14.08.020(F)	Unlawful operation of <u>ATV</u> : highway or sidewalk	\$100
14.08.020(G)	Unlawful operation of <u>ATV</u> : between hours of 10:00 p.m. and 8:00 a.m.	\$100

...

Section 5: Effective Date. This ordinance shall take effect upon adoption.

PASSED AND ADOPTED by a duly constituted quorum of the Unalaska City Council on November 26, 2024.

Vincent M. Tutiakoff, Sr.
Mayor

ATTEST:

Alicia Aguilar
Acting City Clerk

MEMORANDUM TO COUNCIL

To: Mayor and City Council Members
From: Marjie Veeder, Deputy City Manager
Through: William Homka, City Manager
Date: November 12, 2024 (Memo updated for November 26 Council Meeting – updates are shown in bold *italics*)
Re: Ordinance 2024-15: Amending Title 14 of the Unalaska Code of Ordinances regulating the use of off-road or all-purpose vehicles within the city limits

SUMMARY: Following a work session conducted on the same topic, on September 24, 2024, Council unanimously directed the City Manager to “bring to council an ordinance change to allow APV use on public roads in Unalaska.” Ordinance 2024-15 accomplishes this directive.

PREVIOUS COUNCIL ACTION:

November 12, 2024: Council introduced Ordinance 2024-15 and scheduled it for public hearing and second reading on November 26, 2024. Council also amended the fine amount for unlawful operation of an APV, driving on private property, from \$100 to \$1,000; and deleted the fine for unlawful operation of APV, driving on sidewalk or nonmotorized trail. See further information below in the legal section.

December 28, 2021: Staff provided information in work session in response to an inquiry from Council, and submitted a proposed ordinance amending local code to provide clarification as a result of the State’s code change.

February 8, 2022: Council directive to bring a draft ordinance on February 22, 2022, regarding off-road vehicle use.

February 22, 2022: Proposed Ordinance 2022-04 was introduced but failed to go to 2nd reading. This ordinance edited the definition of off-road vehicle and indicated that it would be unlawful to operate an off-road vehicle in the city on public property which had not been designated by the City as an area for off-road vehicle operation.

February 22, 2022: Council directive to bring a draft ordinance allowing APV use on public roads in Unalaska.

March 22, 2022: Proposed Ordinance 2022-05 was introduced, but failed to go to 2nd reading. This ordinance:

- Edited the definition of off-road vehicle;
- Indicated that it would be unlawful to operate an off-road vehicle in the city on public property which had not been designated by the City as an area for off-road vehicle operation;
- Allowed use of off-road vehicles on city roads by striking the word highway in the list of areas that such use was prohibited;

- Added that all off-road vehicles operated on the roadway must comply with all National Highway Traffic Safety, United States Department of Transportation, and State of Alaska regulations to include registration and insurance requirements; and
- Added that snowmobiles are prohibited from being operated on the roadway, unless such travel is necessary for the purpose of directly crossing, at approximately a ninety degree angle, from one area of lawful operation to another, after coming to a complete stop and yielding to all pedestrians or other traffic.

During the meeting on March 22, 2022, a motion was made to edit the ordinance to strike the restriction on hours of operation; but this motion failed. It was also moved to postpone consideration of the ordinance, which also failed.

June 11, 2024: Council directive to place on agenda an ordinance change to allow APV use on public roads in Unalaska.

September 24, 2024: Work session discussion of proposed ordinance in response to the June 11 directive.

BACKGROUND: Beginning January 1, 2022, the state of Alaska began to allow all-purpose vehicles on roadways where the speed limit is less than 45 miles per hour and where boroughs or municipalities have not banned their use within their boundaries. Our city code presently prohibits off-road vehicle use in the city, which was in effect before the state law changed in 2022. If the Council chooses to allow use of all-purpose vehicles, state laws will still apply. The city attorney's memo from the September 24, 2024 packet lists some of those laws that will still apply in Unalaska if Council decides to allow all-purpose vehicle use.

DISCUSSION: Ordinance 2024-15 (1) amends the definition of off-road or all-purpose vehicles; (2) removes the prohibition of all-purpose vehicle use on city roads; and (3) amends the related fine schedule for local traffic offenses accordingly.

ALTERNATIVES: Council's alternatives include adopting the ordinance as presented; proposing amendments to the ordinance; or doing nothing, which means the prohibition against all-purpose vehicles will continue in Unalaska.

FINANCIAL IMPLICATIONS: None at this time, other than attorney fees.

LEGAL: City attorney Sam Severin authored the proposed ordinance, and has been working closely with city staff on this issue.

City Attorney Sam Severin remotely attended the November 12 Council meeting and responded to inquiries from Council. A question was asked about what happens if we delete the fine for driving on a sidewalk? Does it just default to state law? Mr. Severin interpreted the question to mean what happens if we delete both 14.08.020 B (the actual prohibition against driving on a sidewalk) as well as the corresponding entry in the fine schedule. If both are deleted, there would essentially be no city law on that point and state law would govern.

Simply deleting the fine would have a different effect. That effect is the person would have to go to court, because UCO 14.04.025 states:

§14.04.025 FINE SCHEDULE FOR LOCAL TRAFFIC OFFENSES.
[emphasis added]

(A) In accordance with AS 28.05.151(a), citations for the following offenses may be disposed of as provided in AS 12.25.195-.230, without a court appearance, upon payment of the fine amounts listed below plus the state surcharge required by AS 12.55.039 and AS 29.25.074. Fines must be paid to the court. The Rules of Minor Offense Procedure in the Alaska Rules of Court apply to all offenses listed below. Citations charging these offenses must meet the requirements of Minor Offense Rule 3. If a person charged with one of these offenses appears in court and is found guilty, the penalty imposed for the offense may not exceed the fine amount for that offense listed below. These fines may not be judicially reduced. If an offense is not listed on the fine schedule, or if the citation indicates a court appearance is required, the defendant must appear in court to answer to the charges.

Because Council deleted the fine only, and not the prohibition of driving on the sidewalk, the effect then is a person would have to go to court to get sentenced. Alternatively, law enforcement could write the citation under state law, which would then avoid having to go to court. At the end of the day, there is a default - it defaults to the court system to impose a fine. The court would likely consider state law for guidance on the fine amount.

STAFF RECOMMENDATION: No recommendation, as the proposed ordinance is in response to a directive from Council. However, Staff believes the proposed ordinance complies with Council's directive.

As for driving an APV on a sidewalk or nonmotorized trail and the related fine, Staff recommends that Council either (1) amend the ordinance to insert a local fine; or (2) amend the ordinance to remove the prohibition of driving on a sidewalk or nonmotorized trail. In the first instance, both the prohibition of driving on a sidewalk and the fine would be contained in our local ordinance. In the second instance, the default would fully be to state law.

A mandatory court appearance, which would be the result of the recent amendment, does have a benefit. It creates a degree of accountability by having the offender attend court. On the other hand, this requires an officer to prepare for and attend court. Legal counsel believes that setting a fine in the city code is preferable. The state laws are not particularly easy to research; stating a clear prohibition in the city code provides the best actual notice to the public. Additionally, to the extent that driving on sidewalks proves problematic, the city can easily increase the fine in response.

Staff recommends that Council amend the ordinance to insert a local fine for driving an APV on the sidewalk or non-motorized trail. The amount of the fine is at Council's discretion, but the State's fine for driving a vehicle on the sidewalk is \$150.

PROPOSED MOTION: First reading: I move to introduce Ordinance 2024-15 and schedule it for public hearing and second reading on November 26, 2024.

Second reading: I move to adopt Ordinance 2024-15.

If Council wishes to amend the ordinance to add back in the fine for driving on a sidewalk or non-motorized trail, the proposed motion is as follows, including the desired amount of the fine:

I move to amend Section 4 of Ordinance 2024-15, UCO 14.04.025 Fine Schedule, to include a fine of \$_____ for violation of 14.08.020(B), Unlawful operation of an APV: driving on sidewalk or non-motorized trail.

CITY MANAGER COMMENTS: I concur with the Staff Recommendation.

ATTACHMENTS: Council packet documents from September 24, 2024.

CITY OF UNALASKA
UNALASKA, ALASKA

ORDINANCE 2024-16

AN ORDINANCE OF THE UNALASKA CITY COUNCIL AMENDING UCO § 3.40.040 TO ADOPT A NEW PAY RANGE MATRIX TO APPLY A COST OF LIVING INCREASE

WHEREAS, UCO § 3.40.010 states that the objectives of the City's plan are (a) to provide an appropriate salary structure to recruit and retain an adequate supply of competent employees; and (b) to provide appropriate pay incentives for productivity and quality; and

WHEREAS, UCO § 3.40.020 requires the City Manager to periodically (but no less often than every three years) review the pay plan and make a report to the City Council discussing whether or not the pay plan accurately reflects existing conditions; and to determine the accuracy of pay ranges; and

WHEREAS, the City retained a professional consultant to conduct a classification and compensation study and create a new pay range matrix for our unrepresented employees, which was adopted by Council on March 12, 2024; and

WHEREAS, the consultant recommended that the pay range matrix be updated at least annually in order to apply cost of living increases; and

WHEREAS, the City Manager recommends a cost of living increase be applied to the pay range matrix to keep it current.

NOW THEREFORE, BE IT ENACTED BY THE UNALASKA CITY COUNCIL, as follows:

Section 1: Classification. This Ordinance is a Code Ordinance.

Section 2: Amendment of Section 3.40.040 Pay Range Matrix. The Unalaska City Council has determined a _____% cost of living increase is in order, and Section 3.40.040 of the Unalaska Code of Ordinances is hereby amended to read as follows [old pay rates are ~~overstruck~~ and new pay rates are underlined];

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WAGE RANGES - ANNUAL					
Pay Grade	Title	Department/Division	Minimum	Control Point	Maximum
100	Lifeguard	PCR / Aquatic Center	\$47,466.80	\$62,208.00	
105	Administrative Assistant I	Any	\$51,272.00	\$56,388.80	\$71,780.80
105	Head Lifeguard	PCR / Aquatic Center	\$51,272.00	\$56,388.80	\$71,780.80
110	Risk Management Assistant	Administration	\$73,200.20	\$80,620.80	\$102,627.20
110	Administrative Assistant II	Any	\$73,200.20	\$80,620.80	\$102,627.20
110	Executive Assistant I	City Manager'S Office	\$73,200.20	\$80,620.80	\$102,627.20
115	Executive Assistant II	City Manager'S Office	\$70,144.00	\$87,068.80	\$110,801.80
120	Human Resources Specialist	Administration	\$85,488.00	\$04,036.80	\$110,883.20
120	Executive Assistant III	City Manager'S Office	\$85,488.00	\$04,036.80	\$110,883.20
120	Office Manager	Public Works	\$85,488.00	\$04,036.80	\$110,883.20
120	Engineering Technician I	Public Works	\$85,488.00	\$04,036.80	\$110,883.20
120	Office Manager	Public Safety	\$85,488.00	\$04,036.80	\$110,883.20
125	Aquatic Center Manager	PCR / Aquatic Center	\$02,331.20	\$101,566.40	\$120,272.00
125	Deputy City Clerk	City Clerk	\$02,331.20	\$101,566.40	\$120,272.00
125	Engineering Technician II	Public Works	\$02,331.20	\$101,566.40	\$120,272.00
125	Associate Planner	Planning	\$02,331.20	\$101,566.40	\$120,272.00
125	Planning & GIS Technician	Planning	\$02,331.20	\$101,566.40	\$120,272.00
130	Business & Operations Manager	Parks, Culture & Recreation	\$00,736.00	\$100,600.20	\$130,630.40
130	Civil Engineer	Public Works	\$00,736.00	\$100,600.20	\$130,630.40
130	Librarian	Parks, Culture & Recreation	\$00,736.00	\$100,600.20	\$130,630.40
130	Planner	Planning	\$00,736.00	\$100,600.20	\$130,630.40
130	Lab Coordinator	Public Utilities	\$00,736.00	\$100,600.20	\$130,630.40
135	Project & Fixed Assets Accountant	Finance	\$107,702.40	\$118,476.80	\$150,770.20
135	Network Administrator	Finance / Information Systems	\$107,702.40	\$118,476.80	\$150,770.20
135	Senior Planner	Planning	\$107,702.40	\$118,476.80	\$150,770.20
140	Risk Management Coordinator	Administration	\$116,334.40	\$127,061.60	\$182,884.00
140	Human Resources Coordinator	Administration	\$116,334.40	\$127,061.60	\$182,884.00
140	Project Manager - DPW	Public Works	\$116,334.40	\$127,061.60	\$182,884.00
140	Harbormaster	Ports & Harbors	\$116,334.40	\$127,061.60	\$182,884.00
140	Recreation Manager	Parks, Culture & Recreation	\$116,334.40	\$127,061.60	\$182,884.00
145	Controller	Finance	\$126,632.00	\$138,106.20	\$176,884.80
145	Deputy Port Director	Ports & Harbors	\$126,632.00	\$138,106.20	\$176,884.80
145	Deputy Utilities Director	Public Utilities	\$126,632.00	\$138,106.20	\$176,884.80
150	Human Resources Manager	Administration	\$136,600.20	\$140,280.80	\$180,087.20
150	IT Manager	Finance / Information Systems	\$136,600.20	\$140,280.80	\$180,087.20
150	City Librarian	Parks, Culture & Recreation	\$136,600.20	\$140,280.80	\$180,087.20
155	Director of Human Resources	Administration	\$140,280.80	\$184,106.20	\$208,068.80
155	City Clerk	City Clerk	\$140,280.80	\$184,106.20	\$208,068.80
155	Director of Parks, Culture & Recreation	Parks, Culture & Recreation	\$140,280.80	\$184,106.20	\$208,068.80
155	Director of Planning	Planning	\$140,280.80	\$184,106.20	\$208,068.80
155	Deputy Chief of Police	Public Safety	\$140,280.80	\$184,106.20	\$208,068.80
160	Director of Public Works	Public Works	\$184,106.20	\$180,606.40	\$220,881.60
160	Director of Finance	Finance	\$184,106.20	\$180,606.40	\$220,881.60
160	Fire Chief	Fire & Emergency Medical Services	\$184,106.20	\$180,606.40	\$220,881.60
160	Chief of Police	Public Safety	\$184,106.20	\$180,606.40	\$220,881.60
160	Director of Ports & Harbors	Ports & Harbors	\$184,106.20	\$180,606.40	\$220,881.60
160	Director of Public Utilities	Public Utilities	\$184,106.20	\$180,606.40	\$220,881.60
165	Deputy City Manager	Administration	\$180,606.40	\$108,680.80	\$252,844.80

WAGE RANGES - SEMIMONTHLY					
Pay Grade	Title	Department/Division	Minimum	Control Point	Maximum
100	Lifeguard	PCR / Aquatic Center	\$1,977.73	\$2,175.33	
105	Administrative Assistant I	Any	\$2,136.33	\$2,340.53	\$2,900.87
105	Head Lifeguard	PCR / Aquatic Center	\$2,136.33	\$2,340.53	\$2,900.87
110	Risk Management Assistant	Administration	\$2,064.13	\$2,350.20	\$4,276.13
110	Administrative Assistant II	Any	\$3,054.13	\$3,350.20	\$4,276.13
110	Executive Assistant I	City Manager'S Office	\$3,054.13	\$3,350.20	\$4,276.13
115	Executive Assistant II	City Manager'S Office	\$3,207.87	\$3,827.87	\$4,816.73
120	Human Resources Specialist	Administration	\$3,562.00	\$3,918.20	\$4,986.80
120	Executive Assistant III	City Manager'S Office	\$3,562.00	\$3,918.20	\$4,986.80
120	Office Manager	Public Works	\$3,562.00	\$3,918.20	\$4,986.80
120	Engineering Technician I	Public Works	\$3,562.00	\$3,918.20	\$4,986.80
120	Office Manager	Public Safety	\$3,562.00	\$3,918.20	\$4,986.80
125	Aquatic Center Manager	PCR / Aquatic Center	\$3,847.13	\$4,231.03	\$5,386.33
125	Deputy City Clerk	City Clerk	\$3,847.13	\$4,231.03	\$5,386.33
125	Engineering Technician II	Public Works	\$3,847.13	\$4,231.03	\$5,386.33
125	Associate Planner	Planning	\$3,847.13	\$4,231.03	\$5,386.33
125	Planning & GIS Technician	Planning	\$3,847.13	\$4,231.03	\$5,386.33
130	Business & Operations Manager	Parks, Culture & Recreation	\$4,166.87	\$4,670.80	\$5,817.03
130	Civil Engineer	Public Works	\$4,166.87	\$4,670.80	\$5,817.03
130	Librarian	Parks, Culture & Recreation	\$4,166.87	\$4,670.80	\$5,817.03
130	Planner	Planning	\$4,166.87	\$4,670.80	\$5,817.03
130	Lab Coordinator	Public Utilities	\$4,166.87	\$4,670.80	\$5,817.03
135	Project & Fixed Assets Accountant	Finance	\$4,487.80	\$4,936.53	\$6,282.47
135	Network Administrator	Finance / Information Systems	\$4,487.80	\$4,936.53	\$6,282.47
135	Senior Planner	Planning	\$4,487.80	\$4,936.53	\$6,282.47
140	Risk Management Coordinator	Administration	\$4,847.27	\$5,331.73	\$6,786.00
140	Human Resources Coordinator	Administration	\$4,847.27	\$5,331.73	\$6,786.00
140	Project Manager - DPW	Public Works	\$4,847.27	\$5,331.73	\$6,786.00
140	Harbormaster	Ports & Harbors	\$4,847.27	\$5,331.73	\$6,786.00
140	Recreation Manager	Parks, Culture & Recreation	\$4,847.27	\$5,331.73	\$6,786.00
145	Controller	Finance	\$5,234.87	\$5,758.13	\$7,328.53
145	Deputy Port Director	Ports & Harbors	\$5,234.87	\$5,758.13	\$7,328.53
145	Deputy Utilities Director	Public Utilities	\$5,234.87	\$5,758.13	\$7,328.53
150	Human Resources Manager	Administration	\$5,664.13	\$6,210.20	\$7,016.13
150	IT Manager	Finance / Information Systems	\$5,664.13	\$6,210.20	\$7,016.13
150	City Librarian	Parks, Culture & Recreation	\$5,664.13	\$6,210.20	\$7,016.13
155	Director of Human Resources	Administration	\$6,210.20	\$6,841.47	\$8,706.53
155	City Clerk	City Clerk	\$6,210.20	\$6,841.47	\$8,706.53
155	Director of Parks, Culture & Recreation	Parks, Culture & Recreation	\$6,210.20	\$6,841.47	\$8,706.53
155	Director of Planning	Planning	\$6,210.20	\$6,841.47	\$8,706.53
155	Deputy Chief of Police	Public Safety	\$6,210.20	\$6,841.47	\$8,706.53
160	Director of Public Works	Public Works	\$6,841.47	\$7,525.27	\$9,578.40
160	Director of Finance	Finance	\$6,841.47	\$7,525.27	\$9,578.40
160	Fire Chief	Fire & Emergency Medical Services	\$6,841.47	\$7,525.27	\$9,578.40
160	Chief of Police	Public Safety	\$6,841.47	\$7,525.27	\$9,578.40
160	Director of Ports & Harbors	Ports & Harbors	\$6,841.47	\$7,525.27	\$9,578.40
160	Director of Public Utilities	Public Utilities	\$6,841.47	\$7,525.27	\$9,578.40
165	Deputy City Manager	Administration	\$7,525.27	\$8,277.63	\$10,536.20

WAGE RANGES - HOURLY					
Pay Grade	Title	Department/Division	Minimum	Control Point	Maximum
100	Lifeguard	PCR / Aquatic Center	\$22.82	\$25.10	
105	Administrative Assistant I	Any	\$24.65	\$27.11	\$34.51
105	Head Lifeguard	PCR / Aquatic Center	\$24.65	\$27.11	\$34.51
110	Risk Management Assistant	Administration	\$26.24	\$28.78	\$40.34
110	Administrative Assistant II	Any	\$26.24	\$28.78	\$40.34
110	Executive Assistant I	City Manager'S Office	\$35.24	\$38.78	\$49.34
115	Executive Assistant II	City Manager'S Office	\$38.05	\$41.88	\$53.27
120	Human Resources Specialist	Administration	\$41.10	\$45.21	\$57.54
120	Executive Assistant III	City Manager'S Office	\$41.10	\$45.21	\$57.54
120	Office Manager	Public Works	\$41.10	\$45.21	\$57.54
120	Engineering Technician I	Public Works	\$41.10	\$45.21	\$57.54
120	Office Manager	Public Safety	\$41.10	\$45.21	\$57.54
125	Aquatic Center Manager	PCR / Aquatic Center	\$44.30	\$48.83	\$62.15
125	Deputy City Clerk	City Clerk	\$44.30	\$48.83	\$62.15
125	Engineering Technician II	Public Works	\$44.30	\$48.83	\$62.15
125	Associate Planner	Planning	\$44.30	\$48.83	\$62.15
125	Planning & GIS Technician	Planning	\$44.30	\$48.83	\$62.15
130	Business & Operations Manager	Parks, Culture & Recreation	\$47.05	\$52.74	\$67.13
130	Civil Engineer	Public Works	\$47.05	\$52.74	\$67.13
130	Librarian	Parks, Culture & Recreation	\$47.05	\$52.74	\$67.13
130	Planner	Planning	\$47.05	\$52.74	\$67.13
130	Lab Coordinator	Public Utilities	\$47.05	\$52.74	\$67.13
135	Project & Fixed Assets Accountant	Finance	\$51.78	\$56.08	\$72.40
135	Network Administrator	Finance / Information Systems	\$51.78	\$56.08	\$72.40
135	Senior Planner	Planning	\$51.78	\$56.08	\$72.40
140	Risk Management Coordinator	Administration	\$55.02	\$61.52	\$78.30
140	Human Resources Coordinator	Administration	\$55.02	\$61.52	\$78.30
140	Project Manager - DPW	Public Works	\$55.02	\$61.52	\$78.30
140	Harbormaster	Ports & Harbors	\$55.02	\$61.52	\$78.30
140	Recreation Manager	Parks, Culture & Recreation	\$55.02	\$61.52	\$78.30
145	Controller	Finance	\$60.40	\$66.44	\$84.58
145	Deputy Port Director	Ports & Harbors	\$60.40	\$66.44	\$84.58
145	Deputy Utilities Director	Public Utilities	\$60.40	\$66.44	\$84.58
150	Human Resources Manager	Administration	\$65.24	\$71.78	\$91.34
150	IT Manager	Finance / Information Systems	\$65.24	\$71.78	\$91.34
150	City Librarian	Parks, Culture & Recreation	\$65.24	\$71.78	\$91.34
155	Director of Human Resources	Administration	\$71.78	\$78.04	\$100.48
155	City Clerk	City Clerk	\$71.78	\$78.04	\$100.48
155	Director of Parks, Culture & Recreation	Parks, Culture & Recreation	\$71.78	\$78.04	\$100.48
155	Director of Planning	Planning	\$71.78	\$78.04	\$100.48
155	Deputy Chief of Police	Public Safety	\$71.78	\$78.04	\$100.48
160	Director of Public Works	Public Works	\$78.04	\$88.83	\$110.52
160	Director of Finance	Finance	\$78.04	\$88.83	\$110.52
160	Fire Chief	Fire & Emergency Medical Services	\$78.04	\$88.83	\$110.52
160	Chief of Police	Public Safety	\$78.04	\$88.83	\$110.52
160	Director of Ports & Harbors	Ports & Harbors	\$78.04	\$88.83	\$110.52
160	Director of Public Utilities	Public Utilities	\$78.04	\$88.83	\$110.52
165	Deputy City Manager	Administration	\$88.83	\$95.51	\$121.58

NOTE:

Insert updated Pay Range Matrix charts for annual, semi-monthly and hourly pay once the Cost-of-Living Increase is determined by the Unalaska City Council on November 26, 2024. These charts will be inserted before Public Hearing and Second Reading on December 17, 2024.

Section 3: Effective Date. This ordinance shall take effect on January 1, 2025.

PASSED AND ADOPTED by a duly constituted quorum of the Unalaska City Council on December 17, 2024.

Vincent M. Tutiakoff, Sr.
Mayor

ATTEST:

Estkarlen P. Magdaong, CMC
City Clerk

MEMORANDUM TO COUNCIL

To: Mayor and City Council Members
From: Marjie Veeder, Deputy City Manager
Through: William Homka, City Manager
Date: November 26, 2024
Re: Ordinance 2024-16: Amending UCO § 3.40.040 to adopt a new pay range matrix to apply a cost of living increase

SUMMARY: Ordinance 2024-16 will adjust the pay range matrix for Title 3 unrepresented employees to apply a cost of living increase. Staff recommends that a cost of living increase be applied to the wage scales to keep them current, and provided to our current employees.

PREVIOUS COUNCIL ACTION: There has been no previous council action on this ordinance. The pay range matrix for Title 3 unrepresented employees was last updated on March 12, 2024, with the adoption of Ordinance 2024-04. That ordinance implemented a new pay range matrix as a result of the classification and compensation study conducted by McGrath Human Resources Consultants (McGrath).

BACKGROUND: The present pay range matrix for our Title 3 unrepresented employees was implemented earlier this year and employees received the resulting wage increases effective April 1, 2024. In addition to bringing the pay for each position up to market, the new pay scales included a cost-of-living adjustment for calendar year 2024.

The new pay scales were implemented on April 1, 2024 so the administration decided to forgo merit and cost-of-living increases which typically occur just three months later on July 1 each year. The plan moving forward is to provide cost-of-living increases on January 1 each year and adjust the pay scale so that it does not become outdated. Merit increases are based on acceptable performance evaluations and will be granted on July 1 each year.

It is important to update the pay range matrix in relation to cost-of-living increases. Fair compensation is important for employee retention, assists with recruiting new employees, and prevents disparity and salary compression in relation to the pay scales of the represented employees.

DISCUSSION: When the FY2025 Budget was prepared earlier this year, economic indicators were predicting a 2% cost-of-living adjustment for 2025, and a 2% increase was the amount we budgeted for in the current FY25 budget.

At this time there are several disparities between COLA economic indicators, which range from a low of 2.5% to a high of 4.2%. The City Manager wanted to provide a synopsis of each indicator for your consideration and discussion. They include the following:

1. Social Security Administration (SSA): The SSA announced recently that their benefit recipients will receive a 2.5% cost-of-living adjustment effective January 1, 2025.

2. Consumer Price Index (CPI): The CPI is a measure of the cost of living that tracks price changes over time. The data is distilled down into the following:
 - a. The nationwide CPI for all Urban Consumers (CPI-U) increased 2.6% over the last 12 months.
 - b. The Urban Alaska CPI-U for the 12 months ending in October 2024 was 2.1%.
 - c. The Urban Alaska CPI-U for the 12 months ending in October 2024, for all items excluding food and energy, was 3.0%.

I asked our Planning Department and Grants Management Coordinator to compile a report to examine the various measures available for COLA calculations and provide recommendations for the most applicable. A copy of the full report is attached, recommending, in descending order of applicability:

1. **Use the CPI-U for Urban Hawaii (4.2%).** As discussed, the CPI-U is a robust and widely used measure for calculating COLA. It is limited to urban consumers, however, and therefore may not be representative of the cost-of-living struggles faced by Unalaskans. Hawaii, however, is geographically similar to Unalaska, shares many of the same hurdles, and appears to mirror the cost of living increases demonstrated by the Unalaska Cost of Living Index. As of the writing of this report, the first half Consumer Price Index for Hawaii is 4.2%, and this is likely the best estimation for an appropriate COLA for Unalaska Title III employees.
2. **Use the Unalaska COLI Percentage Increase (8.6%).** While the Unalaska COLI study has some notable methodological issues, both in data structure and collection, it still provides the most customized picture of Unalaska quality of life. The increase in the Composite Index score for Unalaska from Q1 2023 to Q1 2024 is 8.6%.
3. **Use the COLA Baseline from the McGrath Compensation Report (3.0%).** When discussing how their projected salary schedules would change based on future cost of living adjustments, the McGrath report used a baseline of 3.0%. This is a plausible estimation, based on a review of average CPI increases, and would serve as a reasonable salary adjustment.

ALTERNATIVES: We are asking Council to decide the amount of the COLA. The ordinance as presented does not include the COLA percentage increase. Council may also choose to do nothing.

FINANCIAL IMPLICATIONS: The FY25 budget, our current year, includes funding for a 2% COLA for the second half of the year, January 1 through June 30, 2025.

If the COLA is increased to 2.5%, it will cost an additional \$17,020 in addition to funds already appropriated. We may or may not need to request a budget amendment for additional funding, as there are many factors that impact whether or not a budget amendment is needed, such as vacant positions, overtime and unplanned personal leave cash-outs.

The cost of a COLA at the following percentages, in addition to funds already appropriated, and for which a budget amendment will be needed, are:

- (a) 3% - \$34,040; (b) 4.2% - \$74,887; (c) 8.6% - \$224,661.

LEGAL: None needed.

STAFF RECOMMENDATION: Staff recommends providing a cost-of-living adjustment for our employees so they can maintain their present purchasing power, especially in light of the high cost of living in Unalaska. Secondly, we need to maintain our wage scales with regular cost-of-living adjustments in order to attract qualified candidates to open positions.

PROPOSED MOTION:

- Main Motion on 1st reading: I move to introduce Ordinance 2024-16 and schedule it for public hearing and second reading on December 17, 2024.
- Motion to Amend: As we are asking Council to decide the amount of the COLA, a motion to amend the ordinance will be needed. The suggested motion would be: I move to amend Section 2 of Ordinance 2024-16, to insert a COLA increase of _____%.
- Main Motion on 2nd reading: I move to adopt Ordinance 2024-16.

CITY MANAGER COMMENTS: Updated wage scales are crucial for attracting qualified applicants to our organization. This marks the first opportunity to adjust the scales for COLA since the Council approved the Title 3 wage increases. I strongly encourage the Council to support our efforts in maintaining a competitive and desirable workplace, fostering team growth, and upholding our commitment to equitable and current wages for Title 3 employees.

Therefore, I recommend using the CPI-U for Urban Hawaii (4.2%), as it accounts for similar challenges to those we face in Unalaska and aligns with the cost of living increases reflected in the Unalaska Cost of Living Index. For consistency, I also propose tying the COLA to this index in future years.

ATTACHMENTS: Planning Department Report: Recommendations for Calculating Cost of Living Adjustments for City of Unalaska Employees, November 2024

CITY OF UNALASKA
UNALASKA, ALASKA

ORDINANCE 2024-17

AN ORDINANCE OF THE UNALASKA CITY COUNCIL AMENDING UCO 9.20.025(B) TO ALLOW FOOD AND NON-ALCOHOLIC BEVERAGE SERVICE AT LICENSED PREMISES MONDAY THROUGH SUNDAY FROM 5:30 A.M. UNTIL SUCH HOUR AS THE LICENSED PREMISES IS AUTHORIZED TO DISPENSE ALCOHOLIC BEVERAGES

BE IT ENACTED BY THE CITY COUNCIL OF THE CITY OF UNALASKA, as follows:

Section 1: Classification. This Ordinance is a Code Ordinance.

Section 2: Unalaska Code of Ordinances, Section 9.20.025 OPERATING HOURS FOR LICENSED PREMISES is hereby amended to read as follows: [New language is underlined; and deleted language is ~~everstruck~~.]

§ 9.20.025 OPERATING HOURS FOR LICENSED PREMISES.

...

(B) Restaurants and bars with an existing license to dispense alcoholic beverages by the drink may lawfully allow persons or customers on premises for food and non-alcoholic beverage service ~~on Sundays from 8:00 a.m.~~ Monday through Sunday from 5:30 a.m. until such hour as the licensed premises is authorized to dispense alcoholic beverages by § 9.20.020 unless the establishment is otherwise required to be closed by this chapter or any other law.

Section 3: Effective Date. This ordinance shall take effect upon adoption.

PASSED AND ADOPTED by a duly constituted quorum of the Unalaska City Council on December 17, 2024.

Vincent M. Tutiakoff, Sr.
Mayor

ATTEST:

Estkarlen P. Magdaong, CMC
City Clerk

MEMORANDUM TO COUNCIL

To: Mayor and City Council Members
From: Marjie Veeder, Deputy City Manager
Through: William Homka, City Manager
Date: November 26, 2024
Re: Ordinance 2024-17: Amending UCO 9.20.025(B) to allow food and non-alcoholic beverage service at licenses premises Monday through Sunday from 5:30 a.m. until such hour as the licenses premises is authorized to dispense alcoholic beverages.

SUMMARY: Council Member Looby properly submitted an Agenda Item Request to the City Clerk, requesting a change to UCO 9.20.02, regarding operating hours for licensed premises, to allow food and non-alcoholic beverage service Monday through Sunday beginning at 5:30 a.m. each day. The request is dated November 1, 2024, and was submitted to the City Clerk on November 12, 2024. Council Member Bell also signed the request. Ordinance 2024-17 was prepared for Council's consideration in response to the Agenda Item Request.

PREVIOUS COUNCIL ACTION: There has been no previous action on Ordinance 2024-17.

This section of code was last amended on December 22, 2015, with the adoption of Ordinance 2015-25, allows licensed premises to serve food and non-alcoholic beverages on Sundays from 8:00 a.m. until such hour as the licenses premises is authorized to dispense alcohol.

On December 19, 2023, Council adopted Ordinance 2023-23, a temporary non-code ordinance allowing extended hours for the sale of alcohol on New Year's Eve and New Year's Day.

BACKGROUND AND DISCUSSION: Pursuant to UCO § 9.20.020, Closing Hours for Licensed Premises, it is lawful for liquor license holders to dispense alcoholic beverages in the city during the following times:

Monday	8:00 a.m. through Tuesday 2:00 a.m.
Tuesday	8:00 a.m. through Wednesday 2:00 a.m.
Wednesday	8:00 a.m. through Thursday 2:00 a.m.
Thursday	8:00 a.m. through Friday 2:00 a.m.
Friday	8:00 a.m. through Saturday 3:00 a.m.
Saturday	8:00 a.m. through Sunday 3:00 a.m.
Sunday	12:00 p.m. to 10:00 p.m.

It is unlawful to dispense alcoholic beverages during hours not authorized in code.

It is also unlawful for licensed premises to allow customers on the premises during hours when alcohol cannot be lawfully dispensed, except as provided otherwise in code. UCO § 9.20.025, allows food and non-alcoholic beverage service on Sundays from 8:00 a.m. until such hour as the licensed premises is authorized to dispense alcoholic beverages. Presently, the only time food and non-alcoholic beverages and food may be served, outside the hours of lawful alcohol sales, is from 8:00 a.m. until noon on Sundays.

If Council wishes to proceed with Council Member Looby's request, it is a simple code change, accomplished by striking out "... on Sundays from 8:00 a.m." and adding "Monday through Sunday from 5:30 a.m. ..."

§ 9.20.025 OPERATING HOURS FOR LICENSED PREMISES.

...

(B) Restaurants and bars with an existing license to dispense alcoholic beverages by the drink may lawfully allow persons or customers on premises for food and non-alcoholic beverage service ~~on Sundays from 8:00 a.m.~~ Monday through Sunday from 5:30 a.m. until such hour as the licensed premises is authorized to dispense alcoholic beverages by § 9.20.020 unless the establishment is otherwise required to be closed by this chapter or any other law.

Council Member Looby owns the Norwegian Rat Saloon and the adoption of this ordinance could benefit her business monetarily. For this reason, Ms. Looby approached staff to discuss her request and inquired about the best way to bring it the matter before Council. After consulting with the City Attorney, staff suggested Council Member Looby utilize the Agenda Item Request method set out in UCO § 2.20.025.

If adopted, this code change would benefit all licensed premises in Unalaska, of which there are 7 or 8, and not just the establishment Ms. Looby owns.

Police Chief Kim Hankins indicated that the proposed code change would not impact the Department of Public Safety, nor is it likely to increase enforcement calls to the police department.

ALTERNATIVES: Council may adopt the ordinance as written; amend it; or do nothing.

FINANCIAL IMPLICATIONS: The City may enjoy increased sales tax revenue if this ordinance is adopted, but the amount is not expected to be significant.

LEGAL: City Attorney Sam Severin was consulted about Ms. Looby's request, and also reviewed Ordinance 2024-17 and has no concerns. Mr. Severin indicated there is no restriction on the city changing the hours for food and beverage service in licensed premises, and there is much discretion at the local level to set the hours.

STAFF RECOMMENDATION: Staff sees no problems with the proposed ordinance, and if local businesses have the opportunity to generate additional income, that is viewed as a good thing.

PROPOSED MOTION:

First reading: I move to introduce Ordinance 2024-17 and schedule it for public hearing and second reading on December 17, 2024.

Second reading: I move to adopt Ordinance 2024-17.

CITY MANAGER COMMENTS: I concur with the staff recommendation.

ATTACHMENTS: Agenda Item Request

City of Unalaska, Alaska
COUNCIL MEMBER
AGENDA ITEM REQUEST (UCO 2.20.025)

Date: 11/1/24

Printed Name of Requesting Council Member: Daneen Looby

Date to place item on agenda: November 26th 2024

Description of item to place on agenda: change Code 9.20.025
operating Hours for Licensed premises. To Allow
food & non-alcoholic beverageservice manday through
sunday from 5:30 Am.

Requirements:

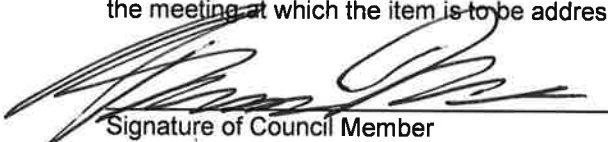
- Discussion only; no action
- Ordinance
- Resolution
- Motion

Information that will be provided for council packet by requesting council member: _____

(Note: Documents for the council packet are due to the City Clerk no later than noon the Friday before the requested council meeting.)

If you request assistance from the City Manager, or staff through the City Manager, please describe requested assistance: _____

If the request is not submitted to the City Clerk at least 2 weeks before the intended meeting, support of two other council members is required, in which case the request is due to the City Clerk 5 days before the meeting at which the item is to be addressed.



Signature of Council Member

THOMAS BELL
Printed Name

Signature of Council Member

Printed Name



Signature
Requesting Council Member

§ 9.20.025 OPERATING HOURS FOR LICENSED PREMISES.

(A) Except as provided in this section, it shall be unlawful for a licensed premises to allow persons or customers who are not owners or employees to remain on the premises during hours when alcoholic beverages cannot be lawfully dispensed.

(B) Restaurants and bars with an existing license to dispense alcoholic beverages by the drink may lawfully allow persons or customers on premises for food and non-alcoholic beverage service on Sundays from 8:00 a.m. Monday through Sunday from 5:30 a.m. until such hour as the licensed premises is authorized to dispense alcoholic beverages by § 9.20.020 unless the establishment is otherwise required to be closed by this chapter or any other law.

CITY OF UNALASKA
UNALASKA, ALASKA

ORDINANCE 2025-01

CREATING BUDGET AMENDMENT #1 TO THE FISCAL YEAR 2025 BUDGET, APPROPRIATING \$270,726 FROM CRAB DISASTER RELIEF FUNDS AND \$207,125.03 FROM THE DINH JUDGMENT TO CREATE THE PROJECT "DEVELOPING RECYCLING INFRASTRUCTURE AND VEHICLE END-OF-LIFE (DRIVE)"; RECOGNIZING LOCAL SUPPORT REVENUE OF \$13,090.59 IN THE GENERAL FUND AND INCREASING THE PCR OPERATING BUDGET BY \$13,090.59 FOR THE SENIOR EXERCISE PROGRAM; INCREASING THE ELECTRIC ADMIN OPERATING BUDGET BY \$116,000 FOR THE EPS CONSULTING SERVICES AGREEMENT; AND INCREASING THE ELECTRIC FUND OPERATING BUDGET BY A TRANSFER TO CAPITAL PROJECTS TO INCREASE THE GENERATOR SETS REBUILD PROJECT BY \$350,000; INCREASING THE ELECTRIC, WATER, WASTEWATER, AND SOLID WASTE FUNDS BY A TOTAL OF \$172,000 FOR A UTILITY RATE STUDY

BE IT ENACTED BY THE UNALASKA CITY COUNCIL

- Section 1. Classification: This is a non-code ordinance.
 Section 2. Effective Date: This ordinance becomes effective upon adoption.
 Section 3. Content: The City of Unalaska FY25 Budget is amended as follows:

- A. That the following sums of money are hereby accepted and the following sums of money are hereby authorized for expenditure.
 B. The following are the changes by account line item.

Amendment No. 1 to Ordinance 2024-08

	Current	Requested	Revised
I. OPERATING BUDGETS			
A. General Fund			
Sources:			
Crab Disaster Relief	\$ -	270,726.00	270,726.00
Dinh Judgment		207,126.03	207,126.03
Local Support - APIA	\$ -	13,090.59	13,090.59
	\$ -	490,942.62	490,942.62
Uses:			
Transfers to Government Capital Projects	\$ 600,000.00	477,852.03	1,077,852.03
Parks, Culture and Recreation - Rec Programs	\$ 1,015,885.00	13,090.59	1,028,975.59
	\$ 1,615,885.00	490,942.62	2,106,827.62
B. Proprietary Funds			
Sources:			
Electric - Budgeted Use of Unrestricted Net Assets	\$ 6,648,018.00	520,250.00	\$ 7,168,268
Water - Budgeted Use of Unrestricted Net Assets	\$ 1,347,873.00	31,750.00	\$ 1,379,623
Wastewater - Budgeted Use of Unrestricted Net Assets	\$ 1,151,749.00	31,750.00	\$ 1,183,499
Solid Waste - Budgeted Use of Unrestricted Net Assets	\$ 867,812.00	54,250.00	\$ 922,062
	\$ 10,015,452.00	638,000.00	\$ 10,653,452
Uses:			
Transfer to Electric Utility Admin Expense	\$ 5,822,997.00	170,250.00	5,993,247.00
Transfer to Electric Project	\$ 1,476,312.00	350,000.00	1,826,312.00
Transfer to Water Utility Admin Expense	\$ 1,961,050.00	31,750.00	1,992,800.00
Transfer to Wastewater Utility Admin Expense	\$ 2,052,339.00	31,750.00	2,084,089.00
Transfer to Solid Waste Utility Admin Expense	\$ 1,793,080.00	54,250.00	1,847,330.00
	\$ 13,105,778.00	638,000.00	13,743,778.00

II. CAPITAL BUDGETS

A. Governmental Project Budget

Sources:

Crab Disaster Relief and Dinh Settlement	\$	-	477,852.03	477,852.03
	\$	-	477,852.03	477,852.03

Uses:

DRIVE Project	\$	-	477,852.03	477,852.03
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B. Electric Project Budget

Generator Sets Rebuild (FY25)

Sources:

Transfers to Enterprise Capital Projects	\$	1,476,312.00	350,000.00	1,826,312.00
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Uses:

Generator Sets Rebuild Project (FY25)	\$	455,000.00	350,000.00	805,000.00
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PASSED AND ADOPTED by a duly constituted quorum of the Unalaska City Council on January 14, 2025.

Vincent M. Tutiakoff, Sr.
Mayor

Attest:

Alicia Aguilar
Acting City Clerk

City of Unalaska, Ordinance 2025-01
Summary of Budget Amendment and Schedule of Proposed Accounts
FY25 Budget Amendment 1

- 1) General Fund - Operating Budget
 - Add \$270,726 to Crab Disaster Relief Revenue & Other Revenue
 - Add \$207,126.03 to Other Revenue (Dihn Judgment)
 - Add \$477,852.03 to Transfers to Govt Capital Projects for DRIVE Project
 - Add \$13,090.59 to PCR Private Contributions for Rec Program for Senior Exercise Program
- 2) Electric Fund - Operating Budget
 - Add \$520,250 to Budgeted Use of Unrestricted Net Assets
 - Add \$170,250 to Electric Utility Admin - Other Professional Services (EPS & Rate Study)
 - Add \$350,000 to Transfers to Enterprise Capital Projects (for EL25A)
- 3) Water Fund - Operating Budget
 - Add \$31,750 to Budgeted Use of Unrestricted Net Assets
 - Add \$31,750 to Water Utility Admin - Other Professional Services (Rate Study)
- 4) Wastewater Fund - Operating Budget
 - Add \$31,750 to Budgeted Use of Unrestricted Net Assets
 - Add \$31,750 to Wastewater Utility Admin - Other Professional Services (Rate Study)
- 5) Solid Waste Fund - Operating Budget
 - Add \$54,250 to Budgeted Use of Unrestricted Net Assets
 - Add \$54,250 to Solid Waste Utility Admin - Other Professional Services (Rate Study)
- 6) General Fund - Capital Projects
 - Add \$477,852.03 to Transfers from General Fund
 - Add \$477,852.03 to create DRIVE Project (PW25A),
- 7) Electric Fund - Capital Projects
 - Add \$350,000 to Transfers from Proprietary Funds
 - Add \$350,000 to Generator Sets Rebuild Project (EL25A)

	Org	Object	Project	Current	Requested	Revised
1) General Fund - Operating Budget						
Sources:						
PSM Disaster Commission Check	01010041	42370		\$ -	\$270,726.00	\$ 270,726.00
Other Revenue - Dihn Judgment	01010048	49410			\$207,126.03	\$ 207,126.03
PCR Private Contributions	01012047	47400		\$ -	\$ 13,090.57	\$ 13,090.57
Uses:						
Transfer to Government Capital Projects	01029854	59920		\$ 600,000.00	\$477,852.03	\$ 1,077,852.03
Rec Programs - Temp Employees	01023251	51200		\$ 32,400.00	\$ 13,090.59	\$ 45,490.59
2) Electric Fund - Operating Budget						
Sources:						
Budgeted Use of Unrestricted Net Assets	50015049	49910		\$ 6,648,018.00	\$520,250.00	\$ 7,168,268.00
Uses:						
Electric Admin - Other Professional	50024052	53300		\$ 38,000.00	\$170,250.00	\$ 208,250.00
Transfers to Enterprise Capital Projects	50029854	59940		\$ 1,476,312.00	\$350,000.00	\$ 1,826,312.00
3) Water Fund - Operating Budget						
Sources:						
Budgeted Use of Unrestricted Net Assets	51015549	49910		\$ 1,347,873.00	\$ 31,750.00	\$ 1,379,623.00
Uses:						
Water Admin - Other Professional	51024052	53300		\$ 21,400.00	\$ 31,750.00	\$ 53,150.00
4) Wastewater Fund - Operating Budget						
Sources:						
Budgeted Use of Unrestricted Net Assets	52016049	49910		\$ 1,151,749.00	\$ 31,750.00	\$ 1,183,499.00
Uses:						
Wastewater Admin - Other Professional	52024052	53300		\$ 33,600.00	\$ 31,750.00	\$ 65,350.00
5) Solid Waste Fund - Operating Budget						
Sources:						
Budgeted Use of Unrestricted Net Assets	53016549	49910		\$ 867,812.00	\$ 54,250.00	\$ 922,062.00
Uses:						
Solid Waste Admin - Other Professional	53024052	53300		\$ 15,900.00	\$ 54,250.00	\$ 70,150.00
6) General Fund - Capital Project Budgets						
DRIVE Project						
Sources:						
Transfer from General Fund	31019848	49100	PW25A	\$ -	\$477,852.03	\$ 477,852.03
Uses:						
Other Professional	31021553	53300	PW25A	\$ -	\$477,852.03	\$ 477,852.03
7) Electric Fund - Capital Project Budgets						
Generator Sets Rebuild (FY25)						
Sources:						
Transfers from Proprietary Fund	50119848	49130	EL25A	\$ 455,000.00	\$350,000.00	\$ 805,000.00
Uses:						
Repair & Maintenance	50125053	54300	EL25A	\$ 455,000.00	\$350,000.00	\$ 805,000.00

AMENDED
MEMORANDUM TO COUNCIL

To: Mayor and City Council Members
From: Patricia Soule, Finance Director
Through: William Homka, City Manager
Date: January 3, 2025
Re: Ordinance 2025-01: Creating Budget Amendment #1 to the Fiscal Year 2025 Budget, appropriating \$270,726 from Crab Disaster Relief Funds and \$207,125.03 from the Dinh judgment to create the project “Developing Recycling Infrastructure and Vehicle End-of-Life (DRIVE)”; recognizing local support revenue of \$13,090.59 in the general fund and increasing the PCR operating budget by \$13,090.59 for the Senior Exercise Program; increasing the Electric Admin Operating Budget by \$116,000 for the EPS Consulting Services Agreement; increasing the Electric Fund Operating Budget by a transfer to capital projects to increase the generator sets Rebuild Project by \$350,000, and increasing the Utility Admin budget by \$172,000 to pay for a Utility Rate Study from the appropriate proprietary funds as prescribed in the Summary below.

SUMMARY: Ordinance 2025-01 will move:

1. \$520,250 in Electrical Proprietary Fund Balance into the Utility Admin budget for the EPS Contract of \$116,000; \$350,000 into the Electric Project Budget for Engine Rebuilds, and \$54,250 the electric utility’s share of the rate study (to be awarded to Newgen Strategies & Solutions Inc. (Newgen) for the;
2. \$31,750 in Water Proprietary Fund Balance into the Utility Admin budget for the water utility’s share of the rate study to be awarded to Newgen;
3. \$31,750 in Wastewater Proprietary Fund Balance into the Utility Admin budget for the wastewater utility’s share of the rate study to be awarded to Newgen;
4. \$54,250 in Solid Waste Proprietary Fund Balance into the Utility Admin budget for the solid waste utility’s share of the rate study to be awarded to NewGen;
5. \$13,090.59 received from APIA into the PCR Budget for the Senior Exercise program; and
6. \$477,852.03 from Crab Disaster Relief Funds of \$270,726; and the Dinh judgment of \$207,126.03 into the DRIVE Project to fund the removal of junk and abandoned vehicles and other recycling efforts.

BACKGROUND: This budget amendment involves appropriating \$956,942.62 across several departments and programs including the Electric Utility, PCR and Planning. The explanations are presented by the department herein.

DEPARTMENT OF PUBLIC UTILITIES

Engine Rebuild Project (EL25A): In September of 2024 the Powerhouse requested a proposal from Wartsila North America to perform the 24,000-hour major overhaul of Unit #10. The maintenance was scheduled to occur between the 2024 “B” season and 2025 “A” season, the powerhouse has utilized this timing in years past to minimize service interruptions, as it coincides with a period when the operational load is typically at its lowest. Wartsila North America’s proposal totals \$694,086.51 this includes all associated parts and labor.

The city has opted to engage Wartsila North America to rebuild parts and provide maintenance based on several key factors. Wartsila has consistently demonstrated a high standard of service quality, ensuring that all aspects of the rebuild meet rigorous standards, optimizing each unit’s performance during and after the rebuilds by utilizing original equipment manufacturer parts and providing robust warranty options which provide additional assurance regarding the reliability and longevity of the units.

Alternatives: Due to material lead times, some of the work is underway or planned to begin once the necessary funds are allocated. The additional funds requested will primarily be designated to cover the costs associated with the on-site rebuilding and commissioning of the unit.

EPS Contract: After the Council did not consider a fourth amendment to the PPA with OCCP, staff began reevaluating power needs and alternatives to meet current and future demands. To proceed in a direction that is in the City’s best interest and to ensure informed decisions are made for the successful growth of the organization, we requested a proposal from EPS to evaluate the city’s power needs and potential development.

Alternatives: EPS started the study in June of this year, and we received the first draft on December 6, 2024. To proceed effectively, we require funding to cover both the costs associated with the study and the operational expenses of the electric administration.

Utility Rate Studies: In 2020 the City contracted Aldrich, LLP to conduct its most recent rate studies. Their recommendations were adopted in FY21 which included one-time increases to the Electric and Water utilities and incremental increases to the Wastewater and Solid Waste utilities. Additionally, appropriations from the 1% Sales Tax Fund were utilized to minimize rate increase impacts.

Utility rate studies are recommended every 3-5 years, this ensures rates are assessed and adjusted as needed to avoid revenue shortfalls and large rate increases. By utilizing a qualified firm, the City can assess its current utility cost of service and explore alternative rate models to models to minimize additional increases.

Staff posted a Request for Qualifications (RFQ) in November of 2024 for financial consulting services, two bids were received during the solicitation period. After evaluating both bids staff selected NewGen Strategies and Solutions based on the following factors:

1. Professional Qualifications
NewGen provided qualified staff specifically assigned to oversee each fund during the rate study. They provided specific staff to oversee all aspects of the study to ensure the accurate and timely delivery of services.

2. Ability to Provide and Meet Scope of Services

NewGen demonstrated a strong track record in performing cost of service assessments and rate re-designs for electric utilities. This portion requires experience to ensure a full understanding of the complexities and nuances involved in accurately analyzing such changes.

3. Public Communications

NewGen included a team focused on public communication, which is essential for engaging with all constituents ensuring transparency throughout the rate study process. The ability for a firm to communicate their findings effectively will be essential for enhancing public understanding. Additionally, NewGen demonstrated success with similar utilities throughout the state of Alaska communicating and presenting rate changes.

NexGen’s proposal totals \$172,000, a summary of each fund allocation is provided below as are the balances for each proprietary fund as of 12-31-2024.

Proprietary Fund	Fund Balance	Cost Per Fund
Electric	\$14,897,076	\$54,250
Water	\$4,320,092	\$31,750
Wastewater	\$4,377,287	\$31,750
Solid Waste	9,968,614	\$54,250
Total	NA	\$172,000

Alternatives: The City needs to keep its rates current with the costs to provide the utility services. NewGen’s proposal includes about \$32,000 for conducting public outreach and education about utilities, rates, and the need for maintaining proper rates. This could be eliminated to save cost however it is one of the reasons we selected this firm. NewGen’s proposal and our Request for Qualifications are attached.

DEPARTMENT OF PARKS, CULTURE AND RECREATION (PCR)

The Aleutian Pribilof Islands Association (APIA) partnered with the Department of Parks, Culture and Recreation (PCR) to develop a senior exercise program. APIA received a grant to fund the program and is working with PCR to provide an instructor. PCR requests a budget amendment to allocate an additional \$13,090.59 to 01023251-51200 (Temporary Employees) to hire the instructor for this program. This amount reflects the amount of money APIA received to fund the personnel portion of the program. PCR will invoice APIA for the hours worked by the instructor, and we will receive reimbursement for those hours up to the \$13,090.59 per the APIA grant. The result is a \$0 net loss to the City and gives PCR the ability to provide a much-needed senior exercise class in cooperation with APIA. The program will end when the grant funds are exhausted.

Alternatives: Council may choose to approve the budget amendment and fund the program; or not approve the funding and cancel the program.

DEPARTMENT OF PLANNING

The Planning Department is working with the Departments of Public Utilities and Public Works on a program titled Developing Recycling Infrastructure and Vehicle End-of-life (DRIVE) and submitted a grant application to the Environmental Protection Agency for \$3,700,480. The specific grant program is Solid Waste Infrastructure for Recycling (SWIFR). The project is structured around five key components: a program to process and remove abandoned vehicles; purchasing processing equipment and storage units for material sorting and shipment; a public education program discussing recycling procedures and the disposal of hazardous materials; employment or training of personnel dedicated to vehicle processing and recycling; and finally, a focus on ensuring that all investments are sustainable for long-term use.

Abandoned and junk vehicles are a growing problem in Unalaska. Vehicle owners pay the impact fee of \$100 per year at the time of vehicle registration in Unalaska. The annual revenue is around \$60,000. That tax was imposed to cover the costs for work at the landfill and barging the vehicle off island at the end of its useful life. However, 10 years of registration payments equaling \$1,000 are not sufficient to cover the costs.

The larger problem though, is the number of vehicles not brought to the landfill. These are either abandoned on public/private property or stored on private property that is not zoned for junkyard. Junk vehicles blemish the community landscape and, in a few instances, owners deliberately circumvented the landfill impact fee by registering vehicles in a different jurisdiction. The State of Alaska's Bureau of Motor Vehicle registration does not require the vehicle owner to register the vehicle in the community where it is located.

The problem is so large that widescale enforcement presents a problem the administration is proposing to solve in 2025. The details will be presented to City Council at a future meeting, but in general we are preparing for a citywide code enforcement program. We will cite owners of junk vehicles, provide towing services and store them at a location prepared appropriately until they can be processed and barged off the island. Fines, penalties and fees will depend on the situation. The City's code and fee schedule will be amended appropriately and presented to the City Council for review and adoption.

Successful grant awards from the EPA SWIFR program will be announced in the fall of 2025. The administration does not want to wait another year before addressing the junk and abandoned vehicle problem. The money involved in this budget amendment will be used to cover the costs associated with the towing and preparation work for vehicles. Thus, a total of \$477,852.03 is proposed for use from the Crab Disaster Relief Funds (\$270,726) and Dinh judgment (\$207,126.03). The Dinh judgement represents nearly seven (7) years of work on code enforcement specific to the triplex case and it seems appropriate to put that money to work on code enforcement throughout the community. The Crab Disaster Relief Funds also represents a community-wide impact.

Alternatives: We could delay the DRIVE program until 2026 and hope the EPA funds the SWIFR grant.

FINANCIAL IMPLICATIONS:

- APIA is providing grant funding for the Senior Exercise program.
- The DRIVE project will be funded in this amendment by the Crab Disaster Funds of \$270,726 and the Dinh Judgement of \$207,126.03 for a total of \$477,852.03.

LEGAL: None

STAFF RECOMMENDATION: Staff recommends adoption of Ordinance 2025-01.

PROPOSED MOTION:

- First reading: I move to introduce Ordinance 2025-01 and schedule it for public hearing and second reading on January 14, 2025.
- Second reading: I move to adopt Ordinance 2025-01.

CITY MANAGER COMMENTS: I support all the budget amendments and the work they will fund.

ATTACHMENTS:

Rate Study Request for Qualifications
NewGen's Proposal

City of Unalaska

Financial Consulting Services – Utility Rate Studies for Electric, Water, Wastewater and Solid Waste



Request for Qualifications

Date: November 20, 2024

City of Unalaska

Department of Public Works

P.O. Box 610

Unalaska, Alaska 99685

907-581-1260

CITY OF UNALASKA

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- Attachment B – Evaluation Matrix
- Attachment C – Insurance Requirements

REQUEST FOR QUALIFICATIONS

FINANCIAL CONSULTING SERVICES – UTILITY RATE STUDIES FOR ELECTRIC, WATER, WASTEWATER & SOLID WASTE

I. PURPOSE:

The City of Unalaska Department of Public Utilities is requesting statements of qualifications from qualified firms, experienced in performing utility rate studies, to perform comprehensive rate studies for electric, water, wastewater and solid waste utilities. The purpose of this RFQ is to evaluate and select a firm that can deliver a comprehensive rate study for the City's electric, water, wastewater and solid waste utilities no later than April 28, 2025.

The City of Unalaska provides electric, water, wastewater and solid waste service (the "City Utilities") to a population of approximately 4,500 year-round residents, this population grows to 8,000 and up to 12,000 during fishing seasons.

The City operates a 21 MW power plant, 13 MGD water system, 1.2 MGD wastewater system and processes approximately 8,500 tons of solid waste. The electric distribution division utilizes approximately 14 miles of 35 kVA circuit, 16 miles of 15 kVA circuit, 200 transformers, 130 sectionalizing devices to serve its approximate 1,000 service connections. The water division utilizes approximately 21 miles of pipe, ranging from 8" – 24", two enclosed storage tanks (2.5MG, .5MG) to serve its 600 customers. The wastewater division utilizes approximately 20 miles of gravity main, 3 miles of pressure main, 10 lift stations and 370 manholes to serve its 600 customers. The solid waste division operates from a 12,000 square foot facility, where solid waste is bailed and moved to the active cell. Additionally, the solid waste division operates a 1.6 MG leachate storage tank and processing facility.

The Department of Public Utilities operates the City Utilities with a \$27M proprietary operations and capital budget. Increased demand for utility services currently forecast an increase of 14 MW for power production and distribution and 1MGD of water service. Future capital projects include: \$8M gasifier for solid waste management, 2-3 MG water storage tank, wind generation development, and 200A – 600A electric distribution circuit upgrades.

For additional information visit:

<https://www.ci.unalaska.ak.us/publicutilities>

For the Department of Public Utilities' operating budgets & fee schedule please visit:

[Budget Fiscal Year 2025 | City of Unalaska - International Port of Dutch Harbor](#)

[Schedule of Fees & Charges | City of Unalaska - International Port of Dutch Harbor](#)

II. SCOPE:

a. Overview

The City of Unalaska is seeking a firm to conduct a comprehensive utility rate study for the City Utilities . This study will include the following by division:

i. Electric

1. Analyze current and future cost burdens against existing rate structure.
2. Evaluate return on equity within the system based on existing rate structure.
3. Analyze current rate structure with City staff and provide recommendations to fully fund expenditures for the next 10 years, including CMMP.
4. Alternative rate design to include wholesale rates for co-generators.
5. Present new rate structure to constituents and members of the public.
6. Present current asset depreciation to constituents.
7. Develop policy for rate analysis.
8. Develop revenue projections.
9. Develop revenue requirements.

ii. Water & Wastewater

1. Analyze current and future cost burdens against existing rate structure.
2. Evaluate return on equity within the system based on existing rate structure.
3. Analyze current rate structure with City staff and provide recommendations to fully fund expenditures for the next 10 years, including CMMP.
4. Present new rate structure to constituents and members of the public.
5. Present current asset depreciation to constituents.
6. Develop policy for rate analysis.
7. Develop revenue projections.
8. Develop revenue requirements.

iii. Solid Waste

1. Analyze current and future cost burdens against existing rate structure.
2. Evaluate return on equity within the system based on existing rate structure.
3. Analyze current rate structure with City staff and provide recommendations to fully fund expenditures for the next 10 years, including CMMP.
4. Present new rate structure to constituents and members of the public.
5. Present current asset depreciation to constituents.
6. Develop policy for rate analysis.
7. Develop revenue projections.
8. Develop revenue requirements.
9. Update closure, post-closure cost liability for FY26-FY31.

b. Technical Specifications

i. Data Acquisition

1. After reviewing system information provided by the Department of Public Utilities, the firm will prepare a detailed data request for City staff to complete the rate studies. Information may be provided by staff through a variety of resources that are not consolidated including: spreadsheets, exported reports and financial reports. E-mail correspondence, phone conversations and MS Teams meetings can be scheduled to complete this task.
2. If needed, the consultant will provide examples of reports and other information needed to complete rate study.

ii. Rate Structure Analysis and Recommendations

1. Upon receiving and analyzing data provided by City staff, the consultant will provide analysis of current rate structure. Consultant will also work with city staff to provide recommendations of new rate structure for the Electric Division, this recommendation should be designed to fully fund all expenditures in the division.
2. Upon receiving and analyzing data provided by City Staff, the consultant will provide rate adjustment recommendations for the Water, Wastewater, and Solid Waste Division. Recommendations should be designed to fully fund all expenditure across all three divisions.

iii. Rate Analysis Policy

The consultant will develop a draft rate setting policy. This policy must cover all items under "II. SCOPE".

iv. Revenue Requirements and Projections

1. The consultant will prepare revenue requirement analysis for FY26-FY29 that will be based on current financial reports available, previous operating budgets, current (FY25) operating budgets and current 5-year Capital Major Maintenance Plan (CMMP).
2. The consultant will prepare revenue projections for FY26-FY29 based on implemented billing determinants and rates. Projection data shall be provided in excel format to City Staff.

v. Presentation & Communication

The consultant will prepare presentations of recommended rate models the City Utilities. A minimum of four official presentations and meetings will be required:

1. 30 days within final deliver to allow City staff to review recommendations
2. Additional meetings with staff to review customer input.
3. First reading of recommended rate adjustments to constituents
4. Utility proprietary fund management presentation during First Reading
5. Second reading of recommended rate adjustments to constituents (adoption)
6. Presentation to public of adopted rate adjustments and structure.

Presentations can be made in person, or via MS Teams, ZOOM.

III. SCHEDULE:

The schedule to complete the rate study from the Notice to Proceed date is approximately 120 days or before April 28, 2025. All recommendations must be adopted on or prior to the last meeting of the fiscal year, June 24, 2025.

IV. SUBMITTAL AND REQUIREMENTS:

Submittals must include the following information:

- Firm name and contact information, including name of Project Manager, and applicable Consultant, QC and support staff and sub-consultants.
- Introduction of firm and project team.
- Documentation of firm’s experience and successful projects.

Sealed submissions clearly marked “Statement of Qualifications: Financial Consulting Services – Utility Rate Studies for Electric, Water, Wastewater and Solid Waste” can be submitted no later than Friday, December 20, 2024 2 p.m. local time to:

City of Unalaska
Office of the City Clerk
43 Raven Way
P.O. Box 610
Unalaska, Alaska 99685-610
Tel. 907-581-1251
Fax. 907-581-1417

An electronic copy of the RFQ documents may be obtained from the City of Unalaska website: <http://www.ci.unalaska.ak.us/rfps>, for no charge.

Questions regarding this RFQ should be directed to:

Erik Hernandez, Acting Department of Utilities, via email to ehernandez@ci.unalaska.ak.us

or

Patricia Soule, Finance Director, via email to psoule@ci.unalaska.ak.us

A pre-submittal conference will be held Monday, December 2, 2024 at 10 a.m. AKST via MS Teams. Please contact Erik Hernandez at ehernandez@ci.unalaska.ak.us for an invitation.

Any submissions received after the time and date specified will not be considered.

V. EVALUATION AND SELECTION PROCESS:

A review committee under the direction of the City of Unalaska, Department of Public Utilities and Finance, will review all submissions based on the criteria below. A contract, which shall take into consideration:

a. Professional Experience

- Years in business
- Staff experience
- Demonstration of thorough knowledge of financial planning, rate design and cost of service analysis.

b. Ability to Provide and Meet Scope of Services

- Submissions should include summary of firm's approach to complete scope under this RFQ.

c. Past Performance and References

- Examples of previous engagements with similar scope of work
- Past performance with municipal utilities serving more than 1,000 customers and considerable shifting loads from industrial customers

d. Total Cost

- Itemized summary of scope of the project
- Total cost for complete scope of the project

ATTACHMENT A
CITY OF UNALASKA
Department of Public Works & Utilities
FINANCIAL CONSULTING SERVICES – UTILITY RATE STUDIES FOR ELECTRIC, WATER, WASTEWATER & SOLID WASTE
CONSULTANT AGREEMENT

THIS AGREEMENT is entered into on _____, 2024, by and between _____ (“Contractor”), and the CITY OF UNALASKA (hereinafter called “City” or “Owner”).

WHEREAS, the City issued a request for qualifications for Financial Consulting Services; Utility Rate Study for Electric, Water, Wastewater, & Solid (RFQ);

WHEREAS, Contractor submitted a proposal in response to the RFQ (the “Proposal”); and

WHEREAS, Contractor was selected to provide the services described in the RFQ and the Proposal;

NOW THEREFORE the parties hereto do mutually agree as follows:

1. Engagement of Contractor

Contractor agrees to provide professional services in accordance with the provisions of this Agreement. A written description of the work to be performed and the schedule thereof is set out in the RFQ and the Proposal.

2. Contractor’s Fee and Payments

The City agrees to pay Contractor as compensation for the services under this Agreement such sums of money as set forth in the Fee Schedule, attached as Exhibit A to this Agreement.

Contractor shall submit periodic invoices as services are performed. Provided Contractor submits a proper invoice, in such form accompanied by such evidence in support thereof as may be reasonably required by the City, the City shall make payment within thirty days.

3. Personnel

Contractor agrees to furnish all personnel necessary for expeditious and satisfactory performance of this Agreement, each to be competent, experienced, and well qualified for the work assigned. No person objected to by the City shall be employed by Contractor for work hereunder.

4. Independent Contractor Status

In performing under this Agreement, Contractor acts as an independent contractor and shall have responsibility for and control over the details and means for performing the services required hereunder.

5. Indemnification

Contractor shall defend and save harmless City or any employee, officer, insurer, or elected official thereof from and against losses, damages, liabilities, expenses, claims, and demands but only to the extent arising out of any negligent act or negligent omission of Contractor while performing under the terms of this contract.

City shall defend and save harmless Contractor, its employees and officers from and against losses, damages, liabilities, expenses, claims and demands but only to the extent caused by the negligent acts or omissions of the City while performing under the terms of this contract.

6. Assignment

Contractor shall not assign this Agreement or any of the monies due or to become due hereunder without the prior written consent of City.

7. Subcontracting

Contractor may not subcontract its performance under this Agreement without prior written consent of City.

8. Designation of Representatives

The Parties agree, for the purposes of this Agreement, the City shall be represented by and may act only through the City Manager or such other person as he may designate in writing. Contractor shall advise City in writing of the name of its representative in charge of the administration of this Agreement, who shall have authority to act for and bind Contractor in connection with this Agreement.

9. Termination

Either party shall have the right to terminate this Agreement in whole or in part at any time and for reasonable cause, by delivery of ten days written notice, specifying the extent and effective date thereof. After receipt of such notice, Contractor shall stop work hereunder to the extent and on the date specified in such notice, and deliver to City all designs, computations, drawings, specifications and other material and information prepared or developed hereunder.

In the event of any termination pursuant to this clause, Contractor shall be entitled to be paid as provided herein for direct labor hours expended and reimbursable costs incurred prior to the termination and for such direct labor hours and reimbursable costs as may be expended or incurred thereafter with City's approval in concluding the work terminated, it being understood that Contractor shall not be entitled to any anticipated profit on services not performed. Except as provided in this clause, any such termination shall not alter or affect the rights or obligations of the parties under this Agreement.

10. Ownership and Use of Documents

The City shall own all designs, computations, drawings, specifications and other material and information prepared or developed hereunder

11. Insurance

A. The Contractor, at its own expense, shall obtain and maintain in force throughout the life of this contract, the insurance coverage and amounts herein specified. Such coverage shall be with an insurance company rated "A-:VIII by A.M. Best Company, or a company specifically approved by the City. These policies providing coverage shall contain provisions and endorsements that no cancellation or material changes in the policy relative to this Agreement shall become effective except upon 30 days prior written notice thereof to the City

B. The City of Unalaska, its officials, employees, volunteers and agents shall be named as additional insured under the insurance coverage so specified and where allowed, with respect to the performance of the work and this additional insured status must be endorsed upon all policies where applicable. There shall be no right of subrogation against the City or its officials, employees or agents performing work, in connection with the work, and this waiver of subrogation shall be endorsed upon the policies. This provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the contractor's insurer.

C. Prior to commencement of the work, the contractor shall furnish certificates of insurance to the City of Unalaska, written on standard Accord forms, evidencing that the insurance policy provisions required herein are in force. These certificates of insurance shall be sent to: City of Unalaska: Risk Management: PO Box 610 Unalaska, AK 99685 or email to: risk@ci.unalaska.ak.us

Acceptance by the City of Unalaska of deficient evidence of insurance does not constitute a waiver of contract requirements.

D. The minimum coverages and limits required are as follows:

1. Workers' Compensation insurance in accordance with the statutory coverages required by the State of Alaska and Employers Liability insurance with limits not less than the following:

Bodily injury by accident \$1,000,000 each accident

Bodily injury by disease \$1,000,000 policy limit

Bodily injury by disease \$1,000,000 each employee

and, where applicable, insurance in compliance with any other statutory obligations, whether State or Federal, pertaining to the compensation of injured employees assigned to the work.

2. Commercial General Liability with limits not less than \$1,000,000 per Occurrence and \$2,000,000 Aggregate for Bodily Injury and Property Damage, Premises and Operations Liability, Products and Completed Operations Liability, Contractual Liability and Personal Injury Liability.

3. Commercial Automobile Liability on all owned, non-owned, hired and rented vehicles with limits of liability of not less than \$1,000,000 Combined Single Limit for Bodily Injury and Property Damage per each accident or loss.

4. Umbrella/Excess Liability insurance coverage of not less than \$1,000,000 per occurrence and annual aggregate providing coverage in excess of General Liability, Auto Liability, and Employers Liability.

5. Professional Liability insurance with limits of not less than \$1,000,000 per claim and \$1,000,000 aggregate, subject to a maximum deductible \$25,000 per claim. The City of Unalaska has the right to negotiate increase of deductibles subject to acceptable financial information of the policyholder.

6. If work involves use of aircraft, Aircraft Liability insurance covering all owned and non-owned aircraft with a per occurrence limit of not less than \$1,000,000.

7. If work involves use of watercraft, Protection and Indemnity insurance with limits not less than \$1,000,000 per occurrence.

E. If Contractor maintains broader coverage and/or higher limits than the minimums shown above, the City of Unalaska, its officials, employees, volunteers and agents require and shall be entitled to the broader coverage and/or higher limits maintained by the contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the city.

F. Any deductibles or self-insured retentions must be declared to and approved by the City. At the option of the City, either the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the City, its officials, employees and volunteers; or the contractor shall provide a financial guarantee satisfactory to the City guaranteeing payment of losses and related investigations, claim administration and defense expense.

G. All insurance policies as described above are required to be written on an "occurrence" basis. In the event occurrence coverage is not available, the contractor agrees to maintain "claims made" coverage for a minimum of two years after project completion.

H. For any claims related to this Agreement the Contractor's insurance coverage shall be primary coverage as respects the City, its officials, employees and agents. Any issuance of self-insurance maintained by the City, its officials, employees or agents shall be excess of the Contractor's insurance and shall not contribute with it.

I. The contractor shall furnish the City of Unalaska with certified copies of full policies upon request

J. If the contractor employs subcontractors to perform any work hereunder, the contractor agrees to require such subcontractors to obtain, carry, maintain, and keep in force during the time in which they are engaged in performing any work hereunder, policies of insurance which comply with the requirements as set forth in this section and to furnish certificates of insurance thereof to the City of Unalaska. This requirement is applicable to subcontractors of any tier.

12. Claims Recovery

Claims by City resulting from Contractor's failure to comply with the terms of and specifications of this Agreement and/or default hereunder may be recovered by City by withholding the amount of such claims from compensation otherwise due Contractor for work performed or to be performed. City shall notify Contractor of any such failure, default or damage therefrom as soon as practicable, but no later than 10 days after discovery of such event by written notice. Nothing provided herein shall be deemed as constituting an exclusive remedy on behalf of City, nor a waiver of any other rights hereunder at law or in equity. Design changes required as a result of failure to comply with the applicable standard of care shall be performed by the Contractor without additional compensation.

13. Performance Standard

Services performed under this Agreement will be performed with reasonable care or the ordinary skill of the profession practicing in the same or similar location and under similar circumstances and shall comply with all applicable codes and industry standards in the State of Alaska.

14. Compliance with Applicable Laws

Contractor shall in the performance of this Agreement comply with all applicable federal, state, and local laws, ordinances, orders, rules, and regulations applicable to its performance hereunder, including without limitation, all such legal provisions pertaining to social security, income tax withholding, medical aid, industrial insurance, workers' compensation, and other employee benefit laws. Contractor also agrees to comply with all contract provisions pertaining to grant or other funding assistance which City may choose to utilize to perform work under this Agreement. The Contractor and all subcontractors must comply with state laws related to local hire and prevailing wages.

15. Records and Audit

Contractor agrees to maintain sufficient and accurate records and books of account, including detailed time records, showing all direct labor hours expended and all reimbursable costs incurred and the same shall be subject to inspection and audit by City at all reasonable times. All such records and books of account pertaining to any work performed hereunder shall be retained for a period of not less than six years from the date of completion of services hereunder.

16. Reporting of Progress and Inspection

Contractor agrees to keep City informed as to progress of the work under this Agreement by providing monthly written progress reports, and shall permit City to have reasonable access to the work performed or being performed, for the purpose of any inspection City may desire to undertake.

17. Nondiscrimination

Contractor will not unlawfully discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, age, sex, marital status, or mental or physical handicap. The Contractor shall state, in all solicitations for employees to work on contract jobs, that all qualified applicants will receive consideration for employment without unlawful discrimination based upon race, color, religion, national origin, ancestry, age, sex, marital status, or mental or physical handicap.

18. Form of City Approval

Except as otherwise provided in this Agreement, City's requests and approvals, and Contractor's cost estimates and descriptions of work to be performed, may be made orally where necessary, provided that the oral communication is confirmed immediately thereafter in writing.

19. Duration of Agreement

This agreement is effective until completion of the services unless earlier terminated.

20. Inspections by City

The City has the right, but not the duty, to inspect, in the manner and at reasonable times it considers appropriate during the period of this Agreement, all facilities and activities of the Contractor as may be engaged in the performance of this Agreement.

21. Notices

Any official notice that either party hereto desires to give the other shall be delivered through the United States mail by certified mail, return receipt requested, with postage thereon fully prepaid and addressed as follows:

To City:

City Manager
City of Unalaska
Box 610
Unalaska, Alaska 99685

To Contractor:

The addresses specified may be changed by either party by giving written notice thereof to the other party pursuant to this paragraph.

22. Venue/Applicable Law

The venue of any legal action between the parties arising as a result of this Agreement shall be laid in the Third Judicial District of the Superior Court of the State of Alaska and this Agreement shall be interpreted in accordance with the laws of the State of Alaska.

23. Attorney's Fees

In the event either party institutes any suit or action to enforce its right hereunder, the prevailing party shall be entitled to recover from the other party its reasonable attorney's fees and costs in such suit or action and on any appeal therefrom.

24. Waiver

No failure on the part of City to enforce any covenant or provisions herein contained, nor any waiver of any right hereunder by City, unless in writing and signed by the parties sought to be bound, shall discharge or invalidate such covenants or provisions or affect the right of City to enforce the same or any other provision in the event of any subsequent breach or default.

25. Binding Effect

The terms, conditions and covenants contained in this Agreement shall apply to, inure to the benefit of, and bind the parties and their respective successors.

26. Entire Agreement/Modification

This agreement, including the RFQ, Proposal, and Fee Schedule, constitutes the entire Agreement between the parties with respect to the subject matter hereof, and all prior negotiations and understandings are superseded and replaced by this Agreement and shall be of no further force and effect. No modification of this Agreement shall be of any force or effect unless reduced to writing, signed by both parties and expressly made a part of this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed or caused to be executed by their duly authorized officials, this Agreement in duplicate on the respective date indicated below.

CONTRACTOR

CITY OF UNALASKA:

Bil Homka, City Manager

**ATTACHMENT B
CITY OF UNALASKA**

Department of Public Works & Utilities

**FINANCIAL CONSULTING SERVICES – UTILITY RATE STUDIES FOR ELECTRIC, WATER, WASTEWATER & SOLID WASTE
EVALUATION MATRIX**

Consultant A Evaluation Matrix								
	Weight %	Score 1	Score 2	Score 3	Score 4	Score 5	Average Score	Total Points+ (numerical score x weight)
Professional Qualifications	20							
Experiences and References	20							
Ability to Provide and Meet Scope of Services	40							
Price	20							
Total Weight Score	100							

Consultant B Evaluation Matrix								
	Weight %	Score 1	Score 2	Score 3	Score 4	Score 5	Average Score	Total Points+ (numerical score x weight)
Professional Qualifications	20							
Experiences and References	20							
Ability to Provide and Meet Scope of Services	40							
Price	20							
Total Weight Score	100							

Consultant C Evaluation Matrix								
	Weight %	Score 1	Score 2	Score 3	Score 4	Score 5	Average Score	Total Points+ (numerical score x weight)
Professional Qualifications	20							
Experiences and References	20							
Ability to Provide and Meet Scope of Services	40							
Price	20							
Total Weight Score	100							

**ATTACHMENT C
CITY OF UNALASKA**

Department of Public Works & Utilities

FINANCIAL CONSULTING SERVICES – UTILITY RATE STUDIES FOR ELECTRIC, WATER, WASTEWATER & SOLID WASTE

Contractor shall procure and maintain for the duration of the contract, at its own expense, insurance against claims for injuries to persons or damages to property which may arise from or in connection with contracted services provided by Contractor, its employees, agents or representatives.

A. Minimum Scope and Limit of Insurance: coverage shall be at least as broad as:

1. **Commercial General Liability** shall have limits not less than \$1,000,000 per occurrence and \$2,000,000 Aggregate, including coverage for Bodily Injury and Property Damage, Premises and Operations Liability, Products and Completed Operations Liability, Contractual Liability, and Personal Injury Liability.

2. **Commercial Automobile Liability** on all owned, hired, non-hired and rented vehicles of not less than \$1,000,000 combined single limit per accident/occurrence for bodily injury and property damage.

4. **Workers' Compensation** insurance in accordance with the statutory coverages required by the State of Alaska, and Employers Liability insurance with limits not less than the following:

Bodily Injury by accident: \$1,000,000 per accident

Bodily Injury by disease \$1,000,000 policy limit

Bodily injury by disease \$1,000,000 each employee

5. **Professional Liability insurance** with limits of not less than \$1,000,000 per occurrence or claim and \$1,000,000 aggregate, subject to a maximum deductible \$10,000 per claim. The City of Unalaska has the right to negotiate increase of deductibles subject to acceptable financial information of the policyholder.

If Contractor maintains broader coverage and/or higher limits than the minimums shown above, the City of Unalaska, its officials, employees, volunteers or agents (collectively, "the City"), shall be entitled to the broader coverage and/or the higher limits maintained by the Contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the City.

6. Other Insurance may be required depending upon final scope of work.

All insurance policies as described above are required to be written on an "occurrence" basis. In the event occurrence coverage is not available, the Engineer agrees to maintain "claims made" coverage for a minimum of three years after project completion.

B. Additional Insurance Provisions

1. **Acceptability of Insurers and Cancellation Notification:** Contractor shall place coverage with insurance companies rated A-VIII by A.M. Best Company, or companies specifically approved by the City. These policies providing coverage shall contain provisions and endorsements stating that coverage shall not be suspended, voided, canceled, reduced in coverage or in limits except after thirty (30) days' prior written notice to the City of Unalaska.

2. **Additional insureds:** The City shall be covered as additional insured as respects liability arising out of contracted services performed by the Contractor. The coverage shall contain no special limitations on the scope of protection afforded to the City and this additional insured status must be endorsed upon the Commercial General Liability policy and Commercial Auto Liability Policy and any other policy where so allowed. This provision applies regardless of whether or not the City has received an additional insured endorsement from the insurer.

3. Primary Coverage: For any claims related to contracted services performed by the Contractor, Contractor's insurance coverage shall be primary coverage as respects the City. Any issuance of self-insurance maintained by the City shall be excess of Contractor's insurance and shall not contribute with it.

4. Waiver of Subrogation: There shall be no right of subrogation against the City for losses arising out of contracted services provided by Contractor by any insurer of Contractor or Subcontractors and this waiver of subrogation shall be endorsed upon the Commercial General Liability, Commercial Auto, and Workers' Compensation policies, and any other policies where so allowed. This provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the insurer.

5. Deductibles and Self-Insured Retentions: Any deductibles or self-insured retentions shall be declared to and approved by the City. At the option of the City, either the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the City, or Contractor shall be required to procure a bond guaranteeing payment of losses and related investigations, claim administration and defense expense.

6. Verification of Coverage: Before service begins Contractor shall furnish the City with Certificates of Insurance on standard Accord forms evidencing required insurance coverage, including all required amendatory endorsements. Failure to obtain the required certificates and endorsements prior to beginning service shall not waive Contractor's obligation to provide them and shall not affect the coverage provided to the City. Acceptance of Certificates of Insurance with deficient or erroneous coverage does not absolve Contractor from carrying and maintaining the required coverage.

Certificates of Insurance shall be prepared and emailed to:

Certificate Holder: City of Unalaska, Dept. of Public Utilities
P.O. Box 610, Unalaska
Unalaska, AK 99685

Email to: ehernandez@ci.unalaska.ak.us and risk@ci.unalaska.ak.us

The City reserves the right to request complete, certified copies of full insurance policies, including endorsements.

7. Sub-Contractors Coverage: If the Contractor employs Sub-Contractors to perform any work hereunder, the Contractor agrees to require such Sub-Contractors to obtain, carry, maintain, and keep in force during the time in which they are engaged in performing any work or service hereunder, policies of insurance which comply with all requirements. This requirement is applicable to Sub-Contractors of any tier. It is further agreed, that upon request by the City, the Contractor will provide copies of any and all Sub-Contractor certificates of insurance and endorsements for review of compliance.

8. Maintenance of Coverage: Failure by the Contractor to maintain the required insurance coverage or to comply with the above, may, at the option of the City, be deemed defective work and remedied in accordance with the service contract.

9. Notification of Change in Requirements: The City reserves the right to modify these insurance requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other circumstances, after 30 days prior written notification to Contractor.

Utility Accounting & Rate Specialists, LLC Evaluation Matrix

	Weight %	MV	KD	EH	Score 4	Score 5	Average Score	Total Points+ (numerical score x weight)
Professional Qualifications	20	15	20	15			16.6	1.00
Experiences and References	20	15	20	12			15.6	0.94
Ability to Provide and Meet Scope of Services	40	40	38	35			38.6	4.52
Price	20	20	20	20			20	1.20
Total Weight Score	100	90	98	82			90	7.66

NewGen Strategies & Solutions Evaluation Matrix

	Weight %	MV	KD	EH	Score 4	Score 5	Average Score	Total Points+ (numerical score x weight)
Professional Qualifications	20	20	20	20			20	1.20
Experiences and References	20	20	20	20			20	1.20
Ability to Provide and Meet Scope of Services	40	35	35	38			36	4.32
Price	20	15	18	15			16	0.96
Total Weight Score	100	90	93	93			92	7.68

Consultant C Evaluation Matrix - NO THIRD BID

	Weight %	Score 1	Score 2	Score 3	Score 4	Score 5	Average Score	Total Points+ (numerical score x weight)
Professional Qualifications	20							
Experiences and References	20							
Ability to Provide and Meet Scope of Services	40							
Price	20							
Total Weight Score	100							

NewGen Strategies & Solutions

www.newgenstrategies.net

REQUEST FOR QUALIFICATIONS
FINANCIAL CONSULTING
SERVICES – UTILITY RATE
STUDIES FOR ELECTRIC, WATER,
WASTEWATER AND SOLID WASTE

DECEMBER 20, 2024



Prepared for:
City of Unalaska - Office of the City Clerk
43 Raven Way
P.O. Box 610
Unalaska, Alaska 99685-610

[Council Packet Page Number 105](#)
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225 Union Boulevard
Suite 450
Lakewood, CO 80228
Phone: (720) 633-9514
Fax: (720) 633-9535

December 20, 2024
Submitted via email and mail

City of Unalaska
Office of the City Clerk
43 Raven Way
P.O. Box 610
Unalaska, Alaska 99685-610

**Subject: Request for Qualifications – Financial Consulting Services –
Utility Rate Studies for Electric, Water, Wastewater and Solid Waste**

To Erik Hernandez and the Selection Committee:

The City of Unalaska, Alaska (the City) and the International Port of Dutch Harbor (Port) are a vibrant mix of culture, industry, and history located in an area of breathtaking natural beauty and charm, and home to a thriving residential community of over 4,500 individuals. The City and Port support one of the busiest and most prosperous stretches of coastline in Alaska, with commercial fishing, seafood processing, fleet services and marine transportation, and other industries. The Port provides year-round protection for distressed vessels, as well as warehouse storage and shipping opportunities for more than 1.7 billion pounds of frozen seafood per year to domestic and export markets around the world. During the fishing season, the bustling operations at the Port and ancillary business accommodate a burgeoning population of up to 12,000 temporary residents, which dramatically impacts the City Utilities’ operations. The City’s Department of Public Works (Department) dedicated staff supports the Port and the entire community with electric, water, wastewater, and solid waste utility services. The Department strives to provide high quality service throughout the year as it fulfills its mission to responsibly develop and preserve its physical infrastructure while recognizing the island’s remote character and its abilities to respond to its unique challenges. As such, the Department is forecasting increased demand for its services, which will entail multimillion-dollar capital projects to support growth and meet the needs of the community.

Navigating the challenges of balancing long-term infrastructure investment, maintaining customer satisfaction, and the sheer amount of data available to drive decision-making is overwhelming. How do you optimize data analysis to identify and inform the best strategic approach to deliver the right services, address stakeholder demands, and ensure public trust? To address these challenges, NewGen Strategies and Solutions, LLC (NewGen) proposes to provide the City with financial consulting services as part of robust, insightful, and thorough Utility Rate Studies for its Electric, Water, Wastewater and Solid Waste operations.

Collectively, these Studies will deliver sound rate recommendations to allow the City to make the best decisions for its current and future utility service customers.

NewGen will support the City’s needs with a rate consulting team that has a long history of working with municipal entities across the country and with island utilities on a variety of critical financial and economic issues. For the City, we offer our combination of extensive electric, water, wastewater, and solid waste financial modeling, utility cost of service, and rate design experience, including the development of



Mr. Erik Hernandez and Selection Committee
City of Unalaska, Alaska
December 20, 2024

innovative rate design utilizing our superior modeling abilities. NewGen is well versed in utility economics and recognizes the City's unique characteristics as an island utility (such as the need to generate its own electrical needs, as it is not connected to a larger electrical grid).



Understanding your community, your organization, and your data are the three essential elements to developing actionable strategies to sustain your future service. NewGen believes that strategy dictates everything. Our approach incorporates your data, market trends, and community values to provide an integrated view designed to allow you to make long-term decisions with confidence. In this effort we will deliver and ensure successful Studies by leveraging our nationally recognized cost of service and rate design expertise and delivering insights from our unique experience while defending rate recommendations with our unmatched modeling capabilities.

We understand that the City is seeking to implement “across the board” rate changes for its water and wastewater utility operations and a new co-generation rate structure for its wholesale customers (based on its avoided generation cost) in addition to potential rate changes for its current electric customers and is also seeking to simplify its municipal solid waste rate offerings. The City operates on a July 1–June 30 fiscal year (FY) and wants to have new rates in place for FY 2026 (beginning July 1, 2025). Further, the City is requesting guidance for a 10-year rate planning period to coincide with its capital planning/budgeting process and would like to establish a rate policy for its utility operations to ensure a robust financial future. Some customers served with electrical service by the City may receive a Power Cost Equalization (PCE) credit, managed and determined by the Alaska Energy Authority (AEA). We will work with the City to incorporate the PCE into the financial analysis developed for the electric utility, as appropriate. Further, NewGen will facilitate a town hall/educational meeting for the public to inform customers about the newly adopted rates.

I will be the primary point of contact and proposed Project Manager for this proposal response, and the individual authorized to contractually bind the firm. My contact information is included below.

Mr. Scott Burnham, Partner
225 Union Boulevard, Suite 450
Lakewood, CO 80228
Office: (720) 259-1762
Email: sburnham@newgenstrategies.net

We look forward to the opportunity to work with the City on this exciting project. If you have questions concerning this proposal or would like additional information, please contact me directly.

Sincerely,

NewGen Strategies and Solutions, LLC

DocuSigned by:

 B7FBFC962DA6432...
Scott Burnham
 Partner

DocuSigned by:

 CE5CFF5DD30B4CA...
Dave Yanke
 Partner/President & CEO

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PROFESSIONAL EXPERIENCE

NewGen Strategies and Solutions, LLC (NewGen) is a management and economic consulting firm specializing in serving the utility industry and market. Established as a Limited Liability Company in August 2012, NewGen primarily serves public sector utilities and provides nationally recognized expertise in load forecasting, utility cost of service and rate design studies, financial feasibility studies, municipalization efforts, depreciation and appraisal studies, litigation support for state and federal regulatory proceedings, utility financial planning, and stakeholder engagement for electric, water, wastewater, solid waste, and natural gas utilities.

NewGen was created by consultants who are dedicated to our clients' missions and recognized as experts in our respective fields of service. *"Thoughtful Decision Making for Uncertain Times"* succinctly describes our capability to provide our clients solutions and recommendations tempered with our keen insight into the growing role of stakeholders, resource availability (including renewables), environmental concerns, cost of providing utility services, and economic conditions. This ensures an integrated approach to delivering our products and services.

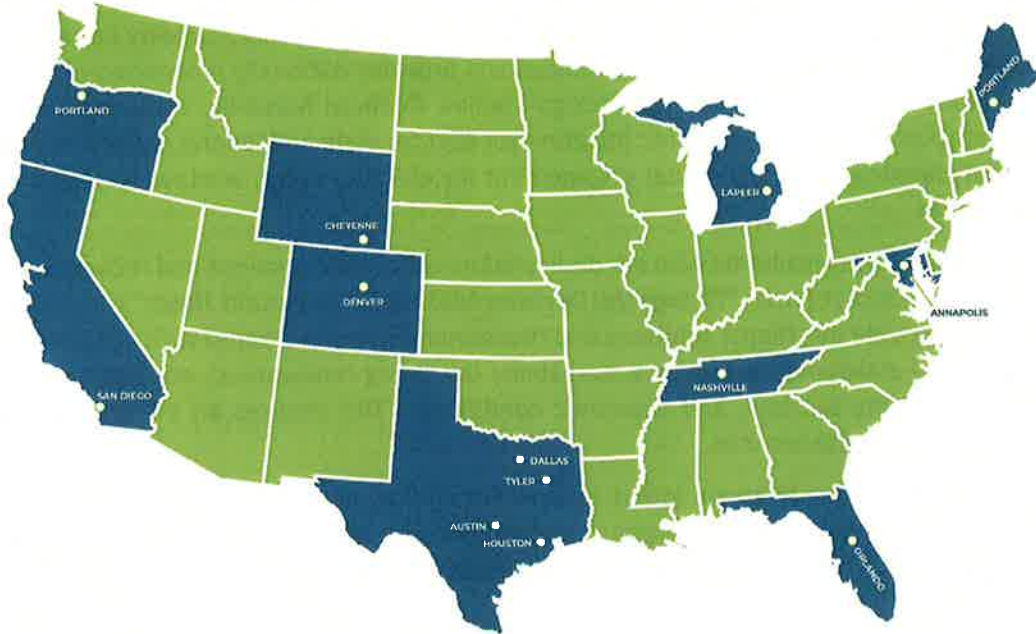
We recognize the need for strategic intent behind our clients' actions by applying the latest market insights, technologies, and tactics to support our recommendations. Our results empower decision-makers to implement sound public policy, incorporating community input, market direction, and regulatory mandates.

Understanding your community, your organization, and your data are the three essential elements to developing actionable strategies to maximize the future. NewGen believes that strategy dictates everything. Our approach utilizes your data, markets, and communities to provide an integrated view designed to make long-term decisions with confidence. We leverage our modeling technology and market expertise in energy, water, wastewater, stormwater, solid waste, and natural gas to solve your most complicated issues. Through proactive collaboration, we upgrade or design strategies for you to ensure that they are responsive, transparent, and reliable while paving the way for successful buy-in across all your stakeholders. Our approach has three important features:

1. **Client/Stakeholder Communications:** NewGen simplifies complex concepts by combining visual tools and our training expertise to ensure that clients have a deep understanding of how the issues and underlying data drive our recommendations. This directly impacts the evaluation of the scenarios we present, streamlines decision-making, and successfully obtains buy-in from elected officials, customers, regulatory bodies, and senior management.
2. **Operational Insights:** NewGen makes data operational, resulting in actionable decisions with defensible results. We harness existing and untapped data to optimize operations, develop demand management strategies, estimate the impacts of distributed generation, and identify the rational nexus underlying pricing decisions. We help our clients recover costs, improve service delivery, and respond to changing market conditions.
3. **Expert Witness/Credentials:** We have served as expert witnesses in over 200 regulatory and civil proceedings, and we employ 26% of the ASA accredited public utility appraisers in the United States. Unlike other firms, NewGen integrates the insights of nationally recognized experts into our models, both of which have been pressure tested through the regulatory and civil process.

CITY OF UNALASKA, AK
REQUEST FOR QUALIFICATIONS
FINANCIAL CONSULTING SERVICES — UTILITY RATE STUDIES FOR ELECTRIC, WATER, WASTEWATER AND SOLID WASTE

NewGen employs over 60 professional and administrative staff. Our current staff has the capability to work on simultaneous assignments, and we have the capacity to add staff and/or expand support from a network of teaming partners, if needed. NewGen has 13 offices located nationwide.

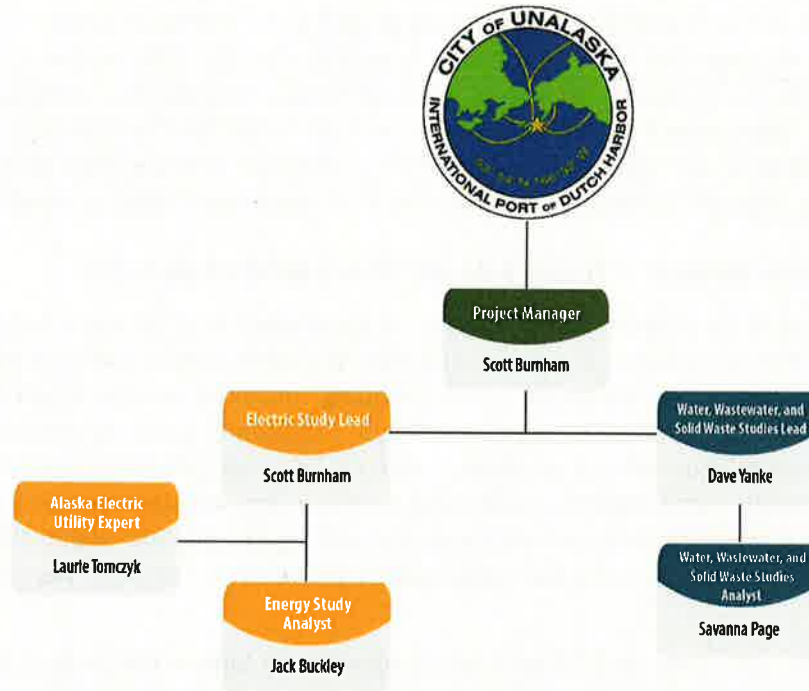


Project Team

NewGen evaluates the needs of each project and responds by assembling a Project Team of knowledgeable professionals who are uniquely qualified to provide the services needed. The Project Team includes widely recognized cost of service (COS), rate-making, and financial forecasting experts who possess unique knowledge of utility resources. This includes knowledge of industry trends as well as best practices for utilities.

The proposed Project Team organizational chart indicates the lines of communication and responsibility for the City of Unalaska’s (City) Financial Consulting Services – Utility Rate Studies for Electric, Water, Wastewater and Solid Waste (Studies) and is included below.

FINANCIAL CONSULTING SERVICES — UTILITY RATE STUDIES FOR ELECTRIC, WATER, WASTEWATER AND SOLID WASTE



Brief summaries of the Project Team’s experience and qualifications follow. In addition, full resumes for each of the proposed team members are included as Appendix A.

Scott Burnham, Partner | Project Role: Project Manager and Energy Study Lead



Scott Burnham, Partner at NewGen, offers over 25 years of experience in the areas of project management, cost of service and rate design, asset valuation, and financial feasibility analysis. Scott leads efforts to create financial models that develop revenue requirements, cost allocation, financing for strategic capital and operating objectives, and rate/rate structure alternatives, ensuring our clients have reliable and defensible results. Additionally, Scott routinely presents study findings and recommendations to utility management, boards, city councils, and other governing bodies. He has developed and reviewed pro forma financial models to determine projected revenue and costs associated with various projects and financing approaches for a variety of power generation facilities. Scott is well-versed in cost allocation theories and methodologies, rate design concepts, and approaches, and in providing summary analyses and recommendations to industry clients. Scott co-leads the semi-annual Cost of Service and Rate Design class through EUCL, an industry conference organization, which is routinely attended by all types of utility stakeholders.

Dave Yanke, Partner/President & CEO | Project Role: Water, Wastewater, and Solid Waste Studies Lead



Dave Yanke has over 30 years of experience assisting water, wastewater, and solid waste utilities. He has conducted cost of service and rate design studies, financial feasibility studies, valuation studies, waste stream forecasts, life cycle cost analyses, operations reviews, and municipalization analyses for solid waste utilities. Dave regularly presents at industry conferences and has extensive experience providing presentations regarding the establishment of water, wastewater, and solid waste rates,

CITY OF UNALASKA, AK

REQUEST FOR QUALIFICATIONS

FINANCIAL CONSULTING SERVICES – UTILITY RATE STUDIES FOR ELECTRIC, WATER, WASTEWATER AND SOLID WASTE

both in a contested venue (administrative hearings) as well as to boards of directors, city commissions, and city councils. His expertise lies in the ability to convey complex information in a straightforward manner so the clients (i.e., senior management, elected officials, citizens, etc.) understand the issues and drivers for change. Dave gave a presentation at the annual TxSWANA Conference in 2023 titled “Solid Waste Services – When to Municipalize, When to Privatize and How to Know What to Do” and was invited back to speak about a Landfill Operations Privatization Case Study completed by NewGen.

Laurie Tomczyk, Senior Manager | Project Role: QA/QC and Alaska Rate Expert



Laurie Tomczyk has over 30 years of experience in providing management consulting services to clients involved in the electric power, water, and solid waste management industries. Laurie specializes in providing consulting services to electric utilities in the areas of financial, accounting, revenue requirement, cost of service, rate design, and depreciation-related analyses. Her rate-related projects have included studies to develop retail electric, retail water, transmission, ancillary service, standby, and special contract rates. She also has experience in net energy metering, decoupling, and opt-out programs. She has developed revenue requirements for municipalities and electric cooperatives on both a cash and utility basis.

Laurie has provided testimony on COS and rate design issues before the Federal Energy Regulatory Commission (FERC) as well as State Regulatory Commissions in Indiana, Texas, Alaska, Hawaii, and New Mexico on multiple occasions, and she has provided other types of COS and rate-related litigation support. Her testimony has been related to municipal utilities, cooperatives, and investor-owned utilities. Laurie has worked extensively for municipal electric utilities and cooperatives across the United States.

Jack Buckley, Senior Consultant | Project Role: Energy Study Analyst



Jack Buckley joined NewGen in December 2021. He assists on cost of service and rate design projects, with an emphasis on data driven analytics. Jack was responsible for the development of the rate trends study for the City of Riverside evaluation as well as the COS and rate design modeling and the development of the draft and final reports. He conducted the rate research, developed an analytical method to apply evaluation criterion to the data, and proposed recommendations to the client, which were incorporated into the final reports. Jack has provided additional insight serving Tri-State Generation and Transmission Association, Inc. in Colorado, and Turlock Irrigation District in California.

Savanna Page, Consultant | Project Role: Water, Wastewater, and Solid Waste Studies Analyst



Savanna Page joined NewGen as a full-time analyst in February 2021. She assists on cost of service and rate design projects, with an emphasis on data driven analytics. Savanna has a B.S. in Economics from the University of Texas at Dallas and an M.S. in Ecological Economics from the University of Edinburgh. While at the University of Edinburgh, she completed her thesis entitled “Investigating the Attitude-Behavior Gap Present in American’s Consumption of Single-Use Plastics.” Prior to joining NewGen, Savanna served as the Sustainability Coordinator for Live Nation Concerts in Dallas and successfully implemented a Sustainable Business Plan that increased waste diversion from 15% to 49% within the first year. Savanna is currently working on (or has worked on) water, wastewater, and/or solid waste cost of

FINANCIAL CONSULTING SERVICES — UTILITY RATE STUDIES FOR ELECTRIC, WATER, WASTEWATER AND SOLID WASTE

service and rate design studies for the cities of Borger, Canyon, Denton, Lake Jackson, Laredo, Pflugerville, Sugar Land, and Waco, Texas.

SCOPE OF SERVICES

NewGen believes that it is vitally important in any rate study to develop an efficient and effective model that is both transparent and dynamic to project the City's capital and revenue requirements. NewGen will develop Microsoft Excel-based (Excel) utility financial model(s) based on the City's budget and actuals, system, and accounts to support periodic rate updates, which will be designed in alignment with the results of the COS analysis. The revenue sufficiency model(s) will have the capability to forecast revenues by customer class and expenses for 10 years to evaluate potential rate, debt, or capital impacts. We will use our advanced financial techniques to develop revenue requirements for the City's Utilities, which will include electric, water, wastewater, and solid waste operations.



Our models include 'visual and numeric dashboards' designed to dynamically and instantly manage, manipulate, and evaluate large amounts of data. The dashboards instantly and easily convey the key financial metrics, consumption changes, customer impacts, and rate structures to customers, staff, and Boards.



The City is seeking to implement potential equal rate increases for its water and wastewater utility customers to match anticipated increases in expenses for these operations. The electric utility operations are anticipating increases in operating expense associated with future investments. For electric utility rates, the City is requesting the development of new co-generation rates (for its wholesale customers), which includes the development of an avoided cost analysis, while equitably allocating costs to existing and future retail customers. For its municipal solid waste operations, the City would like to simplify its rate offerings, which currently include commodity costs. The City operates on a July 1–June 30 fiscal year (FY), and this assignment will support the development of new rates and rate structures effective July 1, 2025 (FY 2026). Further, the City is seeking guidance for a 10-year rate planning period to coincide with its capital planning/budgeting process and would like to establish a rate policy for its utility operations to ensure a robust financial future.

When undertaking a COS, rate, or fee study for a municipal utility (enterprise funds), it is essential that the participants have a shared vision of the objectives that are reflected in the study. Our approach to reviewing and evaluating municipal utility rates is governed by the view that the ideal rate structure must satisfy seven criteria:

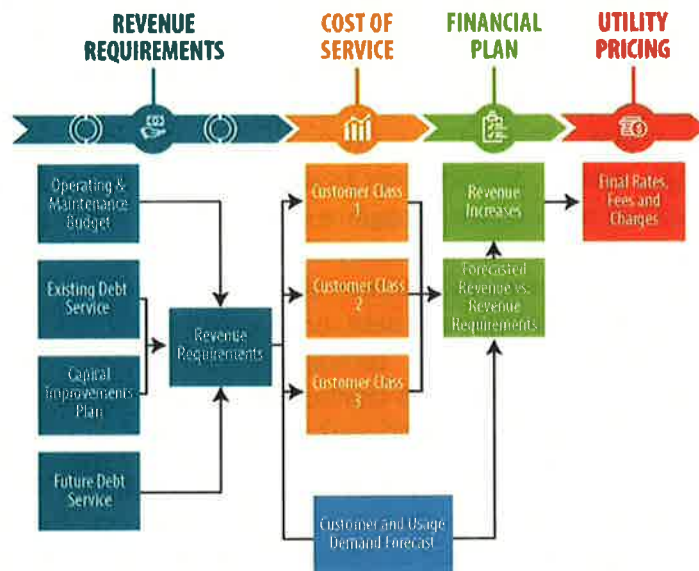
1. **Legal and Regulatory Compliance** is a prime consideration because rate structures must incorporate applicable local, state, and federal statutes.
2. **Equity** requires that rates and charges result in no undue discrimination among customers.
3. **Efficiency** refers to the ability of the rate schedule to encourage wise use of the resources.
4. **Revenue Adequacy** recognizes that rates and fees are cost-driven.
5. **Affordability** means that the recommended rates must result in bills that are realistically within the ability of customers to pay.
6. **Sustainability** means that the objective of the rate methodology is to keep rates low over time, not merely to keep them low for the short term by omitting or deferring needed expenses.

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7. *Administrative Simplicity* recognizes that limits must be placed on the number of customer classes, complexity of the rate schedule, and frequency of billing.

Rate structures must be tailored to community perceptions, realities, and values if the project is to proceed smoothly and in a timely manner. Our standard approach to completing a COS/rate/fee study is predicated on a four-step process using industry-standard methodology that is explicit and replicable.

- **Revenue Requirements** – Develop and document the annualized full cost of providing each separate service, including those costs that may not be explicitly identified in the utility’s budget, such as unfunded repair and replacement costs.
- **Cost of Service** – Allocate revenue requirements to customer classes or types of customers and functions based on the cost of providing service to the extent necessary.
- **Financial Plan** – Develop a financial plan to fund system revenue requirements reflecting customer and usage demand forecasts.
- **Utility Pricing** – Review and evaluate rate/fee designs based on revenue needs and policy goals related to rate design (e.g., encouragement of consumption or conservation, support for economic development, affordability, etc.).



We have adapted this general study process into a work plan of specific tasks aligned with the City’s desired outcomes stated in its Request for Qualifications (RFQ).

We understand that for each utility operation (Electric, Water and Wastewater, and Solid Waste), the City is seeking the following elements to be included in the proposed scope of services:

1. Analyze current and future cost burdens against existing rate structure(s), and the ability to fully fund operating and capital expenditures over the next 10 years (including those projects identified in the current 5-year Capital Major Maintenance Plan (CMMP)).
2. Evaluate return on equity within each operating system based on existing rate structure(s).
3. Review current asset depreciation amounts and how they affect each fund, and present to the City’s customers and constituents.
4. Develop revenue requirements.
5. Develop revenue projections
6. Develop policy for rate analysis.
7. Develop rates to generate sufficient revenue, as well as alternative rate designs as applicable (such as wholesale rates for co-generators for the Electric operations).

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8. Present recommended new rates and rate structures to constituents and members of the public.
9. Updated close and post closure liability for Solid Waste operations for FY26–FY31.

These elements will be incorporated into a multi-operation, integrated financial model(s) that will become the property of the City upon completion of the Studies. This will allow the City to update these models for future rate changes. Additionally, NewGen will provide a written report summarizing the findings and recommendations of the Studies.

Work Plan

In its RFQ, the City identified specific items to be included by the consultant as part of the scope of services. We acknowledge the scope of services within the RFQ and have incorporated these requirements into our proposed work plan. Before starting work for the City, we will review the proposed work plan with the City and revise it as necessary (and memorialize these decisions in our proposed Rate Strategy document).

Our approach will be to successfully complete these Studies as a series of phases, summarized as follow:

- Phase 1: Kickoff Meeting/Data Request/Rate Strategy Document
- Phase 2: Development of Revenue Requirements for Each Utility/Projection of Revenues at Current Rates/Cost of Service by Rate Class/Development of Rates
- Phase 3: Presentation and Communication of Results

Phase 1: Kickoff Meeting/Data Request/Rate Strategy Document

Immediately upon receipt of notice to proceed, NewGen will submit a detailed data request identifying the data that is needed to perform the scope of work specified in the City’s RFQ to the City. As the City furnishes this data, it will be loaded into an online storage site and indexed to enable access by project personnel and others authorized by the City. This will ensure that all interested parties have access to all data and that all have the most current data available.

Within two weeks of notice to proceed, an online project kickoff meeting will be scheduled with all key City and consultant personnel invited to attend and participate. The purpose of this relatively short (1–2 hours) meeting is to review, update, and validate the proposed work plan; introduce key personnel; identify roadblocks to timely completion; agree to key dates and project milestones; provide City personnel with contact information for consultant personnel; and establish the formal and informal reporting relationships to ensure success. Administrative requirements (invoice formats and timing, documentation, insurance certificates, etc.) will be established. At the same meeting, policy issues will be identified, and guidance will be requested from the City.

We understand that the City is seeking comprehensive Studies to be completed no later than April 28, 2025, to support recommended rate implementation by July 1, 2025 (FY 2026). Given that timeframe, NewGen proposes to conduct biweekly (every other week) status calls with key Project Team members. This will ensure that issues identified are addressed in a timely manner and will facilitate the momentum of the Studies. Any outstanding items and project milestones will be discussed during these status calls, and both the City and the NewGen project teams will endeavor to resolve issues as soon as practicable. We will keep and distribute meeting minutes which will summarize our discussions and include “action items” for NewGen and City team members to maintain project momentum and ensure timely responses.

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The elements of the discussion from the kickoff meeting as well as the data received will be memorialized into a Rate Strategy document. This document will state the purpose of the Studies, issues to address, and specific rates to be developed and/or evaluated, and will develop project controls (including financial updates on budget) and the proposed schedule. This is intended to be a “living document” that is updated on an “as needed” basis to include the discussions and decisions made during the ongoing status conference calls between the NewGen and the City project teams. Ultimately, the Rate Strategy document will also serve to inform the basis for the rate recommendations proposed by these Studies.

Phase 1 Deliverables

- Virtual kickoff meeting attended by key members of the Project Team to review data received, discuss project milestones, and clarify objectives of the Studies.
- Initial draft of Rate Strategy document.
- Updates to preliminary Data Request, as needed.

Phase 2: Development of Revenue Requirements/Revenues/Cost of Service/Rates for Each Utility Operation

Task 2.1 Review O&M Costs

Using the City’s current year operating budget as a starting point, we will review the adequacy of budgeted operating and maintenance (O&M) costs for each utility operation. These costs may be contained in the operating budget or reflected in any reserves for repair, renewal, and rehabilitation. The objective of this review is to determine the adequacy of O&M funding levels to keep the City’s electric, water, and sewer infrastructure in optimum operating condition, thus facilitating sustainability (i.e., lowest lifecycle cost at a given service level for the ownership and operation of the infrastructure). Projections will be developed for O&M costs for the next 10 years. NewGen will incorporate cost indices based on discussions with the City, as well as our own expertise.

Task 2.2 Review Capital Costs

We will review existing capital improvement programs identified by the City, including those identified in the CMMP. The main output of this task will be a worksheet or series of worksheets in the financial model of the year-by-year construction in progress (CIP)/construction program (CMMP) including an identified funding source or mechanism for each project or category of project. This will be designed to demonstrate both the historical and current spending levels and (potentially) an enhanced “ideal” spending level as suggested by our review of deferred maintenance and useful lives.

This output is often a key element used to demonstrate the real costs facing the utility to policy-level individuals. We review availability fees for virtually every COS/rate study because a utility’s policy on paying for growth can have a significant impact on user rates as well as availability fees. We will work with the City to identify the extent to which future growth in certain areas (industry, Port, etc.) has the ability to contribute to the anticipated future capital needs. To the extent that capital costs are not recovered via availability fees from new customers, those costs must be charged to existing customers via user rates. Particular attention will also be paid to the backlog of deferred maintenance (if any) and the City’s plans to address and correct this problem in a timely manner.

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Task 2.3 Review Cash Reserve Policy

The wise use and management of financial reserves provide many advantages to a utility: rate stabilization, “smooth” rate increases, enhanced credit ratings, and resulting interest savings. There are various reserves that utilities can establish. Below is a description of several such reserves.

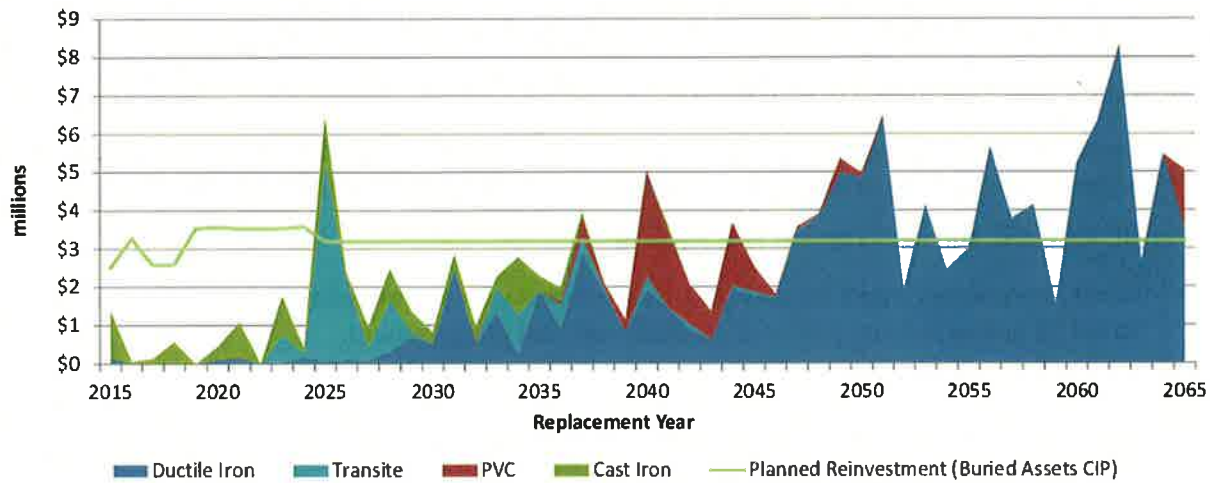
- Operating and Maintenance (O&M) Reserve:
 - Serves as working capital for the potential lag between operating revenues and operating expenditures, as well as unplanned minor repairs or fluctuations in the operating budget.
- Repair, Renewal, and Replacement (3R) Reserve:
 - Funds unexpected major repairs and planned replacement or rehabilitation of system assets based on estimated useful life and replacement cost of equipment.
- Capacity and Growth Reserves:
 - Funds capacity or growth-related costs via system development charges (i.e., availability fees).
- Debt Service Reserves:
 - Funds debt service if revenues are insufficient to satisfy annual debt service requirements.
 - Specified in bond indenture, fixed percentage of outstanding value of bonds (e.g., 10%) or percentage of average or maximum annual debt service on the bonds (e.g., 125%).
 - Favored by credit agencies.
- Rate Stabilization Reserve:
 - Mitigates the impacts of occasional revenue shortfalls and helps smooth out revenue variability (e.g., wet weather, mandatory drought restrictions, poor economic conditions, increased water conservation, coronavirus disease [COVID]).
 - Based on percentage of annual O&M, revenues, or debt service; historical revenue or expense volatility; year with lowest usage.
 - May be required by bond indenture.
- Other Capital Reserves:
 - Equipment replacement reserves: fund short-lived assets (vehicles, equipment, computers, etc.).
 - Emergency capital reserves: fund replacement of assets damaged in catastrophic events/natural disasters.

We will review the adequacy of the City’s current reserves in light of City policy and our industry expertise. We will also discuss the nature and impact of these reserves with the City. We typically recommend that municipal utilities develop and fund an O&M reserve and a 3R reserve at a minimum.

To develop the 3R reserve for the water and sewer utilities, we will review the City’s inventory of current water and wastewater system assets and the adequacy of the City’s current reserves to pay for unexpected major repairs and planned replacement or rehabilitation of system assets. These reserves can be used to pay for capital costs in order to avoid or minimize the amount that would otherwise be recovered through user fees (and possibly result in a significant rate increase). Typically, the annual capital

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reserve balance is calculated based either on the estimated useful life of each asset or as a percentage of total assets. We will calculate such a reserve using both methodologies.



Sample Asset Replacement Analysis

Task 2.4 Develop Revenue Requirement

Using the City’s approved/proposed O&M budgets, existing debt service schedule, and planned capital improvements, we will develop projected expenses for electric, water, and sewer on a budgetary basis (the basis on which the City’s budget is prepared) for the next 10 years. While this projection period for expenses extends beyond the five-year horizon for rate projections requested by the City, we believe it is important to make certain that there are no major expenses in years 6–10 that would cause a dramatic increase in rates in those years; we always recommend slow, gradual rate increases rather than dramatic changes to rates. We will most likely select the most recent full-year financial data as the basis for a normalized test year unless there is some reason that the City would prefer some other 12-month period. The revenue requirement will be identified or allocated to electric, water, and sewer to serve as the basis for the development of a discrete COS for each utility.

The revenue requirement will be developed using the cash approach, which typically aligns with the cash budgeting process of municipal government. A utility may utilize a utility or accrual approach, depending on the needs of the City, which incorporates return on equity and depreciation as elements of the revenue requirement. Regardless of approach, the revenue requirement incorporates a utility’s operation and maintenance costs, debt service and bond coverage requirements (or annual depreciation and rate of return on rate base), cash-funded capital outlays, reserve requirements, transfers, and other elements as necessary. The revenue requirement is influenced by both internal and external factors. An example of an internal factor is a financial policy to maintain a certain operating reserve balance or to cash fund equipment purchases. An example of an external factor is an allowable rate of return on the net book value of assets (original costs less depreciation). Both internal and external factors will be incorporated into the revenue requirement developed by NewGen.

NewGen will develop cash flow projections of revenues and revenue requirements for each utility. This will include development of the total revenue required to adequately cover projected O&M costs, debt service (or alternatively depreciation and return on equity), debt recovery, capital outlays, and capital reserves. NewGen will evaluate revenues and expenses for the City based on historical records and

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expected growth rates and will design the revenue requirement to have the ability to consider variations in power supply costs and utility usage patterns.

The cash flow analysis will incorporate the City's budget and other financial documents including but not limited to the capital budget from the City's CMMP as well as any specific reserve policies or financial metric requirements or objectives (such as increased days cash on hand [DCOH] or debt service coverage ratio [DSCR] requirements). This will include identifying appropriate reserve requirements for O&M and capital programs and recommendations as appropriate to establish target reserve levels based on discussions with the City project team. The cash flow analysis will evaluate assignment and allocation of all the revenue sources to operating and capital expenses, as appropriate. NewGen will establish cash flow projections which will include allocated costs from the COS, as appropriate, and City-specific data provided through billing records and other sources.

In developing the revenue requirement, the Project Team will assess and forecast the COS by analyzing historical costs, the current budget, and usage forecasts made by the City for future fiscal years. The Project Team will develop the revenue requirement for a "test year" (using the current City's fiscal year budget). The test year is a common term in rate studies that refers to an adjusted fiscal year's costs that will be used as a basis for setting rates. The test year will be adjusted to reflect expected recurring costs and revenues, so as not to include any one-time or non-recurring events. The revenue requirement will account for any non-rate or miscellaneous revenue sources, such as late payment fees or grant funding, to isolate the revenue required to be recovered from utility rates.

Forecast of a Ten-Year Revenue Requirement

Using the test year previously developed, the Project Team will develop a 10-year revenue requirement forecast for each of the City Utilities. Interviews with City staff will be conducted to gather additional data to complete this task, as it is crucial to thoroughly analyze the assumptions used in projecting the revenue requirement. These assumptions may include, but may not be limited to, growth rate, inflation rates, increase in contractual obligations and contractor costs, changes in operations/staffing, and capital improvements. An assessment of the rolling stock, equipment, and facilities funding needs will be made to ensure sufficient recovery to keep these assets in good working condition and to expand the service, as necessary. The Project Team will work closely with City staff to establish appropriate reserve funds and to examine the planned method of financing (e.g., cash, debt, grants) for future capital needs. This will include analysis of the impact on rates, operating and capital reserve targets, depreciation, and return on equity (as appropriate).

Task 2.5. Design/Develop Financial Model(s)

Starting with development of the Revenue Requirements and continuing through Cost of Service and Rate/Fee Design, NewGen will develop an integrated Excel-based electric, water, and sewer utility financial model based on the Utilities' budgeting system and chart of accounts to support periodic updates of the City's electric, water, and sewer rates. This may be developed as a single integrated model or a series of independent utility models depending on discussions with the City. The financial model(s) will forecast revenues by customer class and expenses for 10 years to evaluate potential rate, debt, or capital impacts.

Embedded within the financial model(s) will be a 10-year demand/load forecast by customer class to support revenue projections by customer class at current rates. The outputs of the financial planning model(s) will be summarized in a series of presentations to the City's staff. Any modifications or

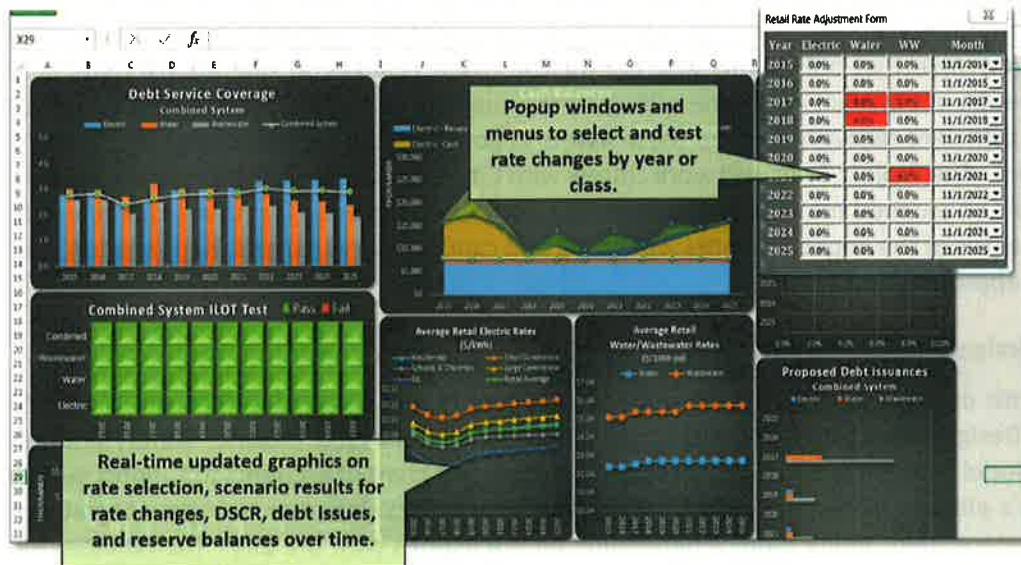
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adjustments identified or requested during the course of the Study will be incorporated into the final financial model(s) delivered to the City. The various components of the financial model(s) will be added as the Studies progress, beginning with the revenue requirements phase of the Studies. The COS, rate design, and bill impact portions of the model(s) will be designed and developed during subsequent tasks.

The financial model(s) will forecast revenues by customer class and expenses for 10 years. The model(s) will include dashboard(s) designed to instantly and easily convey key financial metrics (including return on equity), demand/usage/load profile changes, customer impacts, and rate structures to customers, staff, and City Council. The dashboards allow us to perform instantaneous scenario analysis, which provides the City flexibility in determining the appropriate mix of rate changes, capital projects, reserve levels, and debt issuances to meet budgetary or capital constraints and to support utility decision-making. As indicated, the financial model(s) are not proprietary and will be provided to the City for its future use.

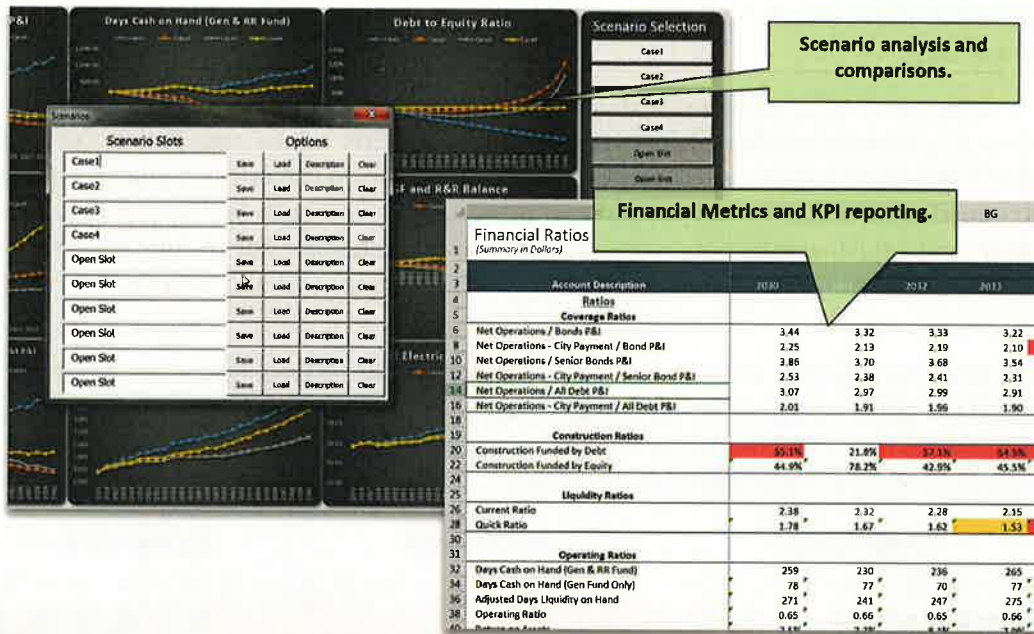
The customized tools allow for dynamic and complete analysis of the various aspects of the Studies and produce easy-to-understand tables and graphs that will aid the City in communicating to various stakeholders engaged in the project. During the model development process, designated utility staff will be included in periodic progress updates and will provide feedback on draft versions of the models (during the biweekly status meetings or at other times during the Studies). Embedded within the financial forecast model will be a load forecast by customer class to support revenue projections by customer class.

Illustrations and examples of prior financial forecast models and dashboards developed for clients are included in the following figures. These examples reflect a portion of our financial modeling capabilities, including dashboards for optimizing debt-to-rate (cash) funding of capital plans (or in the City’s case, the return on equity metrics), real-time comparison of rate/debt/capital plan scenarios, and resource planning comparisons, illustrating the impacts of rate changes to each customer class, increasing reserves impacts, and key performance indicator (KPI) reporting.

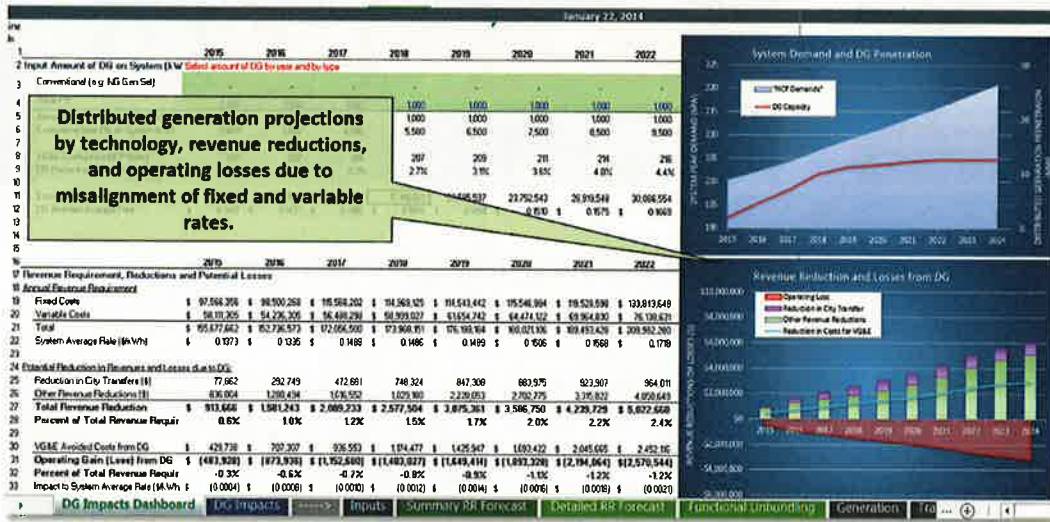


Sample Dashboard Outputs (Combined Electric, Water, and Wastewater Model)

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Sample Scenario Analysis and KPI Reporting



Sample Dashboard Impacts

Task 2.6 Development of Electric Cost of Service Analysis

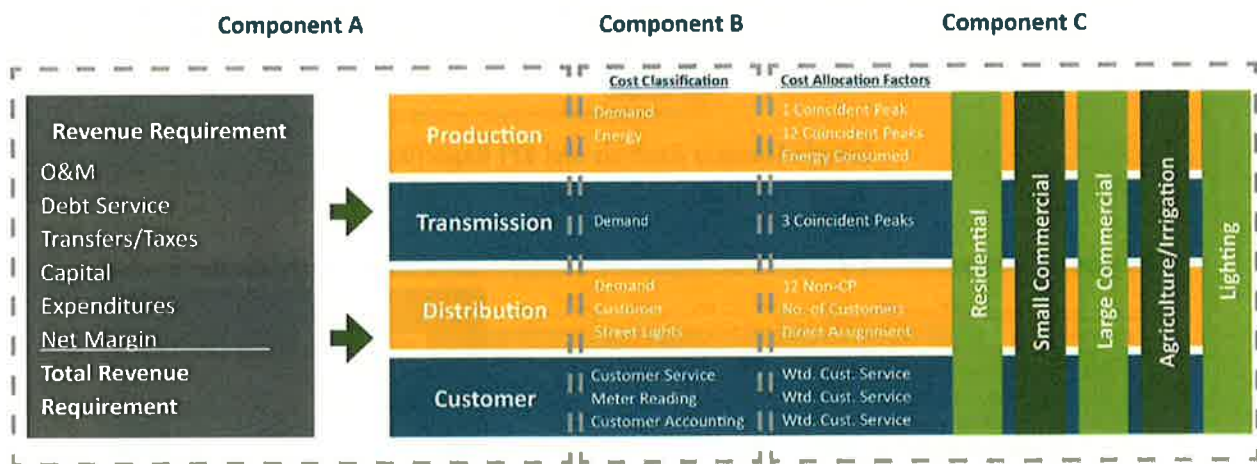
After completing the test year revenue requirement, there are three key steps to completing the COS for the City’s electric utility: 1) unbundle or functionalize the revenue requirement into utility functions (e.g., production, transmission, distribution, and customer); 2) classify costs (e.g., energy, demand, customer, etc.); and 3) allocate the costs to customer classes. Included throughout the three steps of the COS is the creation of allocation factors to support the allocation of shared costs to different functions or

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classifications and the eventual customer class allocation factors to allocate the final costs of service to each customer class.

In addition, if the review of customer classes identifies opportunities for customer class consolidations or modifications, the current number of customer classes and tariffs will be consolidated and will require modifying the class loads and system characteristics (e.g., combined class peak demand, energy use, and customer counts). The model will use basic Excel tools such as reference tables, pull-down menus, and lists for inputs and adjusting selections such as allocation methodologies or specific allocators. The COS model and three interconnected components are graphically depicted and described in further detail below.

Please note that the revenue requirement for the City would include return on rates (equity) and depreciation if the utility approach was selected. Otherwise, the return on equity and depreciation values will be calculated as metrics to be evaluated (depreciation can be utilized as a proxy for annual renewals and replacements costs for each utility, for example).



Electric Cost of Service Flowchart (Example for Cash Approach)

Component A – Functional Unbundling

Functional unbundling provides detailed descriptions of the utility's revenue requirement by core utility function. Accounting information is generally provided by City budget accounts. For each item, if adjusted, the amount of the adjustment is identified with an associated workpaper. Once the detailed test year revenue requirement has been established, the amount is assigned to the power supply (production and transmission [which may not exist for the City, given its unique structure as an island utility]), distribution, and customer functions. Assignments are made either through direct assignments or other allocation methodologies. The results of the Component A analyses for each function of the test

Account	Description	Amount	Function
911	MISC-TELEPHONE	24,205	Production
912	MISC-POSTAGE	180	Production
913	MISC-CREDIT CARD CHARGES	0	NA
914	MISC-EXP ALLOWANCE CAR & OTHER	2,500	Production
915	MISC-PROFESSIONAL FEES	250	Production
916		4,000	Production
917		0	RA
918		0	RA
919		500	Production
920		0	NA
921	Sub-total	2,782,780	
922	Subtotal 7311 - Production Operations	135,289,186	

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year revenue requirement are expressed on a functional basis. An illustration of the revenue requirement and functional unbundling is shown in the graphic.

Component B – Sub-Functional Unbundling

Sub-functionalizing the production, transmission, distribution, and customer functions developed in Component A provides additional detail and accuracy to the City’s costs. Additionally, costs are classified as demand related, energy related, customer related, or direct assignment. Similar to functionalization, sub-functionalization is accomplished either through direct assignments or other allocation methodologies. Specific allocation factors are found at the bottom of each sub-function worksheet. Component B analyzes result in the City’s revenue requirement expressed on a sub-functional basis for each cost classification (e.g., Production Demand [fixed] or Production Energy Costs [variable]). The variable cost basis will be critical for the development of an avoided cost rate for self-generation (co-generation) customers. See the graphic below for an illustration of the COS sub-functionalization and classification of costs.

COS Demo - Distribution Function					
Description	Test Year	Allocation Factor	Demand		
			Substation	P&C Overhead	P&C Under
Revenue Requirement Calculation					
Operation and Maintenance Expenses					
Administration					
7111 8002 PAY-PERM FULL TIME SALARY	490,008	Dist Cost Cntr Labor	93,213	101,761	
7111 8003 PAY-OTHER SAL INC MOVEUP	11,857	Dist Cost Cntr Labor	2,256	2,462	
7111 8004 PAY-OVERTIME PAY	149	Dist CustServ Labor	28	31	
7111 8005 PAY-STRATEGY PAY	1,179	Dist Admin Labor	357	389	
7111 8006 PAY-TRAINING	0	Dist CIP YR	0	0	
7111 8007 PAY-TRAVEL	0	NA	0	0	
7111 8008 PAY-OPER MISSION	0	NA	0	0	
7111 8009 PAY-EDUCATION INCENTIVE	0	NA	0	0	
7111 8031 BEN-RETIREMENT TMRS	80,137	Dist Cost Cntr Labor	15,244	16,642	
7111 8033 BEN-SOCIAL SECURITY	27,363	Dist Cost Cntr Labor	5,205	5,683	

Select classification or allocation for each account within the functions.

Component C – Allocated Cost of Service

Using the information developed in Component B, the test year sub-functionalized and classified revenue requirement is allocated to each of the proposed rate classes using various customer class allocation methodologies. These allocation methodologies or allocators are developed in alignment with the cost classification. For example, production demand costs are allocated using the customer’s contributions to system demand such as coincident peak (CP) and production energy allocated by customer class contribution to net energy for load. An illustration of the COS model allocations to customer classes is included below.

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Line No.	Description	Test Year	Allocation Factor	Residential E01	Residential Electric Heat E03	Small General Service E10	Large School Service E15
2	Revenue Requirement Calculation						
3	Operation and Maintenance Expenses						
4							
5	Production						
6	Demand						
7	Utility	7,981,450	AED/ACP	1,206,729	1,206,729	131,007	128,371
8	Purchased Power	46,486,546	AED/ACP	14,628,887	8,016,764	864,451	916,279
9		54,467,996	kWh @ Meter	17,673,299	9,223,493	995,459	1,042,650
10	Energy		NEFL @ Secondary				
11	Fuel	704,900	NEFL @ Primary	189,621	95,108	14,366	14,531
12	VOM	801,763	NEFL @ Primary	208,853	108,177	16,340	16,528
13	Purchased Power		NEFL @ Trans	20,397,294	10,564,896	1,595,802	1,614,193
14				20,789,768	10,768,181	1,626,507	1,645,252
15							
16	Total Production			38,463,067	19,991,674	2,621,966	2,687,902
17							
21	Transmission						

Select allocation factors and develop COS for each class.

Classified costs are summarized and allocated to customer classes.

Workpapers

Workpapers for supporting adjustments and allocations used in Components A, B, and C are included in the model for reference. These workpapers generally include supporting calculations such as customer class contributions to system load and peak demands, minimum system calculations for customer and demand classifications of the distribution costs, asset-related data such as transformer inventory or miles of lines, and/or power cost breakdown (including variable and fixed generation costs).

Using the unbundled COS model structure also provides the City with additional insight into calculating the key COS elements driving the full cost recovery of rates, including City-related costs and power costs. This insight and our COS model structure will quickly and easily provide the detailed components to create eventual base rates and alternative rate design for co-generation facilities located on the island.

The unbundled COS and related workpapers will also provide all the data required to evaluate and compare the fixed and variable costs (e.g., customer/demand and energy-related costs) with the fixed and variable revenues by customer class. This comparison will provide valuable information and data to support and facilitate the development of new rate structures (for co-generation rates, for example). The COS results and City policy input regarding rate strategies and incentives will guide the development of these new rate alternatives.

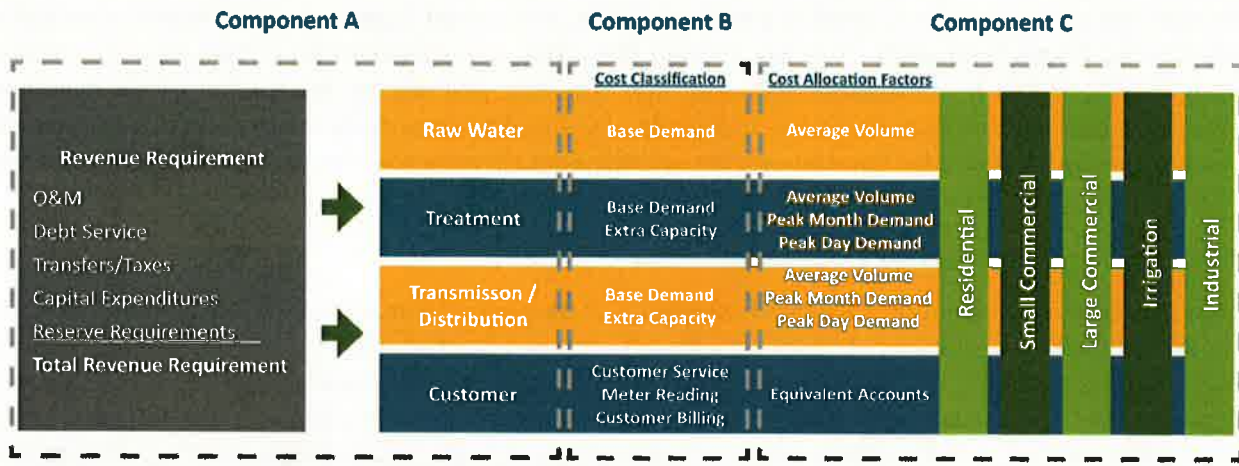
A draft COS and model will be provided to and reviewed with the City for initial feedback and approval prior to completing the COS. NewGen will facilitate a review meeting with City staff to review the draft results of the COS model, including individual customer classes' COS. Feedback from the meeting and any modifications requested from the City will be integrated into the final COS results.

Task 2.7 Development of Water and Wastewater Cost of Service Analysis

Using the American Water Works Association (AWWA) Manual M1 – Water Rates, Fees and Charges (overseen by AWWA’s Rates & Charges Committee, on which several of our staff serve as members) as a starting point, as well the Water Environment Federation’s (WEF) Manual of Practice #27 – Financing and Charges for Wastewater Systems, NewGen will convert the water and sewer systems’ revenue requirements (that is, the total annual cash needs for all purposes) for the next 10 years into a COS analysis and model. The previously identified building blocks (O&M costs, capital costs, existing debt service, anticipated debt service, contributions to reserves, when summed, provide the basis for a COS. These costs will be offset by miscellaneous revenues, then functionalized (identified to function: customer

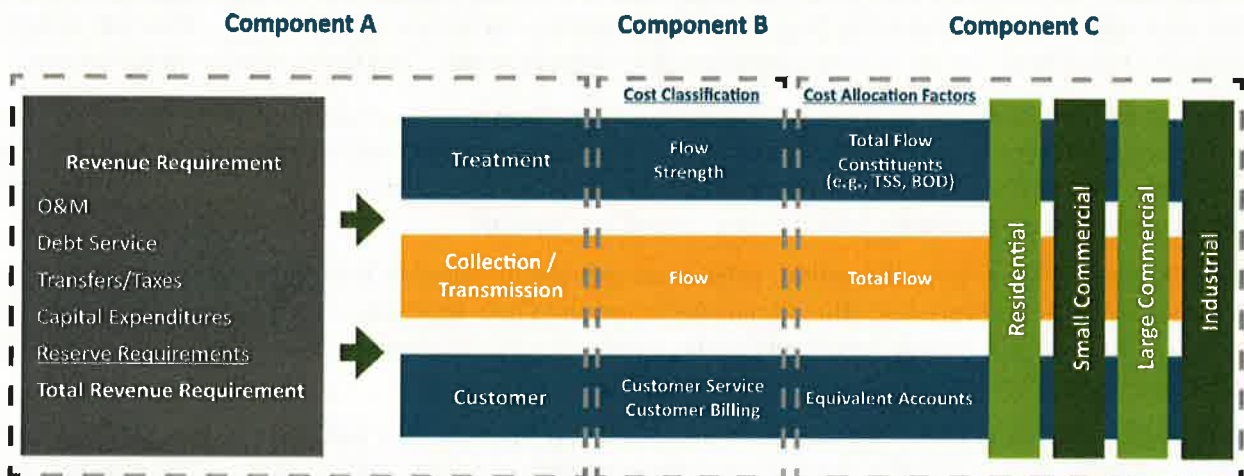
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service, supply, treatment, storage, transmission, distribution, etc.) and allocated to customer classes to determine a specific COS for water and sewer for various customer classes.



Note: For illustrative purposes only. Functions and allocators may change to align with utility operations/services.

Water Cost of Service Flowchart



Note: For illustrative purposes only. Functions and allocators may change to align with utility operations/services.

Wastewater Cost of Service Flowchart

A key part of the development of the COS is the analysis of miscellaneous revenues (which include all non-user rate revenues). Other water and sewer fees and charges will be reviewed for adequacy and the ability to fulfill their individual purposes and to encourage the wise use of resources; recommended changes will be devised.

Historical water usage and demand data will be obtained and documented, and projections of water demand and sewage generation for the next 10 years will be developed at the customer class level. Changes in water consumption attributable to either the number and type of customers or the water use/sewage generation per customer will be documented, since a growth in customer count can mask a decline in sewage generation. Both of these analyses are critical because they are essential to determining the unit cost (per gallon) used in rate design and development.

Task 2.8. Development of Municipal Solid Waste Cost of Service Analysis

In developing the revenue requirement for the municipal solid waste operations, NewGen will assess and forecast the cost of service by analyzing historical costs, the current budget, and any forecasts made by the City for future fiscal years. We will develop the revenue requirement for a “test year” (using the current budget) and in consultation with the City. The test year will be adjusted to reflect expected recurring costs and revenues so as not to include any one-time or non-recurring events. The revenue requirement will account for any non-rate or miscellaneous revenue sources, such as late payment fees, to isolate the revenue required to be recovered from solid waste utility rates.

Forecast of the 10-Year Revenue Requirement

Using the test year previously developed, NewGen will develop a 10-year revenue requirement forecast for the solid waste operations. Interviews with City staff will be conducted to gather additional data to complete this task, as it is crucial to thoroughly analyze the assumptions used in projecting the revenue requirement. These assumptions may include, but may not be limited to, growth rate, inflation rates, increase in contractual obligations and contractor costs, changes in operations/staffing, and capital improvements. An assessment of the rolling stock, equipment, and facilities funding needs will be made to ensure sufficient recovery to keep these assets in good working condition and to expand the service, as necessary. NewGen will work closely with City staff to establish appropriate reserve funds and examine the planned method of financing (e.g., cash, debt, grants) for future capital needs. This will include analysis of the impact on rates, operating and capital reserve targets, and debt coverage requirements.

NewGen will determine the revenue generated by current rates/fees to properly evaluate the COS for the solid waste operations; the magnitude of overall rate increases, if any; and the need for redistribution of revenue responsibility between customer classes. This task will also provide a “check” to confirm NewGen has correctly reconstructed the billing data provided by City staff.

Service categories represent the various solid waste services provided by the City, such as residential and commercial collection services. The administration of the City’s solid waste operations is also a service category that typically includes any transfers for overhead services provided by the City, such as the City Attorney, Human Resources, Accounting, etc.

Some costs, such as landfill disposal costs, are directly attributable to a particular service category and can be directly assigned to the appropriate service category. Other costs, such as administration, are associated with the provision of multiple (or all) services. For costs that cannot be directly assigned, NewGen will develop cost-causal allocators to facilitate an equitable division of the cost to appropriate service categories. For example, allocators may be developed based on a detailed assessment of how direct labor or equipment is allocated to the various service categories. At the kickoff meeting, the Project Team will begin discussions with City staff to determine the proper service categories to be developed.

Once the service categories are identified, it will be necessary to identify the customer classes that should be allocated costs from each of these service categories. For example, the residential customer class might be allocated its proportional share of services that it receives directly, such as refuse collection and refuse disposal, but also its share of services that it receives indirectly, such as administration and special event support. The same issue will be addressed for commercial customers and any other customer classes that are determined during this task.

NewGen will use the fully allocated revenue requirement forecast in conjunction with the billing data for the forecast period to determine the cost of providing solid waste services for the 10-year forecast. This

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will provide the City with the necessary framework to assess the adequacy and equity of current and proposed rates.

Task 2.9 Utility Rate Change Analysis and Design

The next step in the Studies is to develop a rate design model (or models) and final recommended rates for the City and its stakeholders. This task includes designing base rates and pass-through rates (if selected and as appropriate) for each customer class, confirming their ability to fully recover the revenue requirement, and presenting the Studies results to the City. As with the financial model(s), NewGen will work with the City to either develop separate rate models for each utility operation or a combined rate model that incorporates revenue projections for all City Utilities.

We understand that the City's electric utility bills consist of base rates, Cost of Power Adjustment (COPA) rate charges, and a Power Cost Equalization (PCE) credit for eligible customers. The COPA is an adjustment applied to all utility service rates (residential, commercial, and industrial accounts) and represents the cost of generating power, the largest portion of which is fuel to run the electrical generation plants (the COPA allows the City to recover changes in costs associated with volatile diesel fuel costs). The PCE provides economic assistance to communities and residents in rural areas of Alaska and is designed to equalize power costs to near the average cost of power in Anchorage, Fairbanks, and Juneau. We will work with the City to see which customers and load are applicable for the PCE program, as determined and managed by the Alaska Energy Authority (AEA) and recognizing that the PCE credit applies only to the first 500 kilowatt-hours (kWh) consumed.

Rates will be designed to follow and support a broader City rate philosophy and to closely follow the COS results with the categorization of various costs (customer-, demand-, and energy-related costs for each customer class for electric operations, for example). Furthermore, new rate structures or policies (e.g., wholesale generator rates) identified in discussions with City staff will also be integrated into the rate design model(s).

Inherent in this task is a review of existing rates and comparison with COS results for any recommended structural modifications or adjustments. NewGen will design rates for a period of five fiscal years to fully recover the City's costs for each of its Utility operations. This will include recommendations on the use of gradualism where needed to phase in structural rate changes and larger customer class rate increases.

After completing the recommended rates, the revenue adequacy of the new rates will be proven by forecasting and calculating the annual rate revenue generated for each customer class and comparing it to the class and total system COS for each Utility operation. Average bills and related impacts for each class will be automatically calculated to compare existing, COS-based, and recommended new rates. The results of the initial rate design will be presented and discussed via a virtual meeting or webinar with City staff. Based on feedback from the rate review, we will revise or provide an optional or alternative rate design scenario, such as a phase-in of rate changes or adjustments in customer/demand/energy rate components.

NewGen will also perform a detailed billing analysis for each of the 10 largest City utility customers (including existing and potential future co-generation customers). Data such as load curves (electric), load factors (electric), and monthly and annual consumption (usage for all utility rate classes) will be discussed in addition to potential options to mitigate any potential increases or participation in current/future City programs (e.g., self-generation). To complete this task, NewGen will provide a draft presentation for

comment and feedback from the City and will incorporate any changes into a final report delivered to staff.

Using the currently adopted rates and fees used by the City, we will compare projected usage and demand at current rates with the projected annual revenue requirement (developed above) to determine the year-by-year adequacy (surplus or shortfall) of current rates (for electric, water, wastewater, and solid waste) charged by the City. This simple but powerful analysis provides the basis for (potentially) smoothing any rate or fee increase over several years if necessary and might impact the timing of rate adjustments and the types of rate designs recommended. This analysis can also be used to demonstrate preliminary compliance with coverage ratios, bond covenants, or other requirements; it also enables the evaluation of the impact of various levels of financial reserves on rate increases.

The supporting spreadsheet financial models(will enable the City to identify and evaluate the rate and bill impact of various financing approaches (cash versus debt financing of capital projects, or a mixture of the two approaches) as well as changes to the timing of capital projects, interest rates, and other key variables. The model(s) will enable the City's staff to review and revise rates on a periodic basis for the future. The "best" rate and fee alternatives will be fleshed out for recommendation to the City.

Task 2.10 Policy for Rate Analysis

NewGen will work with the City to develop a policy for its rate analysis going forward. This will include a review of projections of revenues and expenses for each Utility Operation individually and collectively. The policy development will focus on certain milestones and financial metrics (either currently required or as developed during these Studies) to be reviewed by the City during its annual budgeting process. The intent of the rate analysis policy is to allow the City to meet its financial obligations while minimizing the rate impact on its customers in a proactive manner. The policy will explain the rationale for changes in rates for each City Utility as well as a methodology for how rates could be updated in the future.

Phase 2 Deliverables

- Detailed revenue requirement analysis for 10-year projected period for each Utility Operation.
- Cash flow projections including review of capital needs and financial metrics for each Utility Operation.
- Comparison of current and future cost burdens with existing (current) rate revenue, and ability to fund operation and capital expenditures (including revenue projections by Utility Operation).
- Analysis of return on equity within each Utility Operation independently and collectively (we will do this if needed).
- Review and analysis of current asset depreciation for each Utility Operation and how they affect each utility fund cash flow (as included in rates) (we will do this if needed).
- Development of rates to generate sufficient revenue for each Utility Operation.
- Development of alternative rate designs as applicable (including rates for co-generation electric customers).
- Development of policy for rate analysis.

Phase 3: Presentation and Communication of Results

Upon completion of the analysis portion of the Studies, NewGen will deliver the revenue requirement, COS, and the rate design model(s) for the City's future use, including all workpapers, spreadsheets, reports, and computations used in the analyses. We will provide final copies of the presentations developed for management and the City Council/Council Committee as appropriate.

NewGen will document all work performed for these Studies in a concise narrative report (or reports, depending on the City's request). This report will include an executive summary written in easy-to-understand terms so that it is "public friendly." All data sources relied upon in the Studies will be identified and documented, and all assumptions clearly set forth. The report will be delivered to the City in draft form, and a revised report and supporting model will be delivered to the City after receipt of comments on the draft report.

NewGen will develop and provide presentations of the preliminary Studies results to the City Council and/or Council Committee (as appropriate) to solicit feedback on the proposed rate structures, rate alternatives and other charges. It is anticipated that feedback from City staff and management, as well as the Council/Committee, will be included in the final recommended rate plan. Our proposed budget includes one on-site visit for this presentation. However, if additional on-site meetings are required, we will work with the City to accommodate such requests.

As indicated, new rates would be designed to be effective as of July 1, 2025 (FY 2026), and the City requires two public readings of the recommended rate changes. NewGen will develop an internal presentation prior to the first reading (public meeting). If requested, NewGen will facilitate an additional town hall/educational meeting for the public to inform customers about the newly adopted rates. This meeting will be coordinated with the City and may require an additional on-site visit for the NewGen Project Team.

Phase 3 Deliverables

- Delivery of final work products including workpapers, spreadsheets, and models, including new rate recommendations (rates and rate structures) and presentation materials.
- Delivery of draft/final report(s) for the Studies.
- In-person presentation of preliminary/final Studies results to City Council/Committee, constituents, and members of the public.

Notes

1. This scope of services entails the conduct and development of a comprehensive cost of service and rate design study for the City, incorporating a 10-year forecast of electric, water, wastewater and solid waste rates. It does not include the submittal of any testimony, conduct of hearings, etc. if required at any state regulatory body.
2. NewGen is not an engineering firm and is therefore not qualified to conduct a closure and post-closure cost analysis for the City. If a closure and post-closure cost analysis is completed by a qualified solid waste engineering firm, we will incorporate it into our solid waste rate structure.

PAST PERFORMANCE AND REFERENCES

The Project Team is well qualified to provide the City with the services identified in the RFQ. We have worked with other utilities and other entities around the country on cost of service and rate issues, as well as load and load shape forecasting, distributed generation economic feasibility and electric bill savings, and advanced metering infrastructure (AMI) data analytics. Below are project descriptions and references for work similar to that requested by the City. NewGen encourages the City to contact any of the representative professional references below. These clients can speak to our ability to provide quality work similar to the services requested by the City. We are happy to provide additional references upon request.

Electric

American Samoa – Cost of Service and Rate Design Study

In September 2018, the American Samoa Power Authority (ASPA) retained NewGen to develop a cost of service (COS) and proposed Rate Design Study (Study). The Study determined the total cost of providing electric services, the allocation of costs to the various customer classes, and the design of rates to safeguard the financial integrity of the utility. The total cost of providing services predominately includes operations and maintenance (O&M) expenses (including fuel for power production), debt service, and cash capital outlays required to operate and maintain the Electric System (System) with high reliability.

The Study included an analysis of estimated revenue requirements, an unbundled COS analysis based on the average of the forecasted period FY 2020–FY 2023, a rate analysis, and the development of a proposed new Variable Fuel Surcharge (VFS) calculation. Various policy issues were also identified and discussed. ASPA provided the majority of the System specific data utilized for the Study. In certain cases where information was not available, NewGen developed estimates based on our experience, as well as publicly available information. Analyses were performed in accordance with generally accepted industry practices for municipal electric utilities.

Port of Oakland, CA – 2024 Electric Cost of Service and Retail Rate Design Study

Contact Information: Khaly Nguyen, Acting Manager of Utilities Administration | Port of Oakland 530 Water Street, Oakland, CA 94607 | (510) 627-1672 | knguyen@portoakland.com

In December 2023, the Port of Oakland (Port) retained NewGen to develop a 2024 Cost of Service (COS) and Rate Study on behalf of the Port of Oakland’s proposed Utility Revenue Division (Port Utility). The Study determined the total cost of providing electric services, the allocation of costs to the various customer classes, and the design of rates for existing and projected customer classes. The total cost of providing services predominately includes operations and maintenance (O&M) expenses, including power supply, as well as debt service and capital outlays required to operate and maintain the system with high reliability. The Port Utility provides services to two distinct areas owned by the Port of Oakland, the Seaport operations, and the Oakland International Airport (Airport), which is served by the Port’s SS-1 and SS-1A substations.

The Study included developing a revenue requirement for the Electric Division for an agreed-upon period of time (defined as the Test Year) to support recommendations on the magnitude and frequency of rate adjustments over that period. A review of existing Port financial policies regarding cash management, debt issuance, and other metrics as they may apply to the newly formed Electric Division cost center was

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incorporated into the Study results, with recommendations as appropriate. Further, existing customer classes were reviewed for potential changes in class descriptions, such as the Shore Power billing arrangements and associated tariffs. The end result was the development of retail rates and rate structures supported by an analysis that is fair, equitable, and consistent with the Port's policies and financial requirements.

Homer Electric Association, AK – Transmission and Ancillary Services Rate Study

Contact Information: JD Draves, Manager of Regulatory Affairs and Rate Design | (907) 235-3325

Beginning in 2014, NewGen staff provided assistance to Homer Electric Association (HEA) in developing rates for transmission and ancillary services. The rates developed as part of this study were designed to be consistent with a new transmission service tariff developed by HEA and filed for approval with the Regulatory Commission of Alaska at the end of 2013. The HEA transmission tariff contained the terms and conditions for HEA's transmission service and ancillary services offering, which were similar to those found in the Federal Energy Regulatory Commission pro forma Open Access Transmission Tariff with certain modifications for circumstances specific to Alaska utilities and to HEA in particular.

Until the end of 2013, HEA purchased power from Chugach Electric Association (CEA) and the Bradley Lake hydroelectric power project. The Bradley Lake hydroelectric power project is located in HEA's service territory, and ownership of the project is shared by HEA, CEA, and four other Alaska electric cooperatives. HEA now produces its own power through its Independent Light project to replace the power purchased from CEA. Prior to HEA producing its own power, CEA leased HEA transmission lines in the northern part of the HEA service territory including the transmission lines needed to transport a portion of the power from the Bradley Lake hydroelectric power project out of HEA's service territory to other owners of the project. With the reversion of the leased lines back to HEA, the HEA Transmission Tariff governs all transmission and ancillary services HEA provides to transport power from the Bradley Lake Power project out of HEA's service territory that are not covered by the existing Bradley Lake hydroelectric project agreements.

HEA developed the transmission and ancillary services rates as inception rates using a projected test year 2014 revenue requirement because of the need to have the rates in place before an actual cost history under the new operating conditions was available to serve as the basis for rates. HEA used the inception rates until revised rates were approved by the Regulatory Commission of Alaska at the conclusion of its next general rate case, filed in 2015.

In development of the transmission and ancillary services rates, a cost of service approach was followed using generally accepted ratemaking principles. The resulting rates were used in the Transmission Tariff developed by HEA. The key steps in developing the rates were as follows:

- Development of test year 2014 revenue requirements and rate bases
- Functionalization and classification of revenue requirements and rate bases
- Calculation of transmission and ancillary services rates

NewGen has also provided ongoing litigation support for HEA's transmission rate case before the Regulatory Commission of Alaska including expert witness testimony.

Golden Valley Electric Association, AK – Standby Rate Study

Contact Information: Daniel Heckman, Regulatory Manager | (907) 458-5706

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NewGen provided assistance to Golden Valley Electric Association (GVEA) with developing standby service rates for qualifying facilities and other power generation facilities, as well as large commercial and industrial customers who have their own power generation equipment but still want the ability to purchase power from GVEA on an as-needed basis. The standby rates and charges were developed in accordance with the Regulatory Commission of Alaska requirements found in Section 3 AAC 50.780 (a) of the Alaska Administrative Code, and they were included as part of standby tariff provisions developed for firm supplemental service, firm back-up service, firm maintenance service, and interruptible service.

City of Paris and Princeton Electric Plant Board, KY — Financial Review and Rate Plan

Contact Information: Mike Withrow, Assistant City Manager — City of Paris, KY | (859) 987-2110 x 3133 | mwithrow@paris.ky.gov

Kevin Kizzee, General Manager — Princeton Electric Plant Board | (270) 365-2031 | kkizzee@pepb.net

Both the City of Paris and Princeton Electric Plant Board engaged NewGen to review financial performance, prepare a COS analysis, and develop new retail rates for the electric system. The tasks to be completed during this study included: (a) a review of financial statements and operating results; (b) the determination of rate revenue requirements; (c) the preparation of a customer billing database for use in cost allocation and rate design; and (d) the preparation of rate design alternatives and bill comparisons for existing and proposed rates.

The data the team analyzed facilitated a deeper understanding of the relationship between City expenses, revenues, and sales to retail customers. This data included historical financial statements, approved budgets, financial forecasts, customer billing data, system operating statistics, financial and rate policies, and other elements for the electric, water, and wastewater utilities.

City of Riverside Public Utilities, CA — Cost of Service and Utility Rate Design

Contact Information: Brian Seinturier, Utilities Fiscal Manager, Revenue/Rates | (951) 826-2215 | BSeinturier@riversideca.gov

NewGen completed an electric utility cost of service and rate design effort on behalf of the City of Riverside and Riverside Public Utilities (RPU) in 2018 and was engaged to provide a revised study for 2023. In 2016, RPU initiated efforts to greatly increase its technology and system investment under an ambitious plan referred to as “Utility 2.0.” Under this strategic plan, RPU realized its rates and rate structures were not well suited for the pending changes to its system. Further, the investment needed to support the strategic plan exceeded the revenue generated from the existing rates and rate structures. The NewGen Project Team created a Test Year Revenue Requirement and developed a defensible cost allocation methodology to apply the utility’s costs equitably to its customer classes. This effort included analyzing the impacts of Proposition 26, California’s so-called “Stop Hidden Taxes Initiative,” and the Net Energy Metering (NEM) reform within the State of California. The study included an innovative fixed cost recovery mechanism based on energy usage known as the Network Access Charge (NAC). The NAC recovers costs on a fixed monthly basis, depending on the customer class, and is reflective of the distribution demand costs incurred by various levels of energy usage.

More recently, NewGen worked diligently with RPU staff and management to update its revenue requirements and cost of service analysis and to develop updated rate schedules to be effective January 1, 2024, with annual updates over the next four years.

Water/Wastewater

Kauai Department of Water – Depreciation Study

Contact Information: Marites Yano, Waterworks Controller, Kauai Department of Water | 24398 Pua Loke Street, Lihue, Kauai, Hawaii 96766 | (808)-245-5422 | myano@kauaiwater.org

In association with Brio Consulting, NewGen performed a depreciation study to develop recommended average service lives for the Kauai Department of Water (DOW) plant accounts which were used to calculate item-based depreciation expense using the straight-line, whole-life method of depreciation. The whole life method provides for the recovery of the original cost of property, adjusted for net salvage, over the average service life of the property. The DOW does not track net salvage by plant account; therefore, net salvage was assumed to be zero which is reasonable for water utility plant which is often retired in place.

At the time of the study, the DOW used two different depreciation methods. For Utility Plant accounts, DOW used the group remaining life depreciation rates developed in the DOW's prior depreciation study. For General Plant, Capital Leases, and Intangible Plant accounts, DOW calculated depreciation using the whole life method and unit depreciation accounting. Prior to the DOW's last depreciation study, the DOW used the whole life method and unit depreciation accounting for all plant accounts. A significant change recommended in this depreciation study was for the DOW to return to using unit depreciation accounting for the Utility Plant accounts.

As part of the depreciation study, NewGen benchmarked average service lives for asset types at other water utilities in Hawaii as well as the mainland. NewGen calculated the theoretical depreciation reserve based on the recommended average service lives in the depreciation study applied to the DOW plant balances as of June 30, 2020, and determined that the DOW's actual depreciation reserve was substantially greater than the theoretical reserve. In order to better align the actual book depreciation reserve with the theoretical reserve, the DOW decided to make a one-time adjustment to its financial statements to reduce the reserve for accumulated depreciation on the DOW books to equal the theoretical reserve amounts.

In addition to NewGen's final report describing the results of the depreciation study and basis for our recommended average service lives, NewGen provided the DOW with a copy of its fixed asset schedule showing the calculation of annual depreciation using unit depreciation accounting based on the recommended average service lives in the study and accumulated depreciation amounts as of the study date by individual asset for Utility Plant accounts, which was necessary to implement unit depreciation accounting.

The results of the depreciation study and one-time adjustment to the depreciation reserve were approved by the DOW Board in April 2021.

Town of Holly Springs, NC – Water, Sewer & Reclaimed Water Rate Study

Contact Information: Tina Stroupe, Finance Director | (919) 557-3912 | tina.stroupe@hollyspringsnc.gov |
Kendra Parrish PE CFM, Executive Director of Utilities & Infrastructure | (919) 557-3935 | kendra.parrish@hollyspringsnc.gov

Located less than 20 miles southwest of Raleigh, the Town of Holly Springs provides water, sewer, and reclaimed water services to 13,250 residential and 610 commercial customers within a service area that includes the Town as well as parts of the extraterrestrial jurisdiction (ETJ).

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The Town's primary source of supply is through the purchase of water from Harnett County, pumped from the Cape Fear River and treated at Harnett County's regional water treatment plant. The Town's agreement with Harnett County expires in 2048. The Town also has backup water line connections to the Towns of Cary and Apex. The Town has an average demand of 2.5 MGD. The Town's wastewater is treated at the Town's wastewater treatment plant, which has a treatment capacity of 6 MGD and is expected to be increased to 8 MGD during the next upgrade.

The scope of services included the following:

- Analyze the performance of the current rate structure and compare it to other NC utilities with a similar customer base. Assess the current rate structure for sustainability and the ability to generate the necessary revenue to fund the cost of operations, maintenance/repair, and debt service, as well as capital improvements.
- Assess existing fee structure and identify other potential areas for service and system charges and recommend changes, if appropriate. Weigh the benefits of any proposed modifications against the financial impacts on rate payers.
- Assess the interaction between any water conservation elements of the recommended rate structure and their impact on the ability to fund water and sewer operations.
- Develop an understanding of the CIP and the impacts of that plan on future rates.
- Develop a proposed rate schedule that reflects the Council's priorities and obligations and contains a forecast for proposed rates over a 5-year period that can be integrated into the Town's existing CIP.
- Develop a rate projection that forecasts rates for 20 years based on expected cost increases over time, including increases in the cost of purchasing water from Harnett County.
- Provide justifications for any special classes of customers under the recommended rate structure.
- Demonstrate that any alternative rate structure is easy to understand and administer and can be accommodated within the existing billing system.
- Help develop a communication plan to educate the community, Council members, and staff on the rate study and alternate rate structures.
- Deliver a spreadsheet rate model that reflects any changes to the rate structure accepted by the Council and provide training to staff in running scenarios that will allow staff to fully understand how the model operates and how the results of various future recommendations that may be proposed can be illustrated.

Albemarle County Service Authority, VA – Financial Planning and Rate Studies

Contact Information: [Quin Lunsford, Director of Finance](#) | (434) 977-4511 | qlunsford@serviceauthority.org

This retailer of water and sewer service in a rapidly growing and affluent community centered around Charlottesville engaged NewGen, as MFSG, for a series of projects starting in 2003 and continuing to date. Project tasks included:

- Development of formal COS/rate models for the Authority's central service area and its outlying service area.

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- Development of separate and common rate and fee schedules for the central and outlying service areas.
- Development of formal policies by the Board dealing with the establishment of reserves and the target balances for such reserves.
- Assistance in negotiating allocation of costs to ACSA by its wholesale provider, the Rivanna Water & Sewer Authority.
- Negotiation of participation by the City of Charlottesville in financing the expansion of ACSA's water supply reservoir, owned by ACSA but operated on ACSA's behalf by the Rivanna Water & Sewer Authority.

Solid Waste

City of Tucson, Arizona — Multiple Solid Waste Cost of Service and Rate Design Studies and Other Analyses

Contact Information: Carlos De La Torre, Environmental & General Services Director City of Tucson | 4004 S. Park Ave., Bldg. 1, Tucson, AZ 85726 | (520) 837-3783 | Carlos.DeLaTorre@tucsonaz.gov

In 2000, Mr. Dave Yanke conducted the first solid waste cost of service and rate design study for the solid waste utility, which allowed them to determine its costs for individual solid waste and recycling programs. Since that initial cost of service study, Mr. Yanke has completed numerous cost of service studies for the City to assist with their financial planning. The primary purpose of the 2003 update was to develop cost of service-based rates that reflected the organizational and operational changes that had been implemented by the City. The results of the study were used by the City to implement a solid waste user fee for the first time.

In 2008, a 10-year solid waste cost of service and rate design study was completed. Mr. Yanke worked closely with City staff to identify the full cost of providing solid waste services and the rates necessary to recover this cost. A major deliverable for the project was an analysis of the possible mechanisms to equitably recover the significant costs for remediation-related costs.

In 2015, Mr. Yanke and NewGen staff assisted the City of Tucson in evaluating their current container maintenance operation by determining the comprehensive cost of providing container maintenance services.

NewGen was retained to conduct an update to the 2008 cost of service study in 2016 with the final report issued in June 2017. One of the primary issues addressed during the conduct of this study was the financial impact if four departments currently located within the General Fund were transferred to the Environmental Services Department, and the resulting impact upon the residential and commercial solid waste rates.

NewGen was engaged in 2018 to conduct a market analysis and incremental cost analysis to determine a cost effective and equitable rate for the put-or-pay contracts that the City had with several private waste haulers.

NewGen was retained in 2022 to conduct an update to the 2017 solid waste cost of service study. The 2022 study included a three-year forecast and was used to present the need for a rate increase to City Council, since the solid waste rates had not been increased in 10 years. Based on NewGen's analysis, the City Council agreed to a two-phased rate increase—the first rate increase in 10 years.

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NewGen is currently conducting a comprehensive solid waste cost of service and rate design study that will be completed by June 2025. In addition, NewGen was just retained by the City to assist in the conduct of a procurement to select a new MRF (material recover facility) vendor to construct and operate a MRF for the City.

City of Stillwater, Oklahoma — Solid Waste Assessment and Management Study, and Cost of Service Study

Contact Information: Matt Faulkner, Waste Management Director | (405) 533-8439 | matt.faulkner@stillwater.org

NewGen was retained by the City of Stillwater in April 2019 to conduct a comprehensive review of the City's solid waste collection services as well as the contractual agreements for the delivery of its solid waste and recyclables to privately operated facilities (landfill and processing facility, respectively). A key initial priority was for the City to evaluate its options with regard to the processing of its recyclables. The NewGen Project Team, in conjunction with its engineering subcontractor, evaluated several options including the direct hauling of recyclables to either Tulsa or Oklahoma City. Other options included the evaluation of building a recycling staging facility that would allow for the long-hauling of recyclables to either Tulsa or Oklahoma City. Additional scenarios reviewed were the construction of a baling facility and citizen collection center at the recycling staging facility, as well as the construction and operation of a transfer station capable of handling both recyclables and municipal solid waste.

The Project Team's recommendations and Solid Waste Management Plan were provided to the City Council in June 2020. Additional efforts related to the Solid Waste Assessment included an evaluation of current collection practices for residential and commercial customers, an evaluation of long-term landfill options, and the facilitation of citizen input regarding recycling in the City through a Citizen Recycling Task Force (a total of nine Task Force meetings). In May 2019, the City also asked NewGen to conduct a cost of service study on a parallel track with the Solid Waste Assessment and Management Study.

The City recently retained NewGen in 2024 to conduct an update to the cost of service study and an operational analysis of a cost savings if the City were to convert from rear loader to front loader collection.

Multi-Utility Studies

City of Green River, Wyoming — Multi-Utility Cost of Service and Rate Design Study and Solid Waste Operations Review

Contact Information: Chris Meats, Director of Finance | cmeats@cityofgreenriver.org | (307) 872-6125

The City of Green River, Wyoming has a population of over 12,000 residents and is the county seat for Sweetwater County in the southwestern portion of the state. The City retained NewGen in March 2016 to conduct a cost of service and rate design study for the City's water, wastewater, and solid waste utilities as well as to explore the potential creation of a stormwater utility for the City.

The study focused on ensuring each City utility would have sufficient funds to operate and meet future capital infrastructure requirements. The 10-year revenue requirement forecast included approximately \$44 million in capital improvements: a new wastewater treatment plant, landfill closure, construction of a transfer station, and water distribution and wastewater collection system repairs and upgrades. NewGen collaborated with City staff to develop multiple rate scenarios in order to balance cost of service, revenue recovery, and policy concerns.

FINANCIAL CONSULTING SERVICES – UTILITY RATE STUDIES FOR ELECTRIC, WATER, WASTEWATER AND SOLID WASTE

During the course of the solid waste cost of service study, after NewGen had completed the allocation of equipment and personnel to the City's various solid waste services, a number of operational issues were identified. Discussions between NewGen and City staff concerning these items confirmed that additional analyses were needed to evaluate the City's solid waste operations.

As a result, the City retained NewGen in June 2016 to study certain aspects with regard to the City's solid waste utility. The operational analysis specifically focused on the following key components:

- Collection efficiency
- Routing
- Staffing
- Equipment
- Cost (operating and capital)
- Standard operating procedures/best management practices

A key element addressed in the operational assessment was the feasibility of converting from commercial rear load to front load trucks to collect commercial waste and recyclables. NewGen's analysis also quantified the number of commercial customers who would convert from 300-gallon plastic side load containers to front load dumpsters. The number of dumpsters and weekly lifts were forecast from an operations and financial standpoint. The projected cost savings on a "cost per cubic yard for collection and disposal" was significant. NewGen then incorporated these findings and recommendations from the operations review into the comprehensive solid waste cost of service study, including the development of commercial front load dumpster rates. NewGen issued the final solid waste operations report to the City in October 2016.

The comprehensive water, wastewater, solid waste, and stormwater study was completed and issued to the City in January 2017. A Microsoft Excel model and model training with City staff was included as one of the deliverables and allows the City staff to analyze various "what-if" scenarios and measure the potential rate impact of any budgetary changes. This also allows the City to ensure sufficient revenue is recovered via the rates going forward.

NewGen was retained again in 2021 to conduct an update to the water and wastewater cost of service study, with a final report issued and findings presented to the City Commission in June 2022.

Fayetteville Public Works Commission, NC – Utility Cost of Service Study

Contact Information: Jason W. Alban, Director of Financial Planning | (910) 223-4102 | jason.alban@faypwc.com |
Carla Supples, Financial Rates Manager | carla.supples@faypwc.com

Electric Pricing and Rate Design Study

NewGen is performing an Electric Pricing and Rate Design Study for the Fayetteville Public Works Commission (PWC). The PWC's electric system is the largest public power system in North Carolina and the 36th largest in the nation. PWC purchases all its power requirements from Duke Energy Progress (DEP) under a 30-year agreement effective July 1, 2012. The PWC experienced significant power supply cost increases with the implementation of this new agreement. The PWC may elect to terminate the agreement effective June 30, 2024, by written notice on or before June 30, 2019. Also, future power cost increases will result from a DEP settlement agreement regarding DEP coal ash spill remediation. In anticipation, the PWC developed a coal ash-related rate stabilization fund.

As part of the study, NewGen is providing the PWC with a variety of electric pricing and rate design services necessary to ensure the financial integrity of the PWC and to provide reasonable and equitable recovery of costs from PWC's electric ratepayers. When performing these services, NewGen will consider the PWC's broader utility strategy, financial goals, and ratemaking policies to provide a framework for the various tasks to be completed during the Study. Power supply cost increases will be a key consideration, and NewGen will develop optional rate designs to address these changes.

The types of electric services that NewGen is providing include development of the following:

- A rate strategy document
- Financial forecast with projections of future revenue requirements that will consider the future use of the coal ash fund, as well as other PWC rate stabilization funds
- COS analyses using the projected revenue requirements
- Analyses of optional rate designs, including bill impact analyses
- Financial, COS, and rate design models for PWC staff to use in the development of future rate proposals

The PWC has fully deployed electric AMI meters. As part of the study, NewGen utilized AMI data from all PWC electric customers to develop COS allocators and rate designs.

Also, as part of the study, NewGen reviewed and benchmarked PWC's models against best practices in the industry. The results of the review were incorporated into PWC's new COS and financial models.

Water and Wastewater Cost of Service Study

Fayetteville PWC provides water and wastewater services to over 225,000 customers both inside and outside the City of Fayetteville. PWC draws water from two independent water sources: the Cape Fear River and Glenville Lake, with treatment capacity of 58 MGD and an average demand of 23.51 MGD in fiscal year (FY) 2020. PWC's Cross Creek and Rockfish Creek Water Reclamation Facilities (WRF) have the capacity to treat 46 MGD. PWC maintains over 1,300 miles of sewer mains, 79 miles of forced sewer mains, and 85 lift stations.

PWC engaged NewGen to complete a water and wastewater COS Study to determine the appropriate revenue collection amongst PWC's customer classes. This was the first analysis to include PWC's AMI water metering data, which allowed NewGen to provide insight related to customer class peaking and the realignment of system costs. NewGen developed recommendations for water and wastewater revenue adjustments based on the COS analysis.

NewGen also advised PWC regarding key decision points within its water and sewer services, including its Inside City/Outside City rate differential, wholesale water rates, main extension and lateral fees, and other issues as they arose.

NewGen's project included several key evaluations:

- Water and Wastewater Cost of Service
- Financial planning/Pro Forma development
- Rate Design/Bill Impact
- Customer Class Designation

FINANCIAL CONSULTING SERVICES — UTILITY RATE STUDIES FOR ELECTRIC, WATER, WASTEWATER AND SOLID WASTE

- Wholesale Rates
- Inside/Outside Rate Differential
- Miscellaneous Fees, including Main Extension and Lateral Fees
- Regional and National Benchmarking

Lafayette Utilities System – Electric, Water, and Wastewater Rate Study (Lafayette, LA)

Contact Information: Jeff Stewart, Director | (337) 291-5838 | JSTEWART@lus.org

LUS engaged members of NewGen to perform a comprehensive review of the utilities' financial condition and to prepare a COS and rate design study to support indicated rate adjustments. The firm prepared a 10-year financial model which allowed LUS to evaluate various rate and financing strategies that would meet the overall utilities' objectives. The financial planning model allowed LUS to run real-time scenarios considering changes in rate levels, debt financing, and variations in their projected CIP. Additionally, the financial planning tool interfaced with the utility's generation expansion planning tool and budget.

The financial planning tool identified specific known and measurable adjustments that were incorporated in the development of a test year revenue requirement COS study. For the electric system, the test year revenue requirement was unbundled into the primary utility functions of generation, transmission, distribution, and customer service. Within each function, specific services were identified, and further unbundling of costs occurred. Once the revenue requirement was unbundled, costs were classified and allocated to the various customer classes.

Based on the results of the various scenarios, a significant increase in base rates was required to meet the utilities' financial objectives. The financial analysis indicated that the electric, water, and wastewater systems' base rates needed to be raised. Given the size of the increases, multiple-year phase-in strategies were considered, and eventually a two-year rate phase-in strategy was adopted.

NewGen staff supported the LUS management team in its interactions with the Lafayette City-Parish and the Lafayette City-Parish Council. The proposed rates were successfully adopted.

City of Denton, TX – Financial Planning and Rate Modeling

Contact Information: Mary E. Dickinson, Chief Financial Officer – Denton Municipal Electric | (940) 349-7170 | mary.dickinson@cityofdenton.com

In 2016, NewGen facilitated a workshop with Denton Municipal Electric (DME) and Denton Water Utilities (DWU) for the development of an AMI electric rate model for DME and financial planning models for both utilities.

As a result of the electric rate model planning process, NewGen is in the process of developing a dynamic, Microsoft Excel-based model that provides analytics of two years of customer billing and 15-minute interval load data for over 50,000 meters. This data is used in the model for analyzing current and potential rate options, determining allocations for COS studies, auditing customer class qualifications, targeting customer programs, etc. The model includes dashboards designed to manage and manipulate large amounts of data to easily convey key load profile information. The dashboards will be set up to allow the user to run scenario analyses based on changing rates by time of use (TOU) period, increasing distributed generation (DG), increased usage of electric vehicles (EV), etc. DME will update the model monthly and will be able to use this tool enterprise-wide for rate analysis and planning purposes.

As a result of the financial planning process, NewGen is also in the process of developing dynamic, fully integrated financial and budgeting models that will allow DME and DWU finance staff to quickly run and save multiple ad-hoc scenarios. These scenarios can be tailored to consider a variety of variables, such as cost escalations, retail rate changes, capital plans, retail load inflation, and debt issuances. These Excel-based tools will include embedded help and updating capabilities and are compatible with NewGen’s rate modelling and COS tools. DME and DWU will use the financial decision-making tool enterprise-wide for annual budgeting and financial planning purposes. The models will have a robust reporting engine that allows for utility periodic reports to be exported directly from the model.

Additional Experience

To show our broad range of experience, we have included a table which includes a sample of clients for whom we have provided cost of service and rate design services as Appendix B to our proposal.

FINANCIAL CONSULTING SERVICES – UTILITY RATE STUDIES FOR ELECTRIC, WATER, WASTEWATER AND SOLID WASTE

TOTAL ESTIMATED BUDGET

NewGen proposes to conduct the Studies for an estimated budget of \$172,000. A categorization of each phase included in the scope of service is provided in the table below.

Phase	Labor Estimate	Travel Expense Estimate	Total
Phase 1 – Kickoff Call/Rate Strategy Document	\$5,000	\$0	\$5,000
Phase 2 – COS/Rate Design for Utility Operations			
<i>Electric</i>	\$45,000	\$0	\$45,000
<i>Water & Wastewater</i>	\$45,000	\$0	\$45,000
<i>Municipal Solid Waste</i>	\$45,000	\$0	\$45,000
Phase 2 – COS/Rate Design Total	\$135,000	\$0	\$135,000
Phase 3 – Presentation & Communication	\$27,000	\$5,000	\$32,000
Total Estimated Budget	\$167,000	\$5,000	\$172,000



APPENDIX A: RESUMES

REQUEST FOR QUALIFICATIONS
**FINANCIAL CONSULTING SERVICES –
UTILITY RATE STUDIES FOR ELECTRIC, WATER,
WASTEWATER AND SOLID WASTE**



SCOTT H. BURNHAM

Partner

Mr. Scott Burnham joined NewGen Strategies and Solutions, LLC (NewGen) in April 2016. He offers over 25 years of experience in cost of service (COS) and rate design analysis, financial feasibility, municipalization studies, and restructuring for electric utilities. Mr. Burnham leads the comprehensive and independent review of cost of service and retail rate design practices for various electric utilities, including analyzing the impacts of net metering, electric vehicle charging, and ways to enhance fixed cost recovery in the face of increasing levels of distributed generation on clients' systems. Additionally, he has taught numerous classes on cost of service and rate design methodology, including semi-annual courses for EUCL, an industry conference organization.

Mr. Burnham conducts acquisition, privatization, and competitive assessments, which include the development and evaluation of financial models that provide clients with an assessment of the impacts associated with several technical and financial feasibility alternatives. These analyses include impacts on projected net operating results from potential financings, investments, and other client actions. His efforts have involved assessing public versus private utility ownership, developing sales and revenue summaries, analyzing utility investment options, and reviewing power price trends.

RELEVANT EXPERIENCE

Cost of Service and Rate Design

Mr. Burnham participates in and leads the review of cost of service and retail rate design practices for numerous electric utilities. The services provided include the development of historical and projected revenue requirements and defensible cost allocation methodologies to apply to clients' customer classes. He has utilized COS methodologies, unbundling approaches, cost classification techniques, cost allocation methods, and rate design alternatives. He has provided the technical and financial analysis associated with the utility's distribution, transmission, and generation functions.

Mr. Burnham has led projects requiring re-classification of large energy users within the system from contract rates to tariff rates. Mr. Burnham has determined fixed cost allocation by customer class from detailed feeder analysis, provided testimony supporting revenue requirements in a litigated hearing process, and developed testimony to support utility cost allocation methodologies.

Mr. Burnham has provided the methodology and analysis to determine the value associated with various distributed solar technologies. He has also explored rate options designed to improve fixed cost recovery in the face of increasing levels of distributed generation on clients' systems. This has included working with clients on reforming existing net energy metering rates. He has also reviewed existing COS analysis associated with electric vehicle charging, street lighting and traffic lighting retail rate classes. He has developed specific rates and rate programs for the industrial customer base, including developing interruptible rate offerings that benefit both the industrial customer and the client.

Mr. Burnham has been responsible for leading the analysis and development of the presentations and reports and presenting results and recommendations, including proposed rates, before city councils and governing boards.

CONTACT

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Lakewood, Colorado 80228
sburnham@newgenstrategies.net
www.newgenstrategies.net

EDUCATION

Master of Business Administration in
Finance, University of Colorado
Master of Public Affairs and Master of
Science, Indiana University
Bachelor of Science, Texas A&M
University

KEY EXPERTISE

Economic Evaluation
Feasibility and Financial Analyses
Rates Negotiation
Retail Rate and Cost of Service
Unbundled Cost Analysis

SCOTT H. BURNHAM

Partner

Cost of Service and Rate Design (cont.)

Additionally, he has facilitated citizen advisory groups and stakeholder processes to solicit input into rate design. Mr. Burnham's cost of service and rate design clients include:

- American Samoa Electric Utility, American Samoa
- Arizona Public Service Company, AZ
- Aurora, CO
- Austin Energy, TX
- Brenham, TX
- Brownfield, TX
- City of Longmont (CO) / Longmont Power and Communications (LPC)
- Colorado Springs Utilities, CO
- Dover Electric System, DE
- Farmington Electric Utility System, NM
- Fayetteville Public Works Commission (NC)
- Fort Collins Utilities, CO
- Georgetown Electric Utility, TX
- Lafayette Consolidated Government, LA
- New England States Committee on Electricity (NESCOE)
- Peninsula Clean Energy, CA (CCA)
- Pedernales Electric Cooperative, Inc.
- Platte River Power Authority, CO
- Port of Oakland, CA
- Redding Electric Utility, CA
- Riverside Public Utilities, CA
- San Francisco Public Utility Commission, CA
- Silicon Valley Power, CA
- South Carolina Public Service Authority (Santee Cooper), SC
- Turlock Irrigation District, CA
- Vermont Public Service Department, VT
- Virgin Islands Water and Power Authority, U.S. Virgin Islands

Feasibility Studies and Financial Analyses

Mr. Burnham has developed financial models to inform clients' decisions regarding the associated impacts of multiple technical and financial feasibility scenarios. Mr. Burnham reviews clients' financial projections and structures. He also develops pro forma financial models to determine projected revenue and costs associated with various projects and financing approaches for power generation and distribution facilities. These financial models focus on developing operating results, debt service coverage ratios, and other applicable financial metrics within the terms of a proposed financing effort. His models and associated reports have been relied upon to assess investment decisions in capital markets.

Mr. Burnham has developed projected operating results for consulting engineering reports and associated financing certifications. Further, he provided financial models that included the technical, financial, and economic input parameters to optimize the value of multiple generation sitting alternatives. He also developed a pro forma financial model for portfolio financing over 7,500 megawatts of generation capacity. Clients include:

- Arizona Public Service, AZ
- Black Hills Energy, CO
- Brownsville Public Utilities Board, TX
- City of San Diego, CA
- City of Slayton, MN
- City of Valley Center, KS
- CORE Electric Company, CO
- Duke Energy, NC
- Lafayette Consolidated Government, LA
- Vistra Energy
- Wyoming Municipal Power Agency, WY

SCOTT H. BURNHAM

Partner

- Central Electric Cooperative, SC
- City of Ann Arbor, MI
- City of Chicago, IL
- City of Decorah, IA
- El Paso County, CO
- Ember Infrastructure LLC, NY
- Escalante H2 Power, TX
- Fortis Capital Corp., Santiago, Chile

WORKSHOPS AND PRESENTATIONS

Mr. Burnham has given numerous presentations and participated in training and workshops. These activities have focused on cost of service, ratemaking, and distributed energy resources. Host organizations and the topics Mr. Burnham presented are displayed below.

Electric Utility Consultants, Inc. (EUCI)

- *Introduction to Cost of Service Concepts and Techniques for Electric Utilities*
- *Distributed Energy – Cost / Benefit Analysis Summary / Methodology*
- *Introduction to Rate Design for Electric Utilities*

Indiana State Bar Association - Utility Law Section

- *Electric Ratemaking Workshop (CLE Credit Course)*

Municipal Electric System of Oklahoma (MESO)

- *Distributed Energy Resources Workshop*
- *Cost of Service / Rate Design Workshop*

American Public Power Association

- *Review of AMI Investment Decision (with LUS)*

RMEL (formerly Rocky Mountain Electrical League)

- *Cost of Service and Utility Rate Design*

Western Load Research Association

- *Integrating Load Analyses into the Cost of Service and Rate Design Process (with Redding Electric Utility)*

Northwest Public Power Association

- *Blue Sky Rates Facilitation Workshop*



Dave Yanke

President

Mr. Dave Yanke brings over 30 years of financial consulting insight to his public sector water, wastewater, and solid waste clients. His experience includes conducting operational reviews, system valuations, feasibility and municipalization analyses, and cost of service and rate design studies for water, wastewater, and solid waste utilities. Having effectively guided numerous repeat clients through various operational and financial challenges, Mr. Yanke serves as a trusted advisor in an ever-changing marketplace.

RELEVANT EXPERIENCE

Municipal Solid Waste Experience

Mr. Yanke has been actively involved in the municipal solid waste consulting arena since 1991. During that time, he has gained a national reputation regarding solid waste issues such as full cost accounting and environmental enforcement. Mr. Yanke's solid waste consulting experience covers a broad array of practice areas for a multitude of clients, as listed below:

Cost of Service and Rate Design Studies

- Abilene, TX
- Adams County, WI
- Austin, TX
- Bartlesville, OK
- Bismarck, ND
- Borger, TX
- Canyon, TX
- Denton, TX
- Edmond, OK
- Estancia Valley Solid Waste Authority, NM
- Garland, TX
- Georgetown, TX
- Grand Prairie, TX
- Green River, WY
- Huntsville, TX
- Irving, TX
- Killeen, TX
- Laredo, TX
- Las Cruces, NM
- Little Rock, AR
- Lynchburg, VA
- Nacogdoches, TX
- Phoenix, AZ
- Pima County, AZ
- Sandoval County, NM
- Santa Fe, NM
- Santa Fe County, NM
- Santa Fe Solid Waste Management Agency, NM
- Scottsdale, AZ
- South Central Solid Waste Authority; Las Cruces, NM
- Superior, WI
- Temple, TX
- Tucson, AZ
- York County, SC

Financial and Economic Feasibility Studies

CONTACT

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Austin, TX 78759
dyanke@newgenstrategies.net
www.newgenstrategies.net

EDUCATION

Texas A&M University, College Station,
Master of Business Administration
University of Wisconsin, Madison,
Bachelor of Business Administration

ADVISORY COUNCILS & BOARDS

President of the Texas Commission on
Environmental Quality (TCEQ) Municipal
Solid Waste Management and Resource
Recovery Advisory Council

Served as Vice Chair on the State of
Texas Alliance for Recycling (STAR) Board
of Directors, formerly Treasurer (2014-
2016)

KEY EXPERTISE

Cost of Service and Rate Design Studies
Feasibility Analyses
Solid Waste Management Plans
Operations Reviews
Procurement Assistance

DAVE YANKE

President

- Albuquerque, NM
- Arlington, TX
- Dallas, TX
- New Braunfels, TX
- Phoenix, AZ
- Temple, TX

Solid Waste Management Plans and/or Operations Reviews

- Austin, TX
- Bismarck, ND
- Douglas, AZ
- Garland, TX
- Green River, WY
- Houston, TX
- Irving, TX
- Killeen, TX
- Lubbock, TX
- Mesquite, TX
- Middle Rio Grande Development Council, TX
- Muskogee, OK
- Norman, OK
- Santa Fe Solid Waste Management Agency, NM
- Stillwater, OK
- Tucson, AZ

Procurement Efforts

- Edmond, OK
- Fate, TX
- Fort Worth, TX
- Little Rock, AR
- Santa Fe County, NM
- Santa Fe Solid Waste Management Agency, NM
- Superior, WI
- Victoria, TX

Other Types of Studies

- Estancia Valley Solid Waste Authority, New Mexico – Asset Management Plan
- Grand Prairie, Texas – Franchise Fee Evaluation
- Mesquite, Texas – Private Hauler Rate Increase Review
- Houston-Galveston Area Council, Texas – Municipal Solid Waste Generation & Diversion Forecast (2005 and 2017)
- Montgomery and Wharton Counties, Texas – Review of Illegal Dumping Issues
- Tucson, Arizona – Feasibility Analysis Concerning a Multi-family Recycling Program
- U.S. EPA – Retained to Attend a Full Cost Accounting Roundtable Discussion
- Waco, Texas – Public Awareness Materials
- Walker County, Texas – Countywide Collection Program
- Developed “Municipal Solid Waste Services Full Cost Accounting” Workbook
 - Iowa Department of Natural Resources
 - Texas Commission on Environmental Quality (formerly the Texas Natural Resource Conservation Commission)
 - Wyoming Department of Environmental Quality

Water and Wastewater Experience

Below are clients for whom Mr. Yanke has managed or assisted in conducting water and wastewater cost of service and rate design studies, valuation studies, feasibility analyses, damage calculations, and/or litigation support services. (Many of these clients have retained Mr. Yanke to conduct follow-up studies in later years.)

Some of the following projects were completed by Mr. Yanke while employed at his prior firms.

DAVE YANKE

President

Cities

- Bartlesville, OK
- Bellaire, TX
- Borger, TX
- Copperas Cove, TX
- Del Rio, TX
- Denton, TX
- Donna, TX
- Douglas, AZ
- Eagle Pass, TX
- Edmond, OK
- Fate, TX
- Fort Worth, TX
- Gilmer, TX
- Green River, WY
- Greenville, TX
- Hobbs, NM
- Huntsville, TX
- Kilgore, TX
- La Feria, TX
- Lacy Lakeview, TX
- Laredo, TX
- Lewisville, TX
- Longview, TX
- Los Fresnos, TX
- Lubbock, TX
- Nacogdoches, TX
- Nogales, AZ
- Palestine, TX
- Paris, TX
- Pharr, TX
- Primera, TX
- Richmond, VA
- Rowlett, TX
- San Antonio Water System
- Stillwater, OK
- Sugar Land, TX
- Temple, TX
- Tyler, TX
- Victoria, TX
- Weatherford, Texas

Water Supply Corporations, Districts, and Authorities

- Blackland Water Supply Corporation
- El Oso Water Supply Corporation
- Greater Kelly Development Authority
- Johnson County Special Utility District
- Lake Fork Water Supply Corporation
- Lower Valley Water District
- Lower Colorado River Authority
- Manville Water Supply Corporation
- Rockett Special Utility District
- Sharyland Water Supply Corporation
- Tarrant Regional Water District
- Texas Water Development Board
- Titus County Fresh Water Supply District No. 1
- United States Marine Corps
- United States Navy Southwest Division
- Walker County Rural Water Supply Corporation
- Webb County, TX

PRESENTATIONS AND PANELS

- *Establishing Rates, Fees, and Policies to Meet Current and Future Financial Needs*, Texas Rural Water Association (TRWA), April 2022
- *Does Your Water Utility Have a Financial Plan*, Texas Rural Water Association (TRWA), March 2017

DAVE YANKE

President

- *Rate Structures and Revenues from Current Rates*, Government Finance Officers Association of Texas (GFOAT) Fall Conference, October 2015
- *Rate Fairness for Big and Small Customers*, Texas Rural Water Association (TRWA) Technical Conference, July 2015
- *Fort Worth Wholesale Water Contract Negotiations*, Texas Water Conservation Association (TWCA) Conference, March 2013
- *Retail Water & Sewer Rate Policy: Who Should Pay for Costly Infrastructure?*, Texas Water Law Conference, January 2013
- *How to Conduct a Water and Sewer Cost of Service Study for Your Utility*, Oklahoma Municipal League Conference, September 2012
- *Outside Professional Services – When to Contract Out*, TRWA Governance Conference, January 2012
- *Equitable Treatment in Rate Structure Determination*, TRWA Water District's Conference, September 2011
- *Cost of Service and Rate Design Seminars for Water and Wastewater Utilities* (one/two-day training sessions): Texas AWWA Rates and Charges Committee, Fall 2011 (Austin, Houston, Dallas)
- *Financing Today's and Tomorrow's Needs*, Western States Water Conference, November 2010
- *Building Consensus During the Development of a Uniform Wholesale Water Contract*, AWWA's Utility Management Conference, February 2010



LAURIE TOMCZYK

Senior Manager

CONTACT

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Lapeer, Michigan 48446
ltomczyk@newgenstrategies.net
www.newgenstrategies.net

EDUCATION

Bachelor of Science in Mechanical
Engineering, University of Nebraska

PROFESSIONAL REGISTRATIONS/ CERTIFICATIONS/COMMITTEES

Registered Professional Engineer (PE)
Mechanical, Colorado

KEY EXPERTISE

Cost of Service and Rate Design
Depreciation Studies
Expert Witness and Litigation Support
Engineering/Economic Analyses
Financial Projections
Revenue Requirements

Ms. Laurie Tomczyk has over 35 years of experience providing management consulting services to clients in the electric power, water, and solid waste management industries. She specializes in electric utility revenue requirement analyses, cost of service and rate design studies, financial projections, transmission and ancillary services rates, expert witness services, and other engineering and economic analyses. Her rate-related projects have included studies to develop retail electric, retail water, transmission, ancillary service, standby, and special contract rates. She also has experience in net energy metering, decoupling, and opt-out programs.

Ms. Tomczyk has provided expert witness testimony on revenue requirement, cost of service, and rate design issues, as well as depreciation studies transmission and ancillary services rates, and nuclear decommissioning funding before public utility commissions and the Federal Energy Regulatory Commission. She has been an instructor on behalf of Electric Utility Consultants, Inc. for courses on cost-of-service concepts and techniques and rate design for electric utilities.

Ms. Tomczyk joined NewGen as an Executive Consultant in 2014. Before joining the firm, she provided utility consulting services while employed at R. W. Beck, Inc. and its successor firm, SAIC, for 25 years.

RELEVANT EXPERIENCE

Revenue Requirement, Cost of Service, and Rate Design

Ms. Tomczyk leads and participates in retail revenue requirements, cost of service, and rate design studies for electric utilities. Services include the development of historical and projected revenue requirements and the development of detailed cost of service and rate design models. Ms. Tomczyk has utilized numerous cost allocation methods and compared the revenue requirements under the various cost of service methods to evaluate the most appropriate cost of service methodologies for specific clients.

Additionally, Ms. Tomczyk has worked on diverse ratemaking issues such as standby service rates, net energy metering rates, wheeling rates, feed-in tariffs, and cost of service levels. Efforts include:

- Utilizing projected test year analyses to assess revenue requirements;
- Evaluation of cost of service changes for multiple customer classes;
- Development of new rates for customer classes based on pre-defined overall percentage rate increases; and
- Determining whether a return on rate base or Times Interest Earned Ratio should be used for ratemaking purposes.

LAURIE TOMCZYK

Senior Manager

Below is a sample listing of Ms. Tomczyk's cost of service and rate design clients by service offering.

Electric Revenue Requirement, Unbundled Cost of Service Analysis, and Rate Design Studies

- Austin Energy, TX
- BC Hydro, British Columbia, Canada
- Brownsville Public Utilities Board, TX
- Bryan Texas Utilities, TX
- Cleveland Public Power, OH
- CPS Energy, TX
- Crawfordsville Electric Power & Light, IN
- Denton Municipal Electric, TX
- Farmington Electric Utility System, NM
- Fayetteville Public Works Commission, NC
- Garland Power & Light, TX
- Golden Valley Electric Cooperative, AK
- Guam Power Authority, Guam
- Homer Electric Association, AK
- Kaua'i Island Utility Cooperative, HI
- Lafayette Utilities System, LA
- Richmond Power & Light, IN
- San Francisco Public Utilities Commission, CA
- Springfield City Utilities, MO
- Tri-State Generation & Transmission Association, Inc., CO
- United Power Electric Cooperative, Colorado
- U.S. Army, California, Georgia, New York, and Virginia
- Vernon Public Utilities, CA
- Water and Electric Board, OR

Competitive Retail Rate Assessments

- Brownsville Public Utilities Board, TX
- Garland Power and Light, TX

Electric Transmission and Ancillary Service Rates

- Brownsville Public Utilities Board, TX
- Golden Valley Electric Cooperative, AK
- Greenville Electric Utility System, TX
- Homer Electric Association, AK
- Independence Power & Light, MO
- Lubbock Power & Light, TX
- Tri-State Generation & Transmission Association, Inc., CO

Net Energy Metering and Standby Rates

- Golden Valley Electric Cooperative, AK
- Homer Electric Association, AK
- Kaua'i Island Utility Cooperative, HI
- Madisonville Municipal Utilities, KY

LAURIE TOMCZYK

Senior Manager

Electric Special Contract Rates

- Alaska Golden Valley Electric Cooperative, AK
- Homer Electric Association, AK

Electric Decoupling Programs

- Guam Power Authority, Guam
- Kaua'i Island Utility Cooperative, HI

Opt-Out Program Associated with Advanced Electric Metering Infrastructure Project

- Kaua'i Island Utility Cooperative, HI

Expert Witness and Litigation Support

Ms. Tomczyk offers expert testimony regarding cost of service, rate design, and ratemaking issues before local and state regulatory bodies and courts. She has developed revenue requirements, rate base, cost of service analysis, rate design, and associated testimony filed with state commissions, including the design of retail, transmission, and ancillary services rates. Ms. Tomczyk has developed a standby rate report filed with the state commission as part of the standby rate service tariff filing. She has provided written testimony and other client litigation support regarding their revenue requirements, cost of service studies, and equity management plans.

Additionally, Ms. Tomczyk has developed comments on behalf of customer associations related to a state commission's investigation to analyze the strengths and weaknesses of marginal cost of service studies, embedded cost of service studies, the reconciliation process, and how this impacts rate classes. She has also reviewed wholesale energy providers' unbundled financial statements, calculation of equipment, projected wholesale customer patronage capital accruals, and estimated rate impacts associated with the wholesale utility's proposed construction of a new generation plant. Ms. Tomczyk has provided testimony and other types of litigation support for the following clients:

- City of Auburn, MI
- City of Fort Wayne, City of Mario, and Marion Municipal Utilities, IN
- Crawfordsville Electric Light & Power, IN
- Denton Municipal Electric, TX
- Fayetteville Public Works Commission, NC
- Golden Valley Electric Cooperative, AK
- Guam Power Authority, Guam
- Homer Electric Association, AK
- Independence Power & Light, MO
- Kaua'i Island Utility Cooperative, HI
- Lubbock Power & Light, TX
- Nevada Resorts Association, NV
- New England States Committee on Electricity, MA
- Office of Public Utility Counsel, TX
- Richmond Power & Light, IN
- SABIC Innovative Plastics Mount Vernon, IN
- Texas Office of Public Utility Counsel
- Tri-State Generation & Transmission Association, Inc., CO
- University of Texas System
- U.S. Department of Defense and all other Federal Executive Agencies, TX, NM, NY

LAURIE TOMCZYK

Senior Manager

Financial Projections

Ms. Tomczyk is responsible for developing financial and economic analyses for utility clients. She has presented many of these analyses before regulatory commissions in support of general rate case applications, particularly in support of the revenue requirements in the applications. She has also developed equity management plans for electric cooperatives, pro forma, and other financial analyses. Her financial project clients include:

- Brownsville Public Utilities Board, TX
- City of Indianapolis, IN
- CPS Energy, TX
- Fayetteville Public Works Commission, NC
- Georgetown Municipal Water and Sewer Service, KY
- Golden Valley Electric Cooperative, AK
- Guam Power Authority, Guam
- Homer Electric Association, AK
- Kaua'i Island Utility Cooperative, HI
- Lafayette Utilities System, LA
- St. Joseph Power & Light, MO

Depreciation

Ms. Tomczyk performs analyses on depreciation studies for municipal and cooperative utility clients. She developed a replacement planning model using the survivor curve methodology to estimate future replacement costs for electric utility systems at nine military bases operated and maintained under contract by City Light & Power, Inc. She also developed depreciation studies for the Kauai Island Utility Cooperative, HI, Lubbock Power & Light, TX, Denton Municipal Electric, TX, and New Braunfels Utilities, TX. Ms. Tomczyk is a Society of Depreciation Professionals (SDP) member and has completed training courses offered by SDP. Training course topics included data requirements and collection, unit versus group accounting, depreciation models, actuarial and simulation life analyses, salvage and cost of removal analyses, and technology forecasting. She is working towards becoming a Certified Depreciation Professional through SDP.

WORKSHOPS

Ms. Tomczyk has served as an instructor for the following courses:

Electric Utility Consultants, Inc. (EUCI)

- *Introduction to Cost of Service Concepts and Techniques for Electric Utilities*
- *Introduction to Rate Design for Electric Utilities*

PRESENTATIONS

Ms. Tomczyk has also made the following industry presentations:

Michigan Municipal Electric Association Annual Conference

- *Standby Rates for Distributed Generation*
- *Using AMI Data for Cost-of-Service and Rate Design Analyses, Resource Planning, and Financial Planning*
- *Balancing Aging Infrastructure, Rates, and Residential Demand*



JACK BUCKLEY

Senior Consultant

Mr. Jack Buckley joined NewGen as a full-time consultant in December 2021. He assists with cost of service and rate design projects, emphasizing data-driven analytics. Mr. Buckley has an M.S. and B.S. in Architectural Engineering. Prior to joining NewGen, Mr. Buckley provided professional design services, mechanical building calculations, and building models to assist project managers.

RELEVANT EXPERIENCE

Cost of Service and Rate Design – Electric & Gas

Mr. Buckley assists with cost of service and rate design studies for electric utility clients. He conducts load analysis for solar and non-solar data, billing, and distributed generation analysis, as well as proforma development.

Mr. Buckley's cost of service and rate design clients include:

- Central Coast Community Energy
- City of Austin, TX
- City of Brenham, TX
- City of Denton, TX
- City of Glendale, CA
- City of Riverside, CA
- City of Vernon, CA
- City of Victorville, CA
- City of Weatherford, TX
- Clean Power Alliance
- Farmington Electric Utility System
- Fayetteville Public Works Commission
- Imperial Irrigation District
- Merced Irrigation District
- Port of Oakland
- Southern Minnesota Municipal Power Agency
- Turlock Irrigation District
- Tri-State Generation and Transmission Association, Inc.
- Wyoming Municipal Power Agency
- 3CE

Financial Modeling

Mr. Buckley assists with financial forecast modeling for electric utility clients. He conducts 5 and 10-year financial forecasts with detailed cash flow analysis and measurement of financial metrics.

Mr. Buckley's financial forecast modeling clients include:

- City of Riverside, CA
- City of Weatherford, TX
- Turlock Irrigation District
- Wyoming Municipal Power Agency

CONTACT

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www.newgenstrategies.net

EDUCATION

Master's Degree of Science in Architectural Engineering, University of Nebraska-Lincoln – Omaha, NE
Bachelor's Degree of Science in Architectural Engineering, University of Nebraska-Lincoln – Omaha, NE
Engineering Study Abroad Program, Luleå University of Technology – Luleå, Sweden

KEY EXPERTISE

Data Analysis
Cost of Service Analyses
Financial Forecast Modeling
Rate Design

JACK BUCKLEY

Senior Consultant

Other Analysis

Mr. Buckley is currently conducting a variety of other analyses to assist organizations in litigation and FERC filings.

These clients include:

- Bose McKinney
- Ewell, Brown, Blanke & Knight, LLP
- Exponential Engineering Company
- HR Green Fiber & Broadband, LLC
- Keyes & Fox, LLP
- Peninsula Clean Energy
- Platte River Power Authority
- Tri-State Generation and Transmission Association, Inc.



Savanna Page

Senior Consultant

Ms. Savannah Page joined NewGen as a full-time analyst in February of 2021. She assists on cost of service and rate design projects, emphasizing data-driven analytics. Ms. Page has a B.S. in Economics from the University of Texas at Dallas and an M.S. in Ecological Economics from the University of Edinburgh.

CONTACT

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EDUCATION

Master of Science in Ecological
Economics, University of Edinburgh
Bachelor of Science in Economics,
University of Texas at Dallas

KEY EXPERTISE

Econometric Analysis
Financial Modeling
Feasibility Analyses
LEED Certified
Market Research
Sustainability

RELEVANT EXPERIENCE

Water and Wastewater Experience

Cost of Service and Rate Design

Ms. Page is currently conducting water and wastewater cost of service analyses and rate design studies to assist organizations in understanding the financial situations of their utility. Rates are developed in support of clients' objectives and using best practices to protect the financial integrity of the operation. Her water and wastewater cost of service and rate design clients include:

- City of Austin, TX
- City of Bartlesville, OK
- City of Borger, TX
- City of Canyon, TX
- City of Green River, WY
- City of Pflugerville, TX
- City of Springfield, MO
- City of Sugarland, TX
- Trinity Rural Water Supply Corporation, TX

Municipal Solid Waste Experience

Cost of Service and Rate Design

Ms. Page is currently conducting solid waste cost of service analyses and rate design studies to assist organizations in understanding the financial situations of their utility. Rates are developed in support of clients' objectives and using best practices to protect the financial integrity of the operation. Her solid waste cost of service and rate design clients include:

- City of Bartlesville, OK
- City of Canyon, TX
- City of Denton, TX
- City of Irving, TX
- City of Laredo, TX
- City of Plano, TX
- City of Springfield, MO
- City of Waco, TX

Other

- City of Lake Jackson, Texas - Evaluation of Recycling Options
- City of Laredo, Texas - Solid Waste Master Plan
- City of Tyler, Texas - MSW Collection Municipalization Study
- City of Waco, Texas - Solid Waste Transfer Station Feasibility

SAVANNA PAGE

Senior Consultant

PRIOR REVELVANT EXPERIENCE

Master's Thesis

Investigating the Attitude-Behavior Gap Present in America's Consumption of Single-use Plastics

- Designed and thoroughly researched a project investigating American attitudes and behaviors towards single-use plastic consumption.
- Tracked 46 socio-economic indicators from 1500+ respondents related to American consumption and waste activity.
- Created regressions, charts, and visual aids using R to thoroughly analyze collected data and establish consumption, waste, and recycling trends.

Live Nation Concerts: Amphitheater Division

Sustainability Coordinator

- Developed, closely monitored, and successfully implemented a Sustainable Business Plan that increased waste diversion from 15% to 49% within the first year, exceeding the first-year goal by 9%.
- Collected, analyzed, and reported operational data to predict waste-stream trends and identify cost-saving procedures.
- Conducted energy and water-use audits for the venue, negotiated new utility contracts, and refitted facilities with high-efficiency lighting and water sensors.



APPENDIX B: NEWGEN SAMPLE CLIENT LIST

REQUEST FOR QUALIFICATIONS

**FINANCIAL CONSULTING SERVICES –
UTILITY RATE STUDIES FOR ELECTRIC, WATER,
WASTEWATER AND SOLID WASTE**

Appendix B

NewGen Strategies and Solutions, LLC Sample Clients

NewGen has unparalleled professional experience in providing financial, managerial, and economic consulting services to public sector utilities. Members of our Project Team have assisted an extensive list of clients in conducting electric, natural gas, wholesale and/or retail water, wastewater, storm water, and solid waste cost of service and rate design studies. We often provide other financial and/or management consulting services to these same clients on an as needed basis.

NewGen has performed hundreds of utility rate studies since our inception in 2012. Following is a sample list of some of our clients and the projects we have done. If you would like additional information for any specific project, please let us know.

Client	Project Title	Utility Area
5 Lakes Energy	5 Lakes Energy – Ann Arbor 100% Renewable Energy (Subconsultant)	Electric
Alaska Power & Telephone	Electric COS, Rate Design & Associated Regulatory Support	Electric
Albertson Water District, New York	Water Rate Study	Water
American Samoa	Cost of Service and Rate Design Study	Electric
Argyle Water Supply Corporation	Rate and Capital Recovery Fee Study, Capital Recovery Fee Update, Water and Wastewater Rate Update	Water, Wastewater
Atmos Cities Steering Committee	Atmos West Texas 2020 RRM and Atmos Mid Tex 2020 RRM	Electric
Austin Water, Austin, Texas	Water Rate Study	Water
Bell County WCID No. 3	Water and Wastewater Rate Study	Water, Wastewater
Benton County Public Utility District No 1	New Rate Development	Electric
Berea College	Hydropower Project Survey	Electric
Bethpage Water District, New York	Water Rate Analysis	Water
Bloomington Normal Water Reclamation District, Illinois	Water Rate Model Update	Water
Bois D'Arc MUD, Texas	Water Cost of Service Study	Water
Bristol County Water Authority	Rhode Island Water Rate Study	Water
Brownsville Public Utilities Board	Electric COS & Rate Design Study	Electric
Bryan Texas Utilities/City of Bryan	Transmission Earnings Reports, TCOS EMRs, Interim TCOS, Electric Rate Study, Depreciation, EV Load Forecast, ERCOT Market Access Transmission Rate Design, and Regulatory Charge & Power Supply Adjustment Review/Update, Water, Wastewater and Solid Waste Rate Design Study	Electric, Water, Wastewater, Solid Waste
Buena Vista-Bethel Special Utility District	Water Cost of Service and Impact Fee/Rate Design Study, Financial Consulting Services,	Water
CalChoice	PSPS Review and Rate Review	Electric

Client	Project Title	Utility Area
California Community Choice Association	General Consulting, PCIA Forecast Modeling, CAM Procurement Review, PG&E ERRA Forecast and Compliance, SCE ERRA Forecast and Compliance, Diablo Canyon Extension, Pacific Generation Reorganization, DCPP Extension Forecasting, Regulatory Support, and Rates Forecasting	Electric
Carle Place Water District, New York	Water Rate Study	Water
Central Coast Community Energy	Data Analytics Platform, Load Forecasting, COS and Ongoing Rate Support	Electric
Central Electric Cooperative, Inc.	Broadband Support Services	Electric
Chelan Public Utility District No 1	Large Load Rates	Electric
City Light & Power	Replacement Planning Studies	Electric
City of Abilene, TX	Solid Waste Cost of Service and Rate Design Study, Transmission Analysis	Electric, Solid Waste
City of Ada, OK	Solid Waste Cost of Service and Rate Design Study; Water and Wastewater Cost of Service	Water, Wastewater, Solid Waste
City of Albuquerque, NM	Material Recovery Facility Feasibility Study; Procurement Assistance	Solid Waste
City of Aledo, Texas	Water/Wastewater Rate Study, Annual updates since 2008	Water, Wastewater
City of Allen, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Ames, Texas	Wastewater Rates Financial Services	Wastewater
City of Anaheim	COS Studies	Electric
City of Angleton, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Anna, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Aransas Pass, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Athens, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Austin	Rate Update, Rate Review, and Executive Coaching; Customer Rate Advocate; Zero Waste Plan Update	Electric, Water, Wastewater, Solid Waste
City of Ballinger, Texas	Water and Wastewater Cost of Service and Rate Study	Water, Wastewater
City of Barnstable, MA	Solid Waste Financial Model Update 2021 (Annual Updates)	Solid Waste
City of Bartlesville, OK	Water, Wastewater and Solid Waste Cost of Service and Rate Design Study	Water, Wastewater, Solid Waste
City of Bastrop	Water and Wastewater Study, Impact Fee Study, Wholesale Water and Sewer Rate Study	Water, Wastewater
City of Bay City, Texas	Water and Sewer Rate Review	Water, Wastewater
City of Bedford, Texas	Water, Wastewater, and Solid Waste Rate Study, Stormwater Fee Update	Water, Wastewater, Solid Waste
City of Bellmead, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Berea	General Consulting	Electric
City of Bismarck, ND	Solid Waste Management Collection Evaluation	Solid Waste
City of Bonham, Texas	Water/Wastewater Rate Study	Water, Wastewater

Client	Project Title	Utility Area
City of Borger, TX	Water, Wastewater and Solid Waste Cost of Service and Rate Design Study	Water, Wastewater, Solid Waste
City of Boulder	Future Costs	Electric
City of Bowie, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Brea, California	Water and Wastewater Rates and Impact Fee Study	Water, Wastewater
City of Breckenridge, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Brenham	EV Tariff Development, Water, Wastewater, Electric and Gas Rate Updates	Electric, Natural Gas, Water, Wastewater
City of Brownfield, Texas	Electric, Water, Wastewater, and Solid Waste Rate Studies	Electric, Water, Wastewater, Solid Waste
City of Burbank	COS Services	Electric
City of Burnet, Texas	Water Rate Study, Impact Fee Study, Wholesale Water Contract	Water, Wastewater
City of Camden, New Jersey	Water and Sewer Rate Study and Update	Water, Wastewater
City of Canyon, Texas	Water, Wastewater and Solid Waste Rate Study	Water, Wastewater, Solid Waste
City of Cedar Hill, Texas	Annual Water Rate Review	Water
City of Charlottesville	General Consulting: Gas, Water and Wastewater Rate Update	Natural Gas, Water, Wastewater
City of Chicago	Regulatory Support	Electric
City of Cibolo, Texas	Economic Assessment of Green Valley SUD Wastewater CCN Area to be Annexed	Water, Wastewater
City of College Station	Transmission Cost of Service Study, EMR Review, and EV Fast Charge Rate Study	Electric
City of Colleyville, Texas	Water and Sewer Rate Study, Financial Consulting Services	Water, Wastewater
City of Conroe, Texas	Water and Wastewater Rate Consulting Services	Water, Wastewater
City of Copperas Cove, Texas	Water, Sewer, Solid Waste, Drainage, and Transportation Study	Water, Wastewater, Solid Waste
City of Corpus Christi, Texas	2022 Rate and Model Review, 2021 Utility Rate Model Development	Water, Wastewater
City of Deer Park, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Denton	PUCT Rate Filing Services, COS and Rate Design Services, TCOS and Interim TCOS Filings, Depreciation Study, Renewable Solicitation Review, and Value of Solar Study	Electric
City of Diboll, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Dover	Electric Rate Study	Electric
City of Ennis, Texas	Indirect Cost Allocation Study, Water and Wastewater Rate Study	Water, Wastewater
City of Eunice, New Mexico	Water and Wastewater Revenue Sufficiency and Rate Design Study	Water, Wastewater
City of Farmington, NM	Electric COS Study, Water and Wastewater Cost of Service and Rate Design Study	Electric, Water, Wastewater

Client	Project Title	Utility Area
City of Fate, Texas	Water and Wastewater Cost of Service and Rate Design Study	Water, Wastewater
City of Flower Mound, Texas	Water and Wastewater Rate Projection Study	Water, Wastewater
City of Forest Hill, Texas	Economics and Rates, Water/Sewer Rate Study	Water, Wastewater
City of Forney, Texas	Strategy and Sustainability Utility Service Plan, Water/Sewer Rate Study	Water, Wastewater
City of Fort Worth, Texas	Wholesale Water Contract Assistance, Water and Wastewater System Privatization Analysis, Bio-solids Forensic Audit, Wholesale Wastewater Contract Assistance, Wholesale Water and Wastewater Rate Study	Water, Wastewater
City of Fredericksburg, TX	Fiber Study	Electric
City of Fredericksburg, Virginia	Water and Sewer Rate Study Update	Water, Wastewater
City of Frisco, Texas	Water and Wastewater Model Development	Water, Wastewater
City of Galesburg, Illinois	Water Rate Study	Water
City of Garland, Texas	Economics and Rates Cost Allocation Study, Water and Wholesale and Retail Wastewater Rate Study, General Services Agreement, Water and Wastewater Financial Services	Water, Wastewater
City of Gatesville, Texas	Water and Wastewater Rate Study, Wholesale Water Contract and Rate Revision Services	Water, Wastewater
City of Georgetown, TX	SW Cost of Service/Rate Design, Water and Wastewater Rate Study, Electric Rate Consulting and Cable Franchise Review	Electric, Water, Wastewater, Solid Waste
City of Glenn Heights, Texas	Water Rate Study	Water
City of Godley, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Gonzales, CA	Microgrid Analysis	Electric
City of Gonzales, Texas	Electric, Water and Wastewater Rate Study	Electric, Water, Wastewater
City of Graham, Texas	Water Rate Study Rate Model Review	Water
City of Green River, Wyoming	Comprehensive Water, Wastewater and Solid Waste Rate Design Study, Water and Wastewater Rate Study	Water, Wastewater, Solid Waste
City of Greensboro, NC	Automated Cart Expansion Impact Study	Solid Waste
City of Greenville, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Gunter, Texas	Water and Wastewater Revenue Sufficiency and Rate Study	Water, Wastewater
City of Hagerstown, Maryland	Water and Wastewater Rate Study Update	Water, Wastewater
City of Haltom City, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Hampton, Virginia	Stormwater Fee Study and Update, Water and Sewer Rate Study Update	Water, Wastewater
City of Hobbs, New Mexico	Water and Wastewater Cost of Service Studies	Water, Wastewater
City of Holly Springs, North Carolina	Water, Sewer, and Reclaimed Water Rate Study and Update	Water, Wastewater
City of Houston	Utility Consulting Services, Regulatory Support, Legislative Tracking, Expert Assistance, and Transmission/Distribution System Assistance; Commercial Recycling Case Study	Electric, Solid Waste

Client	Project Title	Utility Area
City of Hutto, Texas	Water and Wastewater Rate Study and Rate Updates	Water, Wastewater
City of Idalou, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Irving, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Justin, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Kerrville, Texas	Water and Wastewater Revenue Sufficiency and Rate Design Study	Water, Wastewater
City of Killeen, Texas	Water and Wastewater Rate Consulting Services, Drainage Utility Fee Update	Water, Wastewater
City of Lake Jackson, Texas	Water and Wastewater Cost of Service and Rate Design Study	Water, Wastewater
City of Lampasas, Texas	Wholesale Electric, Water, and Wastewater Cost of Service Study	Electric, Water, Wastewater
City of Lancaster, Texas	Economics and Rates Water Rate Study	Water, Wastewater
City of Laredo, TX	Solid Waste Master Plan and Rate Study	Solid Waste
City of Las Cruces	Cost Allocation Plan Review; Solid Waste Cost of Service and Rate Design Study	Electric, Solid Waste
City of League City, Texas	Economics and Rates	Water, Wastewater
City of Lewisville, Texas	Castle Hills Economics and Rates Rate Review; Water and Wastewater Rate Study	Water, Wastewater
City of Livingston	Equitable Rates	Electric
City of Longmont	COS and Rate Design Review and Ongoing Consulting	Electric
City of Longview, Texas	Water and Wastewater Cost of Service Study	Water, Wastewater
City of Lubbock, TX	Delivery Rates Retail Competition, TCOS Earnings Report and TCOS EMRs, Depreciation Study, COS Study and Updates, Municipal Solid Waste System Assessment, Water and Wastewater Rate Structure Update	Electric, Water, Wastewater, Solid Waste
City of Mabank, Texas	Water and Wastewater Revenue Sufficiency and Rate Design Study	Water, Wastewater
City of Magnolia, Texas	Water and Wastewater Impact Fee Study	Water, Wastewater
City of Mansfield, Texas	Drainage Rate Model and Update	Water, Wastewater
City of Marshall, Texas	Water and Wastewater Revenue Sufficiency Study	Water, Wastewater
City of Mart, Texas	Wholesale Water Rate Study	Water
City of Maryville, Texas	Water and Sewer Rate Study	Water, Wastewater
City of Mineral Wells, Texas	Retail Water and Wastewater Study, Wholesale Water Contract and Rate Revision Services, Water and Wastewater Cost of Service and Rate Design Study	Water, Wastewater
City of Missouri City, Texas	Utility Acquisition Financial Feasibility, Wastewater Treatment Plant Feasibility Analysis	Water, Wastewater
City of Mount Pleasant, Texas	Water and Wastewater Revenue Sufficiency and Rate Design Study, Wholesale Water Rate Study	Water, Wastewater
City of Murphy, Texas	Water and Wastewater Cost of Service and Rate Design Study and Updates	Water, Wastewater
City of Muskogee, OK	Solid Waste Collection Services Evaluations	Solid Waste

Client	Project Title	Utility Area
City of Navasota, Texas	Water, Wastewater, and Natural Gas Rate Study	Natural Gas, Water, Wastewater
City of Newcastle, Oklahoma	Water and Wastewater Cost of Service and Impact Fee Study	Water, Wastewater
City of Nicholasville	Electric Financial Support	Electric
City of Niles, Ohio	Electric, Water, and Wastewater Rate Study	Electric, Water, Wastewater
City of Odessa, Texas	Water and Wastewater Rate Study, ECUD Wholesale Water Rate Update	Water, Wastewater
City of Olney, Texas	Water Revenue Analysis	Water
City of Palestine, Texas	Water and Wastewater Rate Study, Water and Wastewater Financial Services	Water, Wastewater
City of Paris, KY	Combined Utilities Financial Review & Rate Plans and General Consulting	Electric
City of Paris, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Pasadena	Water & Power COS and Rate Study, and Electric COS Analysis & Rate Design Study	Electric
City of Pecos, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Perrysburg, Ohio	Water and Sewer Rate Study	Water, Wastewater
City of Pflugerville, Texas	Water and Wastewater Rate Design Study and Updates	Water, Wastewater
City of Phoenix, AZ	Solid Waste Cost of Service and Financial Studies	Solid Waste
City of Platte City, Missouri	Water and Sewer Rate Study	Water, Wastewater
City of Pompano Beach, FL	Solid Waste Cost of Service and Rate Design Study	Solid Waste
City of Portland, OR	Hydro Facility Cost Allocation Study	Electric
City of Portland, Texas	Water and Wastewater Rate Study, Water and Wastewater Financial Services	Water, Wastewater
City of Portsmouth, Virginia	Water and Sewer Long-Term Financial Plan	Water, Wastewater
City of Post, Texas	Water and Wastewater Revenue Sufficiency and Rate Study	Water, Wastewater
City of Princeton, Texas	Water and Wastewater Retail and Culleoka Wholesale Rate Study	Water, Wastewater
City of Pueblo	Regulatory Support	Electric
City of Red Oak, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Redding	COS & Rate Design Studies	Electric
City of Riverside	COS and Rate Design	Electric
City of Robinson, Texas	Wholesale Water Contract Support and Rate Revision	Water
City of Rockport	Gas Asset Sale Assistance, Water, Wastewater and Natural Gas Rate Study and Updates, Comprehensive User Fee Study	Electric, Natural Gas, Water, Wastewater
City of Roswell, NM	Water, Wastewater and Solid Waste Cost of Service and Rate Design Study	Water, Wastewater, Solid Waste
City of San Diego	Public Power Feasibility Study	Electric
City of Sanger, Texas	Electric, Water, and Wastewater Rate Study and Update	Electric, Water, Wastewater

Client	Project Title	Utility Area
City of Santa Clara	Silicon Valley Power COS, Rate Design & Ancillary Services	Electric
City of Santa Fe, NM	Solid Waste Cost of Service and Rate Design Study	Solid Waste
City of Schertz, Texas	Water and Wastewater Rate Study	Water
City of Seabrook, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Seagoville, Texas	Water Rate Study, Water and Wastewater Cost of Service and Rate Study	Water, Wastewater
City of Sealy, TX	Water, Wastewater, Energy and Solid Waste Cost of Service and Rate Design Study; Water, Sewer, Natural Gas, and Solid Waste Rate Study and Impact Fee Analysis	Electric, Natural Gas, Water, Wastewater, Solid Waste
City of Sioux Falls, SD	Solid Waste Management Master Plan	Solid Waste
City of Springfield, MO	COS Rate Design Expertise & Assistance; Water, Wastewater and Solid Waste Cost of Service and Rate Design Study	Electric, Water, Wastewater, Solid Waste
City of Stillwater, Oklahoma	Rural and Wholesale Water Rate Study, Water and Wastewater Cost of Service and Rate Design Study	Water, Wastewater
City of Sugar Land, Texas	Multiple Water and Wastewater Cost of Service Studies	Water, Wastewater
City of Tallmadge, Ohio	Water and Sewer Rate Study Update	Water, Wastewater
City of Temple, Texas	Multiple Water and Wastewater Cost of Service Studies	Water, Wastewater
City of Terrell, Texas	Water Rate Study and Updates	Water
City of Texarkana, Texas	Water and Sewer Rate Study	Water, Wastewater
City of Tioga, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Tishomingo, Oklahoma	Water and Wastewater Cost of Service Study	Water, Wastewater
City of Tucson, AZ	Landfill Tipping Fee Market Analysis; Solid Waste Cost of Service and Rate Design Study; 3-Year Financial Plan	Solid Waste
City of Tyler, TX	Landfill Municipalization Study; Water Rate Study and Updates, Retail Water and Sewer Rate Design	Water, Wastewater, Solid Waste
City of Valley Center	Municipalization Feasibility Study	Electric
City of Van Alstyne	Water and Wastewater Revenue Sufficiency and Rate Design Study	Water, Wastewater
City of Venus, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Vernon	Natural Gas Financial Support, Electric COS Update, and Gas COS Study	Electric, Natural Gas
City of Victoria, TX	Solid Waste Commercial Collection Municipalization Feasibility Study; Solid Waste Procurement Assistance	Solid Waste
City of Waco, TX	Hauling Analysis and Solid Waste Cost of Service and Rate Design Study; Solid Waste Cost of Service Study and 10-Year Financial Plan; General Water and Wastewater Rate Consulting Services; Water and Wastewater Cost of Service, Rate Design, Financial Planning	Water, Wastewater, Solid Waste
City of Weatherford	Financial Forecast/Energy, Water & Solid Waste COS, Economics and Rates Cost of Service Rate Study, Financial Forecasting Model Development, Hudson Oaks Wholesale Wastewater Rate Study	Electric, Water, Solid Waste
City of White Settlement, Texas	General Rate Consulting Water/Wastewater Rates	Water, Wastewater

Client	Project Title	Utility Area
City of Wichita, Kansas	Water and Wastewater Rate Study	Water, Wastewater
City of Willow Park, Texas	Water and Wastewater Revenue Sufficiency Study, Water and Wastewater Rate Projections Study	Water, Wastewater
City of Wilmer, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Wylie, Texas	Water and Wastewater Rate Consulting Services	Water, Wastewater
City Utilities of Springfield	Extension Policy Review & Consulting Services	Electric
Clean Energy Alliance	Regulatory Support	Electric
Clean Power Alliance	SCE ERRR Forecast and Compliance, COS Study, PSPS Reviews, SCE GTSR Rate Review, and Regulatory Support	Electric
Clermont County, Ohio	Water and Wastewater Rate Study	Water, Wastewater
Coachella Valley Water District, California	Wastewater Rate Study	Wastewater
Colorado River Municipal Water District	Buy-In Fee Analysis	Water, Wastewater
Conway Corporation	Electric Rate Study	Electric
CPS Energy	Financial & Operational Consulting, Organizational Effectiveness, Wheeling Rates, Depreciation Studies, Organizational Development Program, Financial Model Modernization, TCOS Rate Filing, and Asset Valuation	Electric
Crawfordsville Electric Light & Power	Review of Rate Design, Rate Case Development, Capital Plan Engineering Services, Electric Vehicle Rate Design, and URT Repeal Rate Adjustments	Electric
Cresson Crossroads MUD No. 2	Water and Wastewater Cost of Service and Rate Design Study	Water, Wastewater
Culleoka Water Supply Corporation, Texas	Water Rate Study	Water
Dairyland Power Cooperative	Transmission Line Appraisal	Electric
Delaware County Regional Water Quality Control Authority, Pennsylvania	Rate Model Update	Water, Wastewater
Denver Water	Board Presentation	Electric
Dynegy Oakland, LLC	Oakland RMR 2021 Contract	Electric
Escalante H2Power, LLC	Financial Model Review	Electric
Estancia Valley Solid Waste Authority, NM	Asset Management Plan	Solid Waste
Fayetteville Public Works Commission	COVID Tracking, Revenue and Load Modeling, Bond Report, AMI Reporting and Analytics, Electric Rate Study, Regulatory Support, Agreed-Upon Procedures Letter, Electric COS, North Carolina Water and Wastewater Rate Study, Water Wholesale Rates and Water System Fees, Water and Wastewater Cost of Service and Rate Design Study	Electric, Water, Wastewater
Fishers Island Utility Company, New York	Water Financial Analysis Study	Water
Frederick County, Maryland	Water, Sewer, and Stormwater Rate Study and Update	Water, Wastewater

Client	Project Title	Utility Area
Georgetown Municipal Water & Sewer	Financial Review & Rate Plan	Electric
GEUS	TCOS Earnings Report, Full Filing, Interim Filing, and TCOS EMR; High Density Load Rate; and Financial Forecast Update	Electric
Golden Valley Electric Association	Retirement Analysis, Financial Forecast Update, and Funding Analysis	Electric
Greater Ouachita Water Company	Multiple Water and Wastewater Cost of Service and Rate Design Studies, Water System Facility Appraisals, Debt Issue Support	Water, Wastewater
Green Valley Special Utility District, Texas	Water and Wastewater Rate Update	Water, Wastewater
Half Associates, Inc.	City of White Settlement, Texas – Storm Water Utility Rate Study City of Seguin, Texas – Storm Water Utility Rate Study City of Lewisville, Texas – Stormwater Rate Study City of Pflugerville, Texas – Drainage Fee Study City of Lake Dallas, Texas – Stormwater Rate Study	Water, Wastewater
Hicksville Water District, New York	Water Rate Study	Water, Wastewater
Hillsborough County, FL	Solid Waste Master Plan	Solid Waste
Homer Electric Association	Funding Financial Analyses and Regulatory Support	Electric
Horry County Solid Waste Authority, SC	Solid Waste Management Plan Update	Solid Waste
Houston-Galveston Area Council, TX	Municipal Solid Waste Generation and Diversion Forecast	Solid Waste
Imperial Irrigation District	Electric COS & Rate Design	Electric
Interior Alaska Natural Gas Utilities	General Consulting Services, Bond Issue, and Independent Review of Financial Model	Electric
Intersect Power	Tariff Review	Electric
ITC Holdings Corp.	Expert Certificates	Electric
ITC Transmission	Expert Certificates and Field Review of Facilities	Electric
Johnson County Special Utility District	Wholesale Water Rate Study, Wholesale and Retail Water and Wastewater Rate Study, Long-term Financial Forecasting Study	Water, Wastewater
Kansas Municipal Energy Agency	Regulatory Support	Electric
Kauai Island Utility Cooperative	Depreciation Rate Regulatory Approval, Depreciation Study & Regulatory Support	Electric
Kentucky Municipal Energy Agency	Power Supply/Agency Support and Load Forecasts	Electric
Kentucky Public Service Commission	Rate Analysis Consulting Services	Electric
Kerrville Public Utility Board	Pole Attachment and Due Diligence Review	Electric
Keys Energy Services	COS Update, Pole Attachment Rates, Model Updates, Quinquennial Reports, Solar Subscriptions, and EV Rate Design	Electric

Client	Project Title	Utility Area
Kimley-Horn and Associates, Inc.	City of Killeen, Texas – Economics and Rates Transportation Utility Study City of Frisco, Texas – Economics and Rates Impact Fee Study City of Galveston, Texas – Economics and Rates Impact Fee Study City of Mesquite, Texas – Economics and Rates Impact Fee Study City of Flower Mound, Texas – Economics and Rates Impact Fee Study NTMWD /McKinney/Wilson Creek Sub-Basin Improvements City of Boerne, Texas – Storm Water Utility Rate Study City of Denton, Texas – Water and Wastewater Impact Fee Update City of Denton, Texas – One Water Study City of Fair Oaks Ranch, Texas – Stormwater Rate Study City of Odessa, Texas – Impact Fee Study City of Rhome, Texas – Water and Wastewater Rate Study Tierra Blanca Public Water System, Texas – Creation of a Utilities District	Water, Wastewater
Kings River Conservation District	Hydro Cost Allocation Review and Energy Benefit Evaluation	Electric
Lafayette Utilities System	CER and LPPA Triennial	Electric
Lake Cities Municipal Utility Authority	Water and Wastewater Rate Design and Public Engagement Consulting	Water, Wastewater
Lake Fork Water Supply Corporation	Water Cost of Service and Rate Design Study	Water
Lakeway Municipal Utility District, Texas	Water and Wastewater Rate Consulting	Water, Wastewater
Lea County Solid Waste Authority, NM	Solid Waste Cost of Service and Tipping Fee Study	Solid Waste
Lee County, Texas	WSC Rates/Capital Recovery Fee Study	Water, Wastewater
Liberty City Water Supply Corporation, Texas	Water and Sewer Cost of Service and Equity Buy-In Fee Study	Water, Wastewater
Long Island Power Authority	Consulting Services	Electric
Manville Water Supply Corporation, Texas	Multiple Retail and Wholesale Rate Design Studies; and Impact Fee Studies	Water, Wastewater
Marilee Special Utility District	Five-Year Financial Plan and Rate Update	Water, Wastewater
Marin Clean Energy	General Consulting and Rates Management System	Electric
Maryland Energy Administration	Regulatory Support	Electric
Mayfield Electric and Water Systems	General Consulting	Electric
Merced Irrigation District	PCA Review and COS & Rate Study	Electric
Montana Consumer Counsel	Regulatory Support	Electric
Monterey Bay Community Power	Data Analytics and COS Rates Peer Review	Electric
Mora-San Miguel Electric Cooperative, Inc	Renewable Purchase Feasibility Study	Electric
Mustang Special Utility District	Water and Sewer Connection Fee Analysis	Water, Wastewater

Client	Project Title	Utility Area
National Water Infrastructure	Louisiana Wastewater Rate Filing	Wastewater
Navajo Tribal Utility Authority	Natural Gas Rate Study, Transmission Rate Study, and Property Valuation for Insurance	Electric, Natural Gas
New Braunfels Utilities	Depreciation Study and TCOS Study	Electric
New England States Committee on Electricity, Inc.	Regulatory Support	Electric
North Collin Special Utility District	Water Rate Study	Water
North Middleton Township, Pennsylvania	Stormwater Fee Credit Program Development	Water, Wastewater
North Texas Municipal Water District (NTMWD)	Water Cost of Service, Contract Revision Services, Regulatory and Litigation Support, Strategic Financial Plans, Cost Allocation Study	Water
Northern California Power Agency	Vernon Load Forecast, Burbank Water & Power COS Analysis & Rate Design/Recommendation, and Port of Oakland COS & Retail Rate Design Study	Electric
Northwest Iowa Power Cooperative	Regulatory Support	Electric
Office of Public Utility Counsel (OPUC)	Regulatory and Litigation Support, Regulatory Rule-making Support	Electric, Water, Wastewater
Omaha Public Power District	Budget Review	Electric
Orange County Power Authority	Financial and Economic Consulting and Financial Planning & Analysis Support	Electric
Parker County Special Utility District	Water Revenue Sufficiency and Rate Design Study, Capital Impact Fee Study	Water
Pedernales Electric Cooperative, Inc.	COS Study	Electric
Peninsula Clean Energy	Data Warehouse and Data Warehouse Support, Electrification Rate Design and Update, and COS Study	Electric
Petawatt Holdings, Inc.	Plant Appraisal	Electric
Pinellas County, FL	Zero Waste to Landfill Solid Waste Master Plan	Solid Waste
Pioneer Community Energy	General Consulting	Electric
Plainview Water District, Texas	Water Rate Study	Water
Port of Oakland, CA	Electric Cost of Service and Retail Rate Design Study	Electric
Port Washington Water District, New York	Water Rate Study	Water
Princeton Electric Plant Board	Financial Review and Rate Plan	Electric
Public Staff – North Carolina Utility Commission	UVE Services	Electric
Rayburn County Municipal Utility District	Water Rate Study	Water
Richmond Power & Light	Rate Rev Model and Transition to New ECA Tracker, URT Repeal Rate Adjustments, and Financial Management Plan/Cash Flow Analysis	Electric
Riverbend Water Resources District, Texas	Wholesale and Retail Water Rate Study	Water, Wastewater

Client	Project Title	Utility Area
Rockett Special Utility District	Retail and Wholesale Water Cost of Service and Rate Design Study, Certificate of Convenience and Necessity (CCN) Valuation Analysis	Water
San Diego Community Power	ERRA Forecasts, SDG&E ERRA Compliance and Forecast, Other Regulatory Support, FY 22/23 Other Regulatory Support, GTSR Litigation, and COS Study	Electric
San Francisco Public Utilities Commission	Electric Rates Study	Electric
San Jose Clean Energy	General Consulting	Electric
Sandoval County, NM	Solid Waste Cost of Service and Rate Design Study	Solid Waste
Santa Fe Solid Waste Management Agency, NM	Solid Waste Cost of Service and Rate Design Study	Solid Waste
Santee Cooper	Broadband Support Services, and Rate Study & Support	Electric
Seaboard Water Supply Corporation, Texas	Water Cost of Service and Rate Design Study	Water
Shady Hollow Municipal Utility District, Texas	Water and Wastewater Rate Study	Water, Wastewater
Sharyland Water Supply Corporation	CCN Valuation Analysis, Water Rate Design Study	Water
Silicon Valley Clean Energy	General Consulting, Rate Update Support, and IGFC Analysis	Electric
Somervell County Appraisal District	Appraisals	Electric
Sonoma Clean Power Authority	General Consulting	Electric
South Central Solid Waste Authority, NM	Solid Waste Cost of Service and Rate Design Study; Pro Forma Analysis	Solid Waste
South Newton Water Supply District	Texas Water and Wastewater Rate Study	Water, Wastewater
South Texas Water Authority	Water Rate and Model Review	Water
Southwest Milam Water Supply Corporation	Wholesale Water Study and Contract Support, Equity Buy and Impact Fee Study	Water
Southwest Solid Waste Authority, NM	Asset Management Plan	Solid Waste
Southwestern Electric Cooperative	Partial Req. Financial Evaluation	Electric
Springer Electric Cooperative	Partial Req Financial Evaluation	Electric
Tarrant Regional Water District, Texas	Ringgold Financial Viability Assessment	Water, Wastewater
Texas Municipal Power Agency	TCOS Filing	Electric
Texas Public Power Association	MOU GF Transfers Study	Electric
Town of Barnstable, Massachusetts	Water Rate Model Update	Water
Town of Cape Charles	PPEA Utility Consulting	Electric
Town of Centerville	Pole Attachment Rate Study	Electric
Town of East Brunswick, New Jersey	Water Rate Study	Water
Town of Elkton, Maryland	Water Audit and Rate Model Update	Water
Town of Emmitsburg, Maryland	Water and Sewer Rate and Connection Fee Study	Water, Wastewater
Town of Estes Park	COS & Rate Design Study	Electric
Town of Highland Park, Texas	Water and Sewer Rate Study	Water, Wastewater

Client	Project Title	Utility Area
Town of Lisbon, CT	Waste-to-Energy Asset Appraisal and Wasteshed Analysis	Solid Waste
Town of Little Elm, Texas	Water and Wastewater Rate Update	Water, Wastewater
Town of Middleburg, Virginia	Water Rate Study Update	Water
Town of Munster, Indiana	Water, Wastewater and Stormwater Rate Study	Water, Wastewater
Town of Ocean City, Maryland	Water and Wastewater Rate Study, 2019	Water, Wastewater
Town of Pantego	Texas Water Rate Study	Water
Town of Perryville, Maryland	Water and Sewer Rate Study	Water, Wastewater
Town of Prosper, Texas	Water and Wastewater Rate Study and Updates,	Water, Wastewater
Town of Vienna, Virginia	Water and Wastewater Rate Study and Update	Water, Wastewater
Town of Wallingford	Connecticut Sewer Rate Study, Water Rate Study	Water, Wastewater
Town of Warrenton, Virginia	Water and Sewer Rate Study and Updates	Water, Wastewater
Town of Westlake, Texas	Water and Sewer Rate Study and Update, Water and Sewer Development Charge Analysis	Water, Wastewater
Township of Hamilton, New Jersey	Sewer Rate Study, Water and Wastewater Rate Study	Water, Wastewater
Trinity River Authority	Water Rate Study	Water
Tri-State	Regulatory & Consulting Services, Depreciation Study, and Irrigation Demand Response	Electric
Trophy Club Municipal Utility District	Water Rate Study; Budget, Financial and Rate Projections; Winter Average Calculations,	Water
U.S. Army Engineering & Support Center	Transmission Line	Electric
Village of Addison, Illinois	Water and Sewer Rate Study	Water, Wastewater
Village of Glen Ellyn, Illinois	Water and Sewer Rate Study	Water, Wastewater
Village of Libertyville, Illinois	Stormwater Utility Feasibility and Rate Study	Water, Wastewater
Village of Northbrook, Illinois	Water and Wastewater Rate Study	Water, Wastewater
Village of Orland Park, Illinois	Water and Sewer Rate Study	Water, Wastewater
Walker County Special Utility District, Texas	Water Rate Study and CCN Valuation	Water
Wellborn Special Utility District	Financial Plan and Impact Fee, Water Rate Study Update	Water
West Hempstead Water District, New York	Water Rate Study	Water
Windermere Oaks Water Supply Corporation	Financial Assessment	Water, Wastewater
Wyoming Municipal Power Agency	COS and Rate Design Study	Electric
York County, SC	Tipping Fee Rate Study	Solid Waste



THANK YOU!



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MEMORANDUM TO COUNCIL

To: Mayor and City Council Members
From: Michelle Price, Executive Assistant 1
Through: William Homka, City Manager
Date: January 14, 2025
Re: NPFMC Meetings

The Council will be holding a special Council meeting in February exclusively focused on two issues: a second review of the [chum salmon bycatch analysis and appendices](#) (the Council last reviewed this analysis in April 2024) and 2025 harvest specifications for Cook Inlet salmon. The meeting will be held in person at the Egan Center from February 3 through 11, 2025.

The written public comment period for February opened on December 20, 2024, and closes at noon on Friday, January 31, 2025. Signups for oral public testimony during the meeting will open once the meetings begin. The meeting is also available on [YouTube channel](#) or Zoom.

FINANCIAL IMPLICATIONS: The estimated travel costs per person are:

Air Fare	\$ 1,150.00
Hotel (1)	\$ 1,323.00
Hotel (2)	\$ -
Vehicle Rental	\$ -
Taxi, Shuttle, Other	\$ 50.00
Per Diem	\$ 1,160.00
Registration Fees	\$ -
Total	\$ 3,683.00

This travel is planned and was included in the Council's FY25 travel budget.

The current balance in the Council's travel budget (0102-0152-55903) is \$83,231.28, therefore there are sufficient funds to cover travel for the Mayor and up to three City Council Members.

COUNCIL'S TRAVEL POLICY: Council's Travel Policy states that no more than three Council Members may travel to the same meeting or conference; that travel be conducted in the most direct and economic manner possible to accomplish City business; and Council will discuss the travel, identify the Council Members to travel, and approve the travel by motion at least twenty-one days before the trip.

PROPOSED MOTION: I move to approve travel for Mayor Tutiakoff and up to three City Council Members to attend the NPFMC meetings.

DRAFT Agenda SCHEDULE – Anchorage, AK

Feb 2025

NOTE: Agenda items may not be taken in the order in which they appear, and timing is subject to change as necessary. All meetings are open to the public, with the exception of Executive Sessions (*shown in italics*).

<i>All meetings scheduled 8am – 5pm, but depending on volume of public testimony, meetings may go late</i>	SSC February 3-5 Egan Center, Anchorage, AK	Advisory Panel (AP) February 4-8 Egan Center, Anchorage, AK	Council February 6-11 Egan Center, Anchorage, AK
Monday Feb 3	8:00 am Election of officers Announcements C2 Scientific/ methodological review of new sections of chum salmon bycatch analysis 1:00pm C2 Chum scientific review (cont)		
Tuesday Feb 4	8:00 am C2 Chum scientific review (cont) C1 Cook Inlet salmon harvest specifications 1:00 pm C1 Cook Inlet (cont)	8:00 am Election of officers AP training Announcements C2 Chum salmon bycatch 1:00 pm C2 Chum salmon (cont)	
Weds Feb 5	8:00 am C1 Cook Inlet (cont) 1:00 pm <i>Report writing</i>	8:00 am C2 Chum salmon (cont) 1:00 pm C2 Chum salmon (cont)	
Thursday Feb 6		8:00 am C2 Chum salmon (cont)* 1:00 pm C2 Chum salmon (cont)	8:00 am Announcements C1 Cook Inlet salmon harvest specifications 1:00 pm SSC report on C1 C1 Cook Inlet (cont)
Friday Feb 7		8:00 am C2 Chum salmon (cont) 1:00 pm <i>Continue as necessary</i>	8:00 am C2 Chum salmon bycatch 1:00 pm SSC report on C2 C2 Chum salmon (cont)
Saturday Feb 8		8:00 am <i>Continue as necessary</i> 1:00 pm <i>Continue as necessary</i>	8:00 am C2 Chum salmon (cont) 1:00 pm C2 Chum salmon (cont)
Sunday Feb 9			8:00 am C2 Chum salmon (cont) 1:00 pm C2 Chum salmon (cont)
Monday Feb 10			8:00 am C2 Chum salmon (cont) 1:00 pm C2 Chum salmon (cont)
Tuesday Feb 11			8:00 am <i>Continue as necessary</i> 1:00 pm <i>Continue as necessary</i>

*** NOTE, the AP will keep public testimony open through Thursday morning, however the AP will begin to take public testimony as soon as the staff presentation ends (likely Wednesday).**

UPDATED 12/19/2024

DRAFT AGENDA

**273rd Plenary Session, North Pacific Fishery Management Council
February 3-11, 2025, Egan Center, Anchorage, AK**

The North Pacific Fishery Management Council will meet in early February, at the Egan Center, Anchorage, AK. Other meetings to be held in close conjunction are:

<u>Committee/Panel</u>	<u>Dates</u>
Scientific and Statistical Committee	February 3-5, 2025, 8 am – 5 pm*, Egan Center
Advisory Panel	February 4-8, 2025, 8 am – 5 pm*, Egan Center
Council	February 6-11, 2025, 8 am – 5 pm*, Egan Center

Red = SSC items

A. CALL MEETING TO ORDER

- A1 Approve agenda
- A2 Announcements

B. Reports – NONE AT THIS MEETING

C. Action Items

- C1 Cook Inlet Salmon – review assessments, recommend OFL/ABC/TAC
- C2 Chum salmon bycatch – Initial review

<i>Council staff lead</i>	Approx TIMING
<i>David Witherell</i>	
	36
<i>Diana Stram</i>	6
<i>Kate Haapala</i>	30
TOTAL HOURS (including SSC report in full)	38

* All meetings scheduled 8am – 5pm, but depending on volume of public testimony, meetings may go late

MEMORANDUM TO COUNCIL

To: Mayor and City Council Members
From: Michelle Price, Executive Assistant 1
Through: William Homka, City Manager
Date: January 14, 2025
Re: AML Winter Conference

The Alaska Municipal League organizes its Winter Legislative Conference every year in Juneau during the legislative session. The 2025 conference will be held at Centennial Hall in Juneau from February 18 to 20.

Legislative Agenda Focus:

- Hear from State agency officials
- Learn more about current legislation and activities
- Visit with legislators and legislative staff
- Address priority issues
- Contribute to AML's legislative strategy

The goals of the meeting are to:

- Advance AML's legislative priorities
- Learn more about specific topics relevant to municipal government
- Connect AML members with legislators and administration officials

FINANCIAL IMPLICATIONS: The estimated travel costs per person are:

Air Fare	\$ 1,775.00
Hotel (1)	\$ 1,156.00
Hotel (2)	\$ 189.00
Vehicle Rental	\$ -
Taxi, Shuttle, Other	\$ 250.00
Per Diem	\$ 590.00
Registration Fees	\$ 250.00
Total	\$ 4,210.00

This travel is planned and was included in the Council's FY25 travel budget.

The current balance in the Council's travel budget (0102-0152-55903) is \$83,231.28, therefore there are sufficient funds to cover travel for the Mayor and up to three City Council Members.

COUNCIL'S TRAVEL POLICY: Council's Travel Policy states that no more than three Council Members may travel to the same meeting or conference; that travel be conducted in the most direct and economic manner possible to accomplish City business; and Council will discuss the travel, identify the Council Members to travel, and approve the travel by motion at least twenty-one days before the trip.

PROPOSED MOTION: I move to approve travel for Mayor Tutiakoff and up to three City Council Members to attend the AML Winter Conference.

MEMORANDUM TO COUNCIL

To: Mayor and City Council Members
From: Michelle Price, Executive Assistant 1
Through: William Homka, City Manager
Date: January 14, 2025
Re: 2025 SWAMC Economic Summit & Membership Meeting

The SWAMC Economic Summit and membership meetings will be on March 6 and 7, 2025, at the Hotel Captain Cook in Anchorage. This is an outlet for networking opportunities and presentations relevant to our Southwest Communities.

FINANCIAL IMPLICATIONS: The estimated travel costs per person are:

Air Fare	\$ 1,150.00
Hotel (1)	\$ 756.00
Hotel (2)	\$ -
Vehicle Rental	\$ -
Taxi, Shuttle, Other	\$ 50.00
Per Diem	\$ 580.00
Registration Fees	\$ 300.00
Total	\$ 2,836.00

This travel is planned [or was not planned] and was [or was not] included in the Council's FY25 travel budget.

The current balance in the Council's travel budget (0102-0152-55903) is \$83,231.28, therefore there are sufficient funds to cover travel for the Mayor and up to three City Council Members.

COUNCIL'S TRAVEL POLICY: Council's Travel Policy states that no more than three Council Members may travel to the same meeting or conference; that travel be conducted in the most direct and economic manner possible to accomplish City business; and Council will discuss the travel, identify the Council Members to travel, and approve the travel by motion at least twenty-one days before the trip.

PROPOSED MOTION: I move to approve travel for Mayor Tutiakoff and up to three City Council Members to attend the SWAMC Annual Conference.