



# CITY OF GUSTAVUS CITY COUNCIL GENERAL MEETING

Monday, March 11, 2024 at 7:00 PM  
Gustavus City Hall

## COUNCIL MEMBERS

Mayor Shelley Owens  
Vice Mayor Brian Taylor  
Council Members: Janene Driscoll, Rachel Patrick  
Jim Mackovjak, Kyle Bishop, Mike Taylor

## CITY HALL

City Administrator – Kathy Leary  
City Clerk – Liesl Barker  
City Treasurer – Ben Sadler  
Phone: 907-697-2451 | [clerk@gustavus-ak.gov](mailto:clerk@gustavus-ak.gov)

## AGENDA

### VIRTUAL MEETING INFORMATION

<https://us02web.zoom.us/j/5155019406?pwd=UjNNbjBOT0czdnNreUdWSE1DUHJUQT09&omn=88961635860>

**ID:** 515 501 9406

**PASSCODE:** 2451

**TEL:** 253-215-8782

### ROLL CALL

**Reading of the City of Gustavus Vision Statement**

### APPROVAL OF MINUTES

1. 02-20-2024 General Meeting Minutes

### MAYOR'S REQUEST FOR AGENDA CHANGES

### COMMITTEE / STAFF REPORTS

2. Library Quarterly Report
3. Gustavus Visitors Association Quarterly Report
4. City Treasurer Monthly Report
5. City Administrator Monthly Report

### PUBLIC COMMENT ON NON-AGENDA ITEMS

### CONSENT AGENDA

### ORDINANCE FOR PUBLIC HEARING

6. FY24-11NCO Returning Unused Capital Project Funds (Introduced 02-20-2024)

### UNFINISHED BUSINESS

### NEW BUSINESS

7. Approve CY24-06 Resolution by The City of Gustavus Supporting but recommending amendment of House Bill 365
8. Approve CY24-07 Resolution supporting the Continuation of the current Alaska Marine Highway System's Advisory Operations Board
9. Approve CY24-08 Resolution regarding the updating of the U.S. Forest Service's Tongass Land Management Plan
10. Approve CY24-09 Resolution for Harbor Tract B2 Purchase
11. Approve CIP Project Development Form for Purchasing of a LUCAS Chest Compression Device

- [12.](#) Approve CIP Project Development Form for Heat Pump Installations for City Buildings
- [13.](#) Approve CIP Project Development Form for Purchase of Salmon River Harbor Tract B-2 and Adjacent River Tidelands
14. Creation of Land Advisory Committee
- [15.](#) Approve HDR's scoping document to provide City of Gustavus with capital improvement plan project evaluation for grant competitiveness.

#### **CITY COUNCIL REPORTS**

- [16.](#) Coffee with Council
- [17.](#) Mayor's Report

#### **CITY COUNCIL QUESTIONS AND COMMENTS**

#### **PUBLIC COMMENT ON NON-AGENDA ITEMS**

#### **EXECUTIVE SESSION**

#### **ADJOURNMENT**

**POSTED ON:** March 6, 2024 at P.O, Library, City Hall & <https://cms.gustavus-ak.gov/>

#### **ADA NOTICE**

*Any person with a disability who requires accommodations in order to participate in this meeting should telephone the City Clerk's office at (907) 697-2451, at least 48 hours prior to the meeting in order to make a request for a disability related modification or accommodation.*

#### **VISION STATEMENT**

*We envision a distinctive community:*

- That prospers while and by protecting its natural resources;*
- With a sustainable economy and infrastructure that assures public health and safety while promoting personal development and initiative; and*
- Where all members take social responsibility and actively participate in decision making affecting growth, development, regulation and enforcement; and*
- In which people retain a closeness with and caring for each other individually and collectively while working together to accomplish community goals and preserve community traditions.*



# CITY OF GUSTAVUS CITY COUNCIL GENERAL MEETING

Tuesday, February 20, 2024 at 7:00 PM  
Gustavus City Hall

Item #1.

## COUNCIL MEMBERS

Mayor Shelley Owens  
Vice Mayor Brian Taylor  
Council Members: Janene Driscoll, Rachel Patrick  
Jim Mackovjak, Kyle Bishop, Mike Taylor

## CITY HALL

City Administrator – Kathy Leary  
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## MINUTES - PENDING

### VIRTUAL MEETING INFORMATION

<https://us02web.zoom.us/j/5155019406?pwd=UjNNbjB0T0czdnNreUdWSE1DUHJUQT09&omn=88138289627>

**ID:** 515 501 9406

**PASSCODE:** 2451

**TEL:** 253-215-8782

### **ROLL CALL** (13 seconds)

#### PRESENT

Mayor Shelley Owens  
Vice Mayor Brian Taylor  
Council Member Janene Driscoll  
Council Member Rachel Patrick  
Council Member Mike Taylor  
Council Member Jim Mackovjak (late 7:15pm)

#### ABSENT

Council Member Kyle Bishop

### **Reading of the City of Gustavus Vision Statement** (1minute 7 seconds)

Vision Statement read by Council Member Patrick.

### **APPROVAL OF MINUTES** (1minute 50 seconds)

- 01-16-2024 General Meeting Minutes

Motion made by Vice Mayor B. Taylor to approve by unanimous consent the meeting minutes from the 01-16-2024 meeting.

Seconded by Council Member M. Taylor

Public Comment: None

Council Comment: None

Hearing no objections, the 01-16-2024 General Meeting Minutes were approved by unanimous consent.

### **MAYOR'S REQUEST FOR AGENDA CHANGES** (2 minutes 50 seconds)

There were no agenda changes.

Hearing no objections, Mayor Owens announced the agenda set as presented by unanimous consent.

### **COMMITTEE / STAFF REPORTS**

2. Disposal and Recycling Center Quarterly Report *(3 minutes 48 seconds)*  
 Disposal and Recycling Center Manager/Operator, Ian Barrier submitted a written report and provided an oral summary.  
 Clarifying Questions:  
 Council Member M. Taylor  
 Council Member Driscoll
3. City Treasurer Monthly Report *(10 minutes 10 seconds)*  
 City of Gustavus City Treasurer, Ben Sadler provided monthly financial documents and gave an oral summary.  
 Clarifying question:  
 Council Member Driscoll
4. City Administrator Monthly Report *(16 minutes 24 seconds)*  
 City of Gustavus City Administrator, Kathy Leary provided a written and oral report.  
 Clarifying questions: None

### **PUBLIC COMMENT ON NON-AGENDA ITEMS** *(26 minutes 10 seconds)*

Public Comment:

Kimber Owen – TSA/ Alaska Airlines

James Kearns - Dock needs a wave barrier and Gravel Pit/Wilson Rd conditions

Sol Martinez - Tsunami Siren test reminder

### **CONSENT AGENDA** *(31 minutes 6 seconds)*

City Treasure, Ben Sadler; DRC Manager, Ian Barrier; Fire Chief, Sol Martinez; and City Clerk, Liesl Barker provided brief description of items on consent agenda.

5. FY24-11NCO Introduction Returning Unused Capital Project Funds (Public Hearing 03-11-2024)
6. Approve CY24-03 Cost of Living Pay Adjustment  
 Read by Vice Mayor B. Taylor
7. Approve CIP Project Development Form for DRC Balefill Expansion
8. Approve CIP Project Development Form GVFD Heating System
9. Approve CIP Project Development Form Wilson Rd. South End Drainage



Requests to have items removed from the consent agenda:

Public- None

Council - Council Member Driscoll asked for items 7- 9 to be moved from the consent agenda and to New Business.

Motion made by Council Member Mackovjak to adopt the consent agenda by unanimous consent as presented minus items 7, 8 and 9.

Seconded by Vice Mayor B. Taylor

Hearing no objections, the motion passed.

**ORDINANCE FOR PUBLIC HEARING** *(48 minutes 55 seconds)*

11. FY24-10NCO Surplus Transfer to AMLIP Capital Project Long Term (Introduced 01-16-2024)

Mayor Owens opened the public hearing at 7:50 PM.

Public Testimony: None

Mayor Owens closed the public hearing at 7:51 PM.

Motion made by Council Member M. Taylor to adopt FY24-10NCO Surplus Transfer to AMLIP Capital Project Long Term.

Seconded by Council Member Driscoll

Council Debate: None

Voting Yea: Mayor Owens, Vice Mayor Taylor, Council Member Driscoll, Council Member Patrick, Council Member Taylor, Council Member Mackovjak  
Motion Passed.

**UNFINISHED BUSINESS**

None

**NEW BUSINESS** *(52 minutes 45 seconds)*

7. Approve CIP Project Development Form for DRC Balefill Expansion *(53 minutes)*

Motion made by Council Member M. Taylor to approve CIP Project Development Form Development for DRC Balefill Expansion.

Seconded by Council Member Patrick

Description of project by: Ian Barrier (Given earlier during consent agenda portion of meeting)

Public Comment: None

Council Debate:

Council Member Driscoll

Voting Yea: Mayor Owens, Vice Mayor Taylor, Council Member Driscoll, Council Member Patrick, Council Member Taylor, Council Member Mackovjak

Motion Passed.

8. Approve CIP Project Development Form GVFD Heating System

*(1 hour 1 minutes 13 seconds)*

Motion made by Council Member Patrick to approve the CIP Project Development Form for the Volunteer Fire Department Heating System.

Seconded by Council Member Driscoll

Description of project by: Fire Chief, Sol Martinez (Given earlier during consent agenda portion of meeting)

Public Comment: None

Council Debate:

Council Member Driscoll

Council Member M. Taylor

Voting Yea: Mayor Owens, Vice Mayor Taylor, Council Member Mackovjak, Council Member Driscoll, Council Member Patrick, Council Member Taylor

Motion Passed.

9. Approve CIP Project Development Form Wilson Rd. South End Drainage

*(1 hour 9 minutes 45 seconds)*

Motion made by Council Member M. Taylor to approve CIP Project Development Form for the Wilson Rd. South End Drainage.

Seconded by Council Member Driscoll

Description of project: Council Member M. Taylor (Given earlier during consent agenda portion of meeting)

Public Comment: None

Council Debate:

Council Member Driscoll

Council Member M. Taylor

Voting Yea: Mayor Owens, Vice Mayor Taylor, Council Member Mackovjak, Council Member Driscoll, Council Member Patrick, Council Member Taylor

Motion Passed.

12. Award Gravel Pit Contracts

*(1 hour 12 minutes 52 seconds)*

Motion made by Council Member Driscoll to award the Gravel Pit contracts to Fairweather construction for 5,000 cubic yards, Glacier Bay Construction Inc for 5,000 cubic yards, and Gustavus Landscaping and Construction for 1,500 cubic yards.

Seconded by Council Member M. Taylor

Description of project by:

Treasure, Ben Sadler (Given earlier during consent agenda portion of meeting)

City Administrator, Kathy Leary

Public Comment: None

Council Debate: None

Voting Yea: Mayor Owens, Vice Mayor Taylor, Council Member Driscoll, Council Member Patrick, Council Member Taylor, Council Member Mackovjak

Motion Passed.

13. Approve CY24-04 Resolution by The City of Gustavus Supporting House Bill 279, An Act Relating to The Local Boundary Commission

*(1 hour 16 minutes 39 seconds)*

Motion made by Council Member Mackovjak to approve Resolution CY24-04 The City of Gustavus Supporting House Bill 279, an Act Relating to The Local Boundary Commission.

Seconded by Council Member Driscoll

Read by: Council Member Driscoll

Description by: Mayor Owens

Public Comment: None

Council Debate: None

Voting Yea: Mayor Owens, Vice Mayor Taylor, Council Member Mackovjak, Council Member Driscoll, Council Member Patrick, Council Member Taylor

Motion Passed.

14. Approve CY24-05 Resolution Disputing The Qualifications of The Petition Submitted by The City of Hoonah for Incorporation of The Xunaa Borough

*(1 hour 23 minutes 53 seconds)*

Motion made by Council Member M. Taylor to approve Resolution CY24-05 Disputing the Qualifications of The Petition Submitted by The City of Hoonah for Incorporation of The Xunaa Borough.

Seconded by Council Member Driscoll

Read by: Council Member Driscoll

Description by:

Mayor Owens

Council Member M. Taylor

Public Comment: None

Council Debate:

Council Member M. Taylor

Mayor Owens

Council Member Driscoll

Voting Yea: Mayor Owens, Vice Mayor Taylor, Council Member Driscoll, Council Member Patrick, Council Member Taylor, Council Member Mackovjak

**CITY COUNCIL REPORTS**

15. Coffee with Council *(1 hour 37 minutes 56 seconds)*

Council Member Patrick submitted a written report and provided an oral summary.

Council Comment:

Council Member M. Taylor

Council Member Mackovjak

Mayor Owens

16. Mayor's Report *(1 hour 41 minutes 40 seconds)*

Mayor Owens submitted a written report and provided an oral summary.

Council Comment:

Council Member M. Taylor

Council Member Patrick

City Administrator Leary

City Clerk Barker

Council Member Driscoll

**CITY COUNCIL QUESTIONS AND COMMENTS**

None

**PUBLIC COMMENT ON NON-AGENDA ITEMS** *(1 hour 54 minutes 00 seconds)*

Kimber Owen - unorganized borough

**EXECUTIVE SESSION**

None

**ADJOURNMENT** *(1 hour 57 minutes 01 seconds)*

With no further business and hearing no objections, the meeting was adjourned at 8:58 PM.

**POSTED ON:** February 15, 2024 at P.O, Library, City Hall & <https://cms.gustavus-ak.gov/>

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**VISION STATEMENT**

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\_\_\_\_\_  
Shelley K. Owens, Mayor

\_\_\_\_\_  
Date

\_\_\_\_\_  
Attest: Liesl M. Barker, City Clerk

\_\_\_\_\_  
Date

**Quarterly Staff Report — March 2024**  
**Gustavus Public Library**  
 14 Gustavus Road ~ 907.697.2350



LeAnn Weikle ~ Library Services Director ~ [leann.weikle@gustavus.lib.ak.us](mailto:leann.weikle@gustavus.lib.ak.us)  
 Melisa Gomb ~ Library Administrative Director ~ [melisa.gomb@gustavus.lib.ak.us](mailto:melisa.gomb@gustavus.lib.ak.us)

**General Library Statistics December 2023 – February 2024**

	Dec.	Jan.	Feb
<b>Library Visitors</b>	615	458	516
<b>Books Checked Out</b>	454	573	559
<b>Movies Checked Out</b>	198	161	172
<b>Interlibrary Loans Checked Out</b>	21	24	17
<b>Digital Materials Checked Out</b>	1,113	1,151	1,156
<b>Other Materials Checked Out</b>	71	70	47
<b>Events Hosted at/by Library</b>	17	31	29

## Public Outreach:

Look for a survey from the Gustavus Public Library later in March. The goal of this survey is to clarify our patrons' wishes and wants. Example questions: What materials, books, DVD's, kits, etc. are not on target and what suggestions do they have? What programs and services are already meeting the Community needs. Would they like to see more of anything specific? What do they need that we are not providing? Do our hours meet their needs and if not, what would work better for them? What other services do they wish and dream for? Does the City Council specifically have any suggestions?

Surveys are a useful way to receive constructive criticism anonymously to enact positive change for our patrons and community. For example, we have been working on having more adult programming after hearing that some felt our programs were overly targeting the youth and that they missed the adult programming that the library hosted

before the pandemic caused so much change. We took that to heart and have since reintroduced hosting adult Author Talks, Maker Meetings, Plein Aire Artists, the *ever expanding* Everybody Welcome Library Band (now including Contra) and the well-attended Travel at the Library Series.

We welcome all suggestions. This survey will help us gain additional insight into what the citizens of Gustavus are thinking and will be very valuable. However, please don't wait until the survey comes out if you don't need to be anonymous. We would love to discuss ideas directly with you and are always looking for library appropriate presentations. Please contact one of the library directors at your convenience.



## We Our Volunteers

**Volunteers:** Our long-time mission reflects our volunteer appreciation and gratitude!

**GPL Mission Statement:** *The mission of the Gustavus Public Library is to provide community members and visitors of all ages with a welcoming and supportive environment to freely access information, materials, and programming; to support literacy and life-long learning, facilitate connection to place and culture, and meet the recreational, social, intellectual, and cultural needs of the community.*

***At the Gustavus Public Library, Volunteers Are Our Foundation.***

Over the years, some Gustavus citizens have been vocal about wishing for more volunteerism and less paid time by entities such as the City of Gustavus. Communities are built largely through volunteers. Gustavus would not be what it is today without the incredible investment of time our locals have dedicated to making this the town we love to call home. Volunteers continue to support our community and hold us together.

The Library, unfortunately, has seen a trend of volunteer fatigue in the winter, partly because the number of weekly volunteers shrinks when winter travel begins, but also because it is difficult to schedule around holiday happenings. *(And we are all low on Vitamin D!)*

Our library volunteers work a combined total of 27 hours a week, which translates to about 1,400 hours a year. These are often the same volunteers that you see at the Community Chest and the Gustavus Community Center. And volunteer hours play a part in the amount of grant money GPL receives every year to purchase all-inclusive materials and keep the library and community thriving. The core of our volunteer team is 12 people, along with a handful that are available for covering who don't want to commit to a weekly schedule at the library (and we value them all equally!)

We have tried reaching out to past volunteers by direct calling, emailing, and are about to send out an appeal to the entire patron list to fill a few time slots we haven't been able to fill. When substitutes are unable to help, we, the directors, must cover the desk. This is, of course, our responsibility but it also pulls us away from other important tasks.

All of this is to say we would like to reach out to you, our City Council, and to the citizens of Gustavus for help in our recruiting new volunteers. There are lots of benefits to being a library volunteer—come talk to us and we can discuss how we can help one another!

## Status of Active or Upcoming Grants

The 2022 Alaska Community Foundations Grant of \$10,000 continues to help us host incredibly popular and valuable programs. Books for Babes and 1000 Books Before K programs are integral to our community, especially with how many newborns we will have in Gustavus in the next year! This grant will help parents with a free resource to be sure their children are on track for early literacy, which gives families the tools they need to prepare their children for later reading success. We will continue to use this money throughout FY24 for programming.



The PLA (Public Library Assistance) Grant application is due April 1<sup>st</sup> and is currently under way. We were awarded \$7000 for FY24, which is used for a lot of our materials (books, DVDs, etc.) We plan to start using the funds from this grant to expand our collection in new and exciting ways.

For example, we are soon to subscribe to Kanopy, an on-demand streaming video platform for public and academic libraries that offers over 30,000 popular videos, TV series, independent films, documentaries and more. Featuring titles from Warner Bros., MGM, BBC, Paramount Pictures, Lionsgate, The History Channel, A&E, The Criterion Collection, Kino Lorber, The Great Courses, among others, this vast and diverse collection has something for everyone. All you need is a library card to create an account and enjoy Kanopy. The service is free for users, and the contract includes Public

Performance Rights which allows us to show them at the library. The company also boasts Kanopy Kids, which promotes empathy, critical thinking, and helps build STEM skills. Enjoy Kanopy's carefully curated titles from Weston Woods, Sesame Street, Jim Henson Productions, Highlights for Children, Signed Stories, and more. You may set Parental Controls, so your children only see videos in the Kanopy Kids section on Kanopy. We plan to have a Kickoff in April to introduce Gustavus to this new program with a tutorial.

The Interlibrary Cooperation (ILC) Grant is open for proposals for projects with significant statewide impact on the sharing of resources; cooperative services with another library; innovative programs for the delivery of library services; or training or other programs that strengthen library services. We have applied for this grant in the past but were turned down. Just last week we attended an informal presentation to talk about changes with the Head of Library Development Public Library Coordinator of the Alaska State Library on March 7<sup>th</sup>. They have extended the application deadline to April 22<sup>nd</sup>. We hope to come up with some projects and apply again with better results.

## Past, Current, and Upcoming Programming for Winter 2024:



- Travel at the Library:
  - Japan** hosted by Wayne and Kim
  - Norway** hosted by Megan and Daniel
  - Ireland** hosted by Kate and Annie



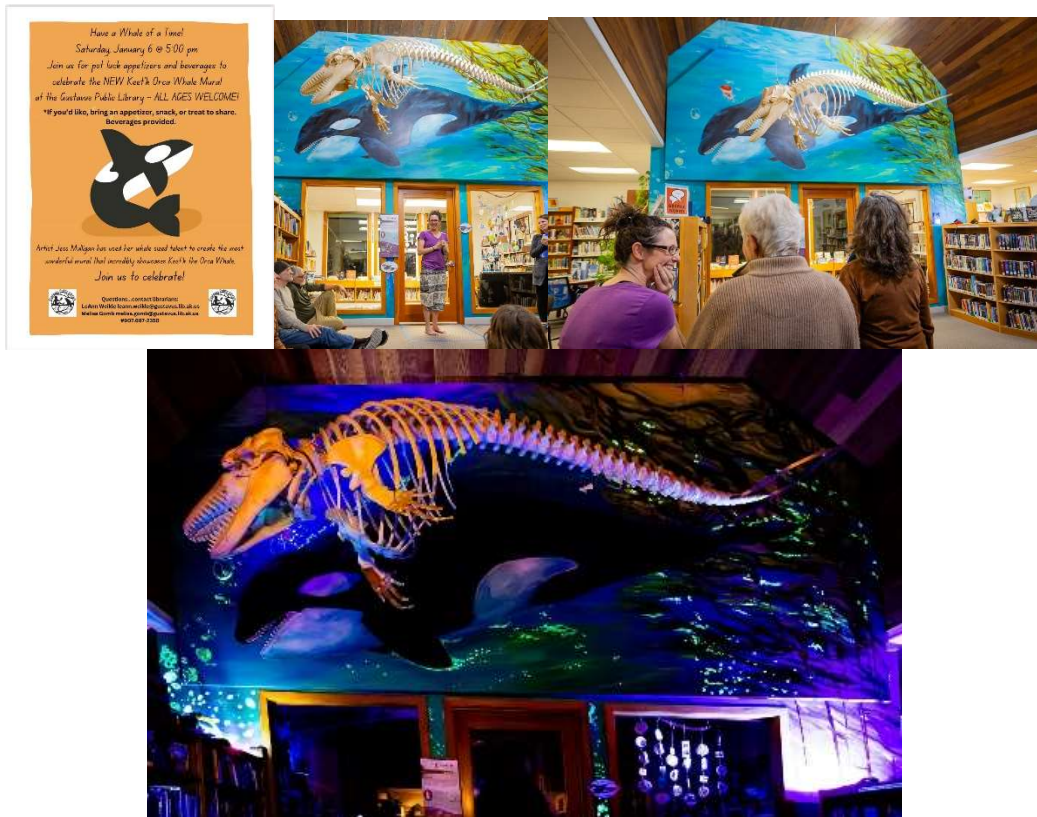
- Gustavus School: I Love to Read Celebration
- Plein Aire Painters, Wednesdays 10:00 -12:00
- Grab & Go Kits
- Pizza, Puzzles & Games, 1<sup>st</sup> & 3<sup>rd</sup> Wednesdays of the month, 3:30-6:00 pm
- Library Volunteer Appreciation event twice a year!
- Maker Meetings begun at the request of the organizers of the GCC's Fiberpalooza, Wednesdays at 7:00 pm
- Art Club, Grades K-2<sup>nd</sup> and 3<sup>rd</sup>-5<sup>th</sup> and the Art Club Shows
- NPS Meetings and Trainings utilizing the Meeting Room which gains library revenue.
- LEGOs with Annie, Fridays, 2:30-4:00 November through February
- TACO (Teen Advisory Council organization) Meetings –beginning again in partnership with the new G.C.C. Operations Manager
- Gustavus Virtual Adult Book Club (new books chosen monthly) **OPEN TO EVERYONE!**
- Everybody Welcome Devilsclub Contra Band, Thursdays at 5:30 and Banjo Classes 5:00

- Story Walk with new books often
- Gustavus Preschool and Elementary Class Weekly Visits: Ms. Quynn's preschool and Ms. Jessie's 3<sup>rd</sup>-5<sup>th</sup> grades
- Homeschool Library Learning Time, Wednesdays at 12:30 pm
- Books for Babes - Friday's at 10:00 am and 1000 Books Before K
- Test Proctoring (including driver's license, college classes, EMT, AK STAR)
- Curbside Services 5 days/week
- Custom-made book boxes – please let us know if there are any requests.
- Library Friends and Volunteers Meetings every 2 or 3 months
- Seed Library is well used.
- Gustavus School: We continue to reach out to the school and offer support and programming.



## Programs and Services in the Spotlight

Pizza, Puzzles, & Games for **all ages** started off with a big bang in November and continues to be well attended! “Come to the library to play games with others and do puzzling together while also eating Papa Murphy’s Pizza! We even have a puzzle in progress in the YA area. We also have lots of brand-new puzzles and games being added to the collection that you can check out for 3 weeks at a time. Two more events are scheduled in March, and we plan to continue this program through the school year.



The Brian Waverly fund, named for a longtime summer resident, friend of the library, and artist which brought about our killer whale skeleton project is being used finally, and we want to thank Gustavus Construction for lending the scaffolding to us to get this project started. Since the whale skeleton was installed in the library, we found that many people (even those living in the community for a long time) didn't realize we had the skeleton because she is lost in front of the white wall, so it was decided to create a mural with an ocean scene that included a killer whale to complement the skeleton. Local artist Jess Mulligan has 98% completed the mural and a celebration of it was hosted. Thank you to all that attended and to Sean Neilson for the incredible photos of the event!

## **Past, Current, or Upcoming Trainings**

Both directors attended an OWL Zoom training on February 14<sup>th</sup> on how to better utilize Zoom. We hope to be able to record future happenings when appropriate for our archive.

Melisa attended a webinar on the Broadband Equity Access and Deployment (BEAD) Program and Libraries hosted by The SHLB Coalition, ALA, and COSLA on February 21<sup>st</sup> and verified that Gustavus is “on the map” for 1 GB upload/download broadband that will be subsidized by the US government. Our status is “unserved, but with broadband projects funded”, and we are excited for the library to be able to welcome better service for our patrons.

Melisa has signed up for a few upcoming ALA eLearning opportunities such as Practicing Adaptive Leadership: Library Management for Staff and Personal Wellness.

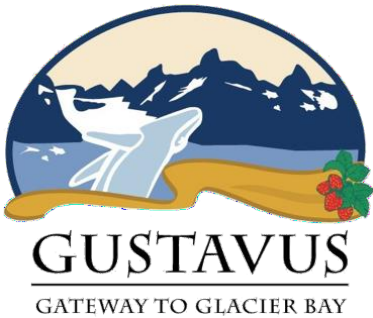
LeAnn is attending the Alaska Library Association Grant update training on March 6<sup>th</sup>.

Both directors attended an informal presentation to talk about changes with the Head of Library Development Public Library Coordinator of the Alaska State Library for the ILC Grant on March 7<sup>th</sup>.

**Thank you to our City Council!**

**We appreciate all your efforts on behalf of Gustavus.**





# Gustavus Visitors Association March 1, 2024 Quarterly Report

## **City of Gustavus Quarterly reports due:**

March- first quarter (Mid Year) – reflecting activities from- December, January & February  
Objectives for March, April & May.

Include: - next FY Marketing Plan & FY budget request.

June - second quarter -reflecting activities from March, April and May  
Objectives for – June, July & August.

September- (End of Year) third quarter - reflecting the FY activities & completed to task  
years report

Quarterly report - reflecting activities from- June, July & August  
Objectives for- September, October & November.

December - fourth quarter - reflecting activities from- September, October & November.  
Objectives for- December, January & February.

This report reflects activities within the GVA from November 2023 through February 2024 and  
projected goals and objectives for March through May 2024.

## **Packet Includes:**

- Quarterly Progress Report
- Profit & Loss vs Actual
- Balance Sheet
- FY25 Budget request
- FY25 Marketing Plan

**Gustavus Visitors Association Board of Directors:**

President: Leah Okin

Vice President: Robynn Jones

Secretary: Cam Cacioppo

Treasurer: Hillery Lesh

Director: Curtis Linblom

Director: Natalie Vaz

**Employed Positions:**

Administrator: Noel Farevaag

Marketing Coordinator: Leah Okin

Marketing Technician: Brian Taylor

Marketing Social Media: Trisha Dawson

**Mission Statement**

The mission of GVA is to enhance the economies of the City of Gustavus (CoG) through marketing tourism that increases business revenue, tax revenue and creates jobs. Our primary goal is to increase overnight stays of leisure and business travelers, who in turn, support local businesses through spending money – a boost to our economy.

GVA is committed to promoting and elevating Gustavus' position as a world-class destination for leisure travel. GVA further serves to ensure tourism continues to contribute locally on a large scale, thereby enhancing the quality of life for all who live, work and play here.

**Organizational Structure: Non-profit Corporation**

The Gustavus Visitors Association was incorporated as a 501c(3) non-profit corporation in January of 2005. According to GVA By-laws, every fall the Board reviews and adopts a fiscal year budget for the period: July 1 to June 30 of the following year to coincide with the City of Gustavus fiscal year. The GVA Board submits its request for use of a portion of bed tax revenues to the City, along with the Marketing Plan which must by Ordinance be approved by the City Council.

**Funding Source**

The Gustavus Visitors Association is funded both by a city bed tax of 4%, of which GVA can receive up to half, and GVA annual membership dues. The visitor industry supports up to 50% of the City's tax revenue in most years.

## Completed to task this quarter – November, December, January & February. (February included due to a change in City reporting due dates)

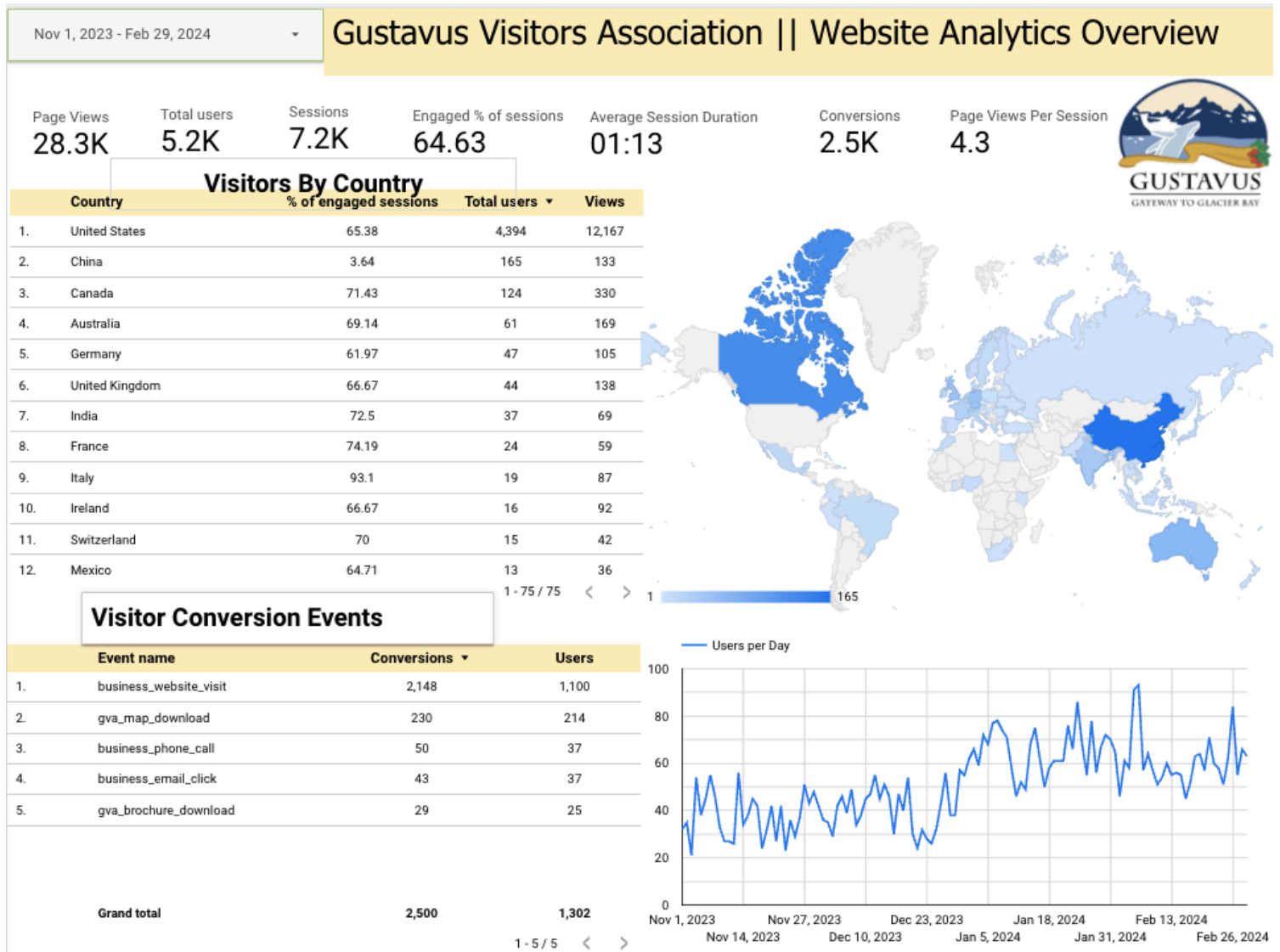
- ❖ Maintaining the Gustavus Calendar of events on the GVA website as a one stop location where all Gustavus events may be viewed by visitors and the community
- ❖ Maintained marketing and memberships.
  - Southeast Alaska Tourism Council (SATC)
  - Travel Alaska
  - Alaska Travel Industry Association (ATIA)
  - Travel Juneau
- ❖ Updated content on website listing to reflect 2024 operations.
- ❖ Maintained marketing listings in the Mile Post and the Alaska Magazine
- ❖ Continued discussions on the update of the content to the Beach kiosk. Contacted Wayne Howell and Kathy Hocker to discuss the content and placement of a poster with information of cultural significance, Sean Neilson is working on a poster photo image of the Fairweather Mountains, names, heights and distance from the view point, Contacted Jim Mackovjak about including a poster with the information about the name Gustavus and the name Strawberry Point, contacted Linda Parker about a poster with homesteader information and possible images.
- ❖ Continued the position of Featured listing on [Travel Juneau's nearby communities](#)
- ❖ Sent out a competition incentive for the public to submit wildlife video footage to complement the content of the Gustavus marketing films. We had good feedback and lots of videos.
- ❖ Sent off an Alaska Airlines survey to assist the City of Gustavus to collect data and an impact study on the reduced essential Airlines service of Alaska Airlines and the implications of a future terminated Alaska Airlines essential airlines service.
- ❖ Included in the above survey was information about the TSA requirement for a VSPO / Law enforcement officer to continue TSA service essential to the operations of the Alaska Airlines service into Gustavus. The survey did not ask the public to comment on their opinions of having a VSPO in Gustavus.
- ❖ Email outreach to the businesses and to the community informing of Nature Conservancy TNC lands conversations and status updates.

- ❖ Email and meetings to discuss and compile letters regarding the Xunaa Borough Incorporation Petition.
- ❖ Membership drive. – many members donated above and beyond the membership dues in support of the GVA's mission.
- ❖ **Site updates, fixes, and maintenance:**
  - Completed initial development of the individualized member reports for business members, which have launched with this year's membership drive.
  - Continued incremental improvements to Analytics and event tracking
  - Designed a template for blog content which lists relevant businesses from the blog post in its sidebar.
  
  - Scoped a project to implement automatic recurring payments for GVA membership, which would significantly decrease the amount of time we'd need to put towards the membership drive each year, and we expect would also improve retention of business members.
    - This work was almost completely implemented but then was unfortunately sidelined due to the payment provider we had selected to work with - Stripe - delaying activation of our payments account for a time in excess of several weeks.
    - In order to begin the membership drive before the year was over, we opted to continue with our current one time payment system and to implement recurring payments in the next membership drive.
- ❖ 16 Social media posts
- ❖ 1252 Total social media users reached
- ❖ Slow and organic growth of Social Media Followers

# Analytics of GVA Website

First quarter – November 2023 through February 2024

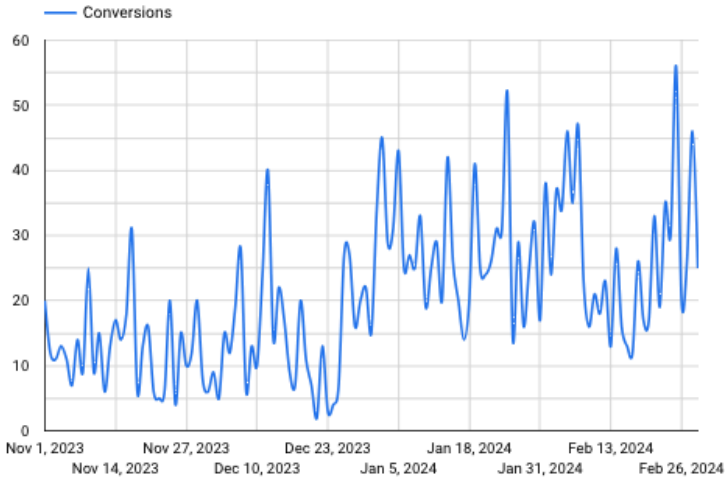
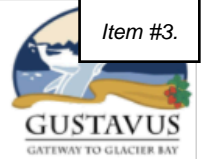
[View the live and interactive report here](#)



- Over last year we saw a significant increase in page views per session, as well as a moderate increase in users and sessions.
- Despite the increase in users and page views, we surprisingly saw a decrease in conversions.

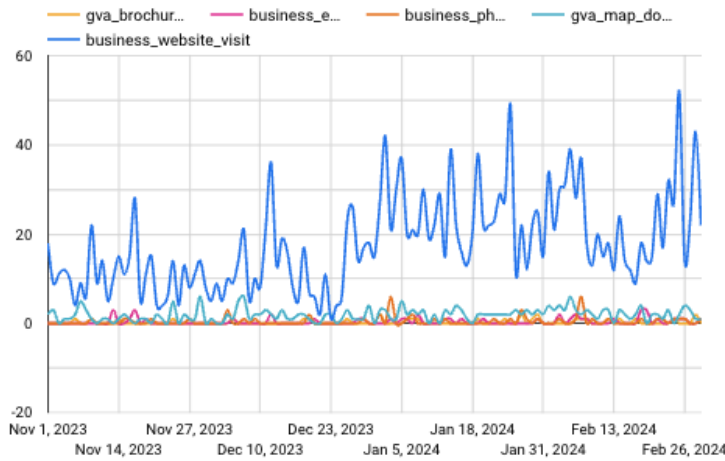
Gustavus Visitors Association March 2024 Quarterly Report

# Conversion Events



Event name	Total users	% Δ	Conversions	% Δ
1. business_website_visit	1,100	-25.6% ↓	2,148	-32.5% ↓
2. gva_map_download	214	105.8% ↑	230	71.6% ↑
3. business_phone_call	37	-33.9% ↓	50	-51.5% ↓
4. business_email_click	37	-53.2% ↓	43	-66.4% ↓
5. gva_brochure_downlo...	25	8.7% ↑	29	0.0%

1 - 5 / 5 < >



Business Display Name	# of Users	Conversions
1. ferry service	251	290
2. alaska seaplanes	162	181
3. annie mae lodge	112	138
4. bear track inn	113	131
5. glacier bay day boat	102	113
6. cottonwood lodge cabin rentals	89	113
7. blue heron bb and cabin rentals	80	102
8. glacier bay lodgemark	81	96
9. glacier bay country inn	68	85
10. alaska airlines	77	80
11. alaskan eagle house with a pond	50	64
12. hollywood farms rv park	57	62
13. blue bucket bb	49	61
14. chinook lodge	47	50
15. glacier bay getaway cabins	34	48
16. fairweather adventures at glacier bay	38	44

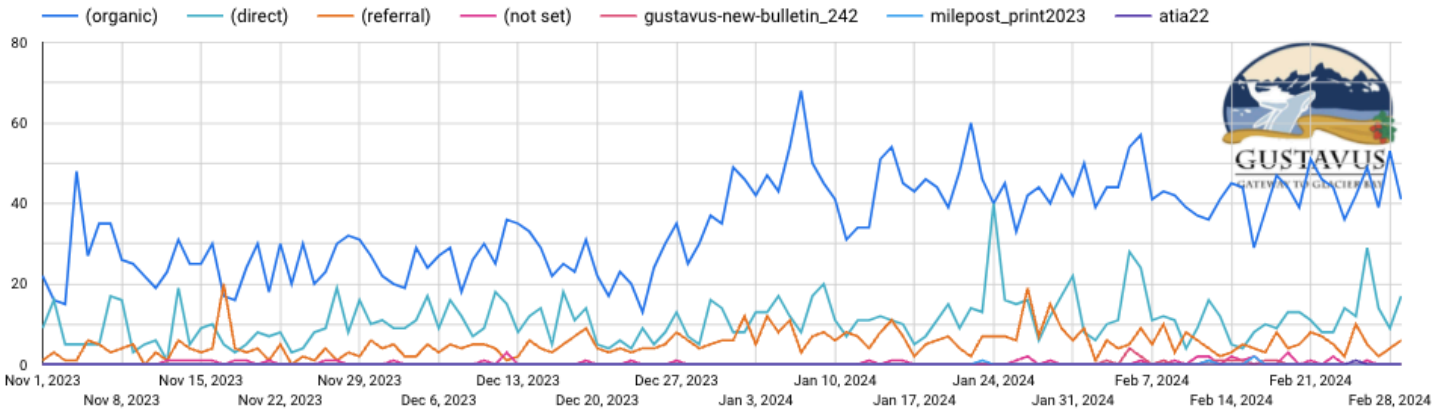
1 - 75 / 75 < >

- The decrease in conversions appears to have principally been in visits to business member websites
- Business phone calls and email clicks also saw a significant decrease from the same period in the prior year
- It's not necessarily clear that this is any indication of a lower tourism interest in the coming season, given the large increase in the number of visitor maps downloaded.



Nov 1, 2023 - Feb 29, 2024

### Traffic by Campaign and Medium



	Session medium	Session source	Total users	Sessions	% of engaged sessions	Conversions	Session conversion rate
1.	organic	google	3,176	4,417	69.87	1,527	22.12%
2.	(none)	(direct)	1,185	1,447	48.93	405	16.1%
3.	referral	nps.gov	214	285	75.09	160	29.12%
4.	organic	bing	207	296	69.59	95	17.91%
5.	organic	duckduckgo	64	86	67.44	23	23.26%
6.	referral	travelalaska.com	62	76	80.26	23	18.42%
7.	organic	yahoo	60	92	77.17	82	39.13%
8.	referral	visitglacierbay.com	45	61	67.21	29	26.23%
9.	(not set)	(not set)	35	35	0	10	22.86%
10.	referral	facebook.com	24	24	0	0	0%
11.	organic	baidu	23	23	0	0	0%
		<b>Grand total</b>	<b>5,156</b>	<b>7,152</b>	<b>64.63</b>	<b>2,500</b>	<b>21%</b>

1 - 76 / 76 < >

- We continue to see organic traffic bring us our most engaged site visitors.
- Visitors referred to the site from NPS.gov are the most likely to convert.

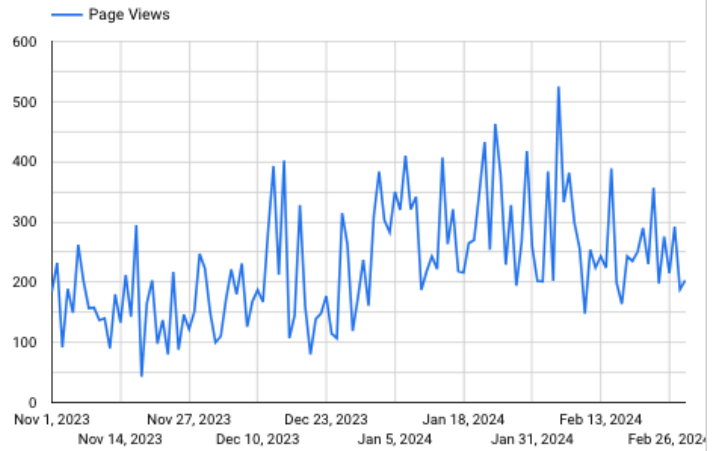
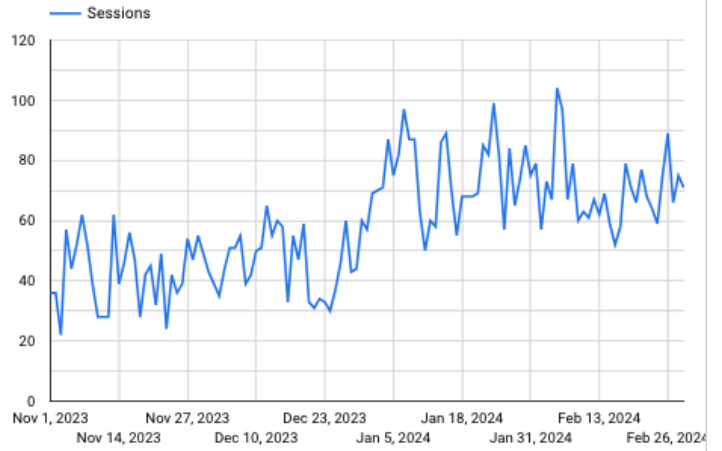
Nov 1, 2023 - Feb 29, 2024



## Page Views

Page URL	Views	% Δ
1. /	4,431	84.5% ↑
2. /getting-to-gustavus/ferry-service	2,450	85.5% ↑
3. /places-to-stay/	1,753	53.9% ↑
4. /plan-your-trip/getting-to-gustavus/	1,545	76.8% ↑
5. /plan-your-trip/brochure-and-map/	1,340	1,281.4% ↑
6. /transportation	863	170.5% ↑
7. /plan-your-trip/suggested-itineraries/	704	137.0% ↑
8. /glacier-bay-national-park/glacier-bay-day-boat	683	171.0% ↑
9. /accommodations	639	74.6% ↑
10. /about-gustavus/the-city-of-gustavus/	500	204.9% ↑
11. /getting-around-gustavus/buds-rent-a-car-sales	435	69.3% ↑
12. /getting-around-gustavus/alaska-seaplanes	386	55.0% ↑
13. /things-to-do	338	166.1% ↑
14. /local-community/gustavus-photo-galleries/	334	51.1% ↑
15. /things-to-do/fishing-and-whale-watching/	326	45.5% ↑
16. /plan-your-trip/	318	83.8% ↑
17. /accommodations/bear-track-inn	305	73.3% ↑
18. /things-to-do/glacier-bay-national-park	302	132.3% ↑
19. /things-to-do/dining/	293	51.0% ↑
20. /getting-around-gustavus/tlc-taxi	277	125.2% ↑
21. /about-gustavus/glacier-bay-national-park-and-preserve/	275	95.0% ↑
22. /accommodations/annie-mae-lodge	275	23.3% ↑
23. /getting-to-gustavus/alaska-airlines	267	63.8% ↑
24. /plan-your-trip/getting-around-gustavus/	265	176.0% ↑

1 - 100 / 300 < >

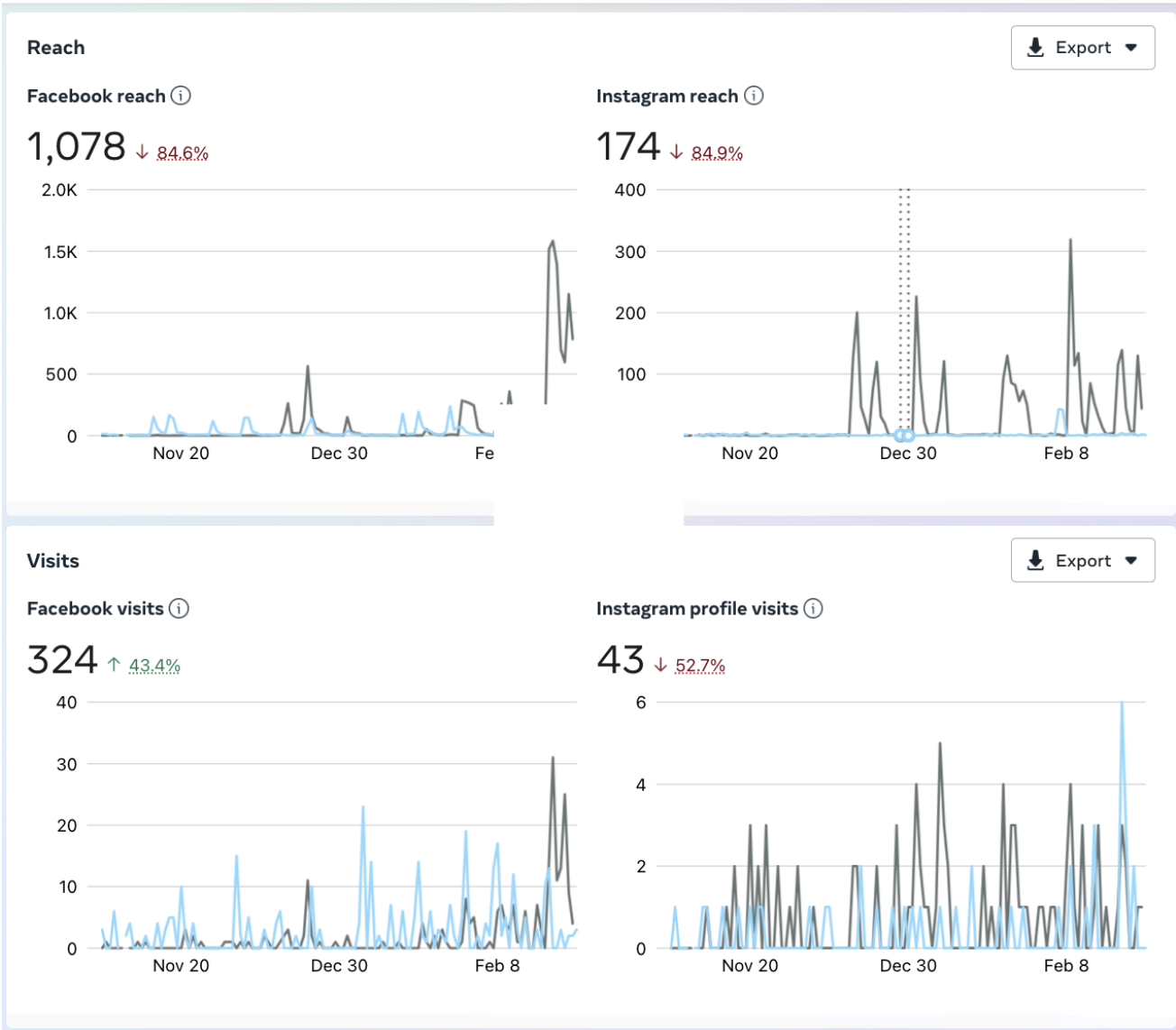


- In general, compared to this period in the previous year, we see that traffic significantly increased.
- This large of a traffic increase, with the decrease in conversions, leaves us with more questions than answers.

# Social Media Report

## Social Media Reach and Engagement

Nov 1, 2023 – Feb 28, 2024  
vs. Nov 1, 2022 – Feb 27, 2023





**Gustavus Visitors Association- Gateway to Glacier Bay**

November 17, 2023 · 🌐



Absolutely stunning! Thanks [Sean Neilson Media](#) for sharing the magic with us! ❤️



**Sean Neilson Media**

November 17, 2023 · 🌐

An early morning aurora shot in Gustavus from a couple of weeks ago.

This time of year, I am always hoping for the aurora forecast to line up with the weather forecast but it doesn't happen often enough. However, we are blessed with plenty of darkness this time of year!

[#aurora](#) [#auroraborealis](#) [#northernlights](#) [#alaska](#) [#alaskalife](#) [#smalltownusa](#)  
[#nightskyphotography](#) [@travelalaska](#) [@visitgustavus](#) [@canonusa](#)



Valerie Kay Scott, Jennifer Todd and 32 others

1 comment 1 share

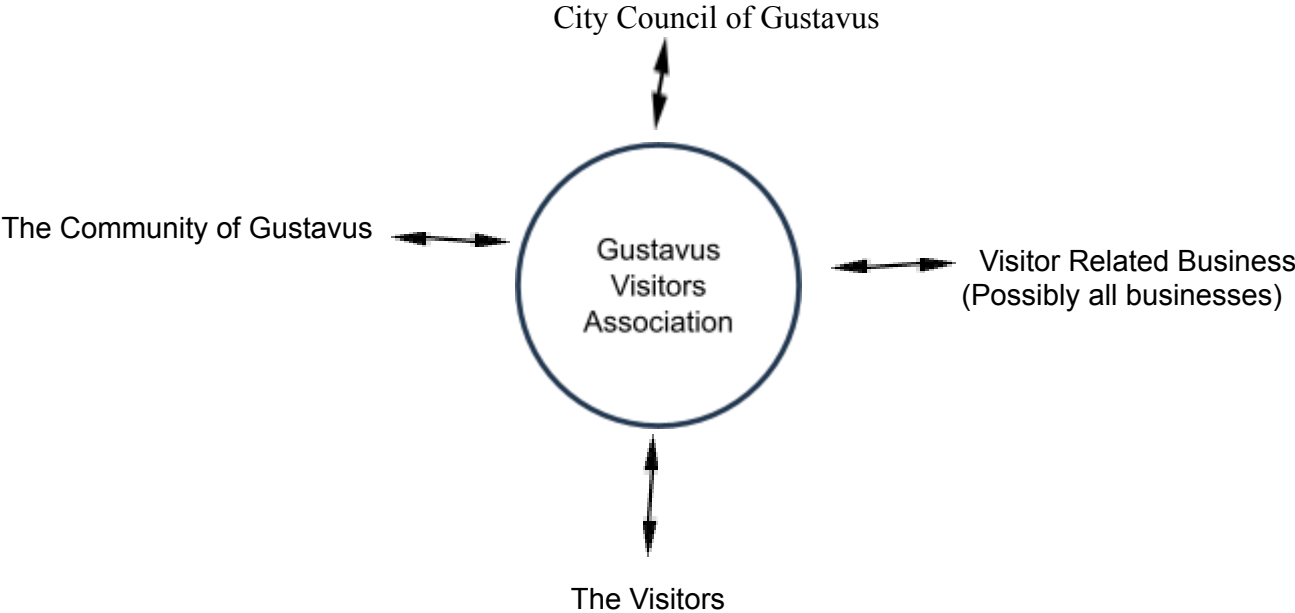
- Our most popular post for the period was something we shared from Sean Nielson. It's so great to see folks already making such good use of the repositioned welcome sign

## Goals and Objectives for March through May 2024

- ❖ Some of the software which was used to develop our current site and manages significant portions of the “directory” functionality has since been abandoned by the software developer, and is no longer being supported or maintained.
  - Until now we’ve been minimally maintaining this software in-house for compatibility with new versions of WordPress, as issues arise. However, in the long term we believe it will be necessary to allocate additional funds to web development so we can migrate away from this “Abandonware”. Likely in the coming fiscal year
  - We’ll be engaging with the web developer who originally developed our site to scope out our options to move past this issue.
- ❖ In light of the above, we’ll be monitoring the front end of the site page by page to ensure current information is accurate, correct and functioning.
- ❖ Send out an email then gather updates and changes for the city map. Asking everyone’s opinions on the map is extremely time consuming and sometimes difficult to achieve everyone’s wishes; however, the GVA feels that everyone should be included in the discussion and as much as possible, their comments should be addressed.
- ❖ Print map and brochure
- ❖ Continue working on Gustavus Postcards
- ❖ Add ‘nearby communities’ to the website and link itineraries with neighbor towns on the Alaska Marine Highway.
- ❖ Connect with the library and the DRC to look at green initiatives for Gustavus
- ❖ Continue marketing relationship / partner bridges between neighbor communities.
- ❖ Collaborate on beautification efforts of Gustavus. Possibly add to the Airport welcome to Gustavus Sign to spruce that up and make more of that welcome sign.
- ❖ Continue to generate the GVA Community News Bulletin.

# Conclusion

This quarter our principal focus has been on the membership drive, continued business and community outreach information on many aspects affecting the future of the Gustavus visitor economy and ensuring the preservation of all valued aspects of Gustavus. The GVA is positioned to provide the vital bridges between:



# Gustavus Visitors Association



**GUSTAVUS**

GATEWAY TO GLACIER BAY

GUSTAVUS VISITORS ASSOCIATION  
 WWW.GUSTAVUSAK.COM  
 INFO@GUSTAVUSAK.COM

# FY25 Marketing Plan

Prepared by:

Leah Okin - President & Brian Taylor- Marketing  
 Gustavus Visitors Association  
 www.gustavusak.com  
[info@gustavusak.com](mailto:info@gustavusak.com)

## GUSTAVUS VISITORS ASSOCIATION

Gustavus is an incredibly special place, one that has cultivated a powerful connection with adventurers for over half a century. Southeast Alaska is a must-see and do destination and Gustavus is ideally situated in a beautiful wilderness and surrounded by Glacier Bay National Park. We excel in experience and hospitality in an increasingly competitive Alaska market. We continue to innovate while honoring the deeply rooted history, geography and singularity that has landed us prominently on the map. The travel and tourism sector are currently the driving force behind Gustavus's economy.

### Mission Statement

The Gustavus Visitors Association's (GVA) primary mission is to enhance the economics of the City of Gustavus through tourism marketing that increases business revenue, tax revenue and creates jobs.

### Target Audience

- New & returning independent travelers
- Independently traveling artists
- Independent adventure travelers
- Science & eco-oriented travelers
- Families traveling independently
-



## Ongoing Marketing Goals

1. Bring Gustavus to the forefront as a destination to visit.
2. Increase the visitor length of stay.
3. Increase visitor spending in the Gustavus economy.
4. Build and maintain positive relationships with local vendors, businesses and travel industry partners.
5. Market the character of this: wildlife packed, unique Alaskan experience, and quite possibly, the friendliest community in North America

## Strategic Initiatives for Ongoing Marketing

1. **Increase** visibility and the average visitor “stay time” in Gustavus, through:
  - a. Increased global interest with the placement of marketing videos across all mediums of digital and social media.
  - b. Increasing visibility through website engagement.
  - c. Encouraging local tour companies and accommodations to develop multi-day activity packages.
2. **Develop** Gustavus Green initiatives by:
  - a. Revisit the analysis of Gustavus’s Carbon Footprint and place Gustavus as a model sustainable community.
  - b. Encourage Adventure Green Alaska to create a community category for those seeking environmentally friendly towns to visit. <https://www.adventuregreenalaska.org/>
  - c. Proudly promoting and displaying Gustavus’s Community Gardens and Award winning Recycling Center
3. **Build** Partnerships and bridges with our neighboring communities by:
  - a. Creating itineraries around the Alaska Marine Highway system
  - b. Creating itineraries around neighboring community events
  - c. Welcome reciprocal progressive events from community to community of art, musicians, retreats and events of specific interest.
4. **Boost** and maintain positive relationships with local vendors, businesses, non -profit organizations and travel industry partners:
  - a. Creating value added incentives for businesses and non-profits to join GVA.
  - b. Maintaining and growing our travel industry contacts and associations to market Gustavus both regionally, nationally and globally.
  - c. Working with the city and businesses to build a measurable financial model so we can fine tune our target marketing.

## 5. **Maintain** a Gustavus Community & Visitor Information Center by:

Keeping our website up to date with current events, neighborhood news, wildlife, and bird sightings as blog/social media posts.

### Strategic Initiative Tasks

#### 1. Retain memberships/advertising with the following:

- Alaska Travel Industry Association (ATIA)
- Travel Juneau (formerly the Juneau Convention and Visitors Bureau)
- Alaska Travel Publication
- Southeast Alaska Tourism Council- Alaska's Inside Passage (SATC)
- Alaska Airlines Magazine
- Alaska Magazine
- The Milepost
- KTOO radio program
- Social Media

2. Continue the work of compiling and publishing our filmed and collected media content.

3. Continue building an email list for increased marketing reach via direct emails. Send occasional marketing emails to subscribers highlighting content, new blog posts, and community events.

4. Continue Implementing [UTM URL parameters](#) in advertising campaigns for better analytics reporting. This gives us a more accurate measurement of the effect of our ad spend so we can have better data on which to make our advertising decisions.

5. Continue refining our analytics reporting and custom reports that allow our members to see details of the impact the GVA is having on their business. (ie. # of phone calls, clicks to their website, etc)

6. Continue to methodically improve the quality of the content on pages across our website with content revisions and updates.

7. Launch a blog section of the GVA website to showcase our wonderful community in more detail, publish content from local businesses, authors, artists, etc. This could include a monthly staff-written blog post, posts highlighting community events, as well as guest posts from local contributors and businesses.

**Gustavus Visitors Association**  
**FY25 Budget Proposal to City of Gustavus**  
 July 2024 through June 2025

	Jul '24 - Jun 25
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
CityTax Revenue	27,200.00
Membership	2,000.00
<b>Total Income</b>	29,200.00
<b>Gross Profit</b>	29,200.00
<b>Expense</b>	
<b>Administration</b>	
Federal Grant Eligibility	3,000.00
Postage	50.00
Software	1,500.00
Supplies	134.00
<b>Total Administration</b>	4,684.00
<b>Contractor Work</b>	
Administrative	2,000.00
Marketing Coordinator	
Social Media	2,000.00
Technician	3,000.00
Marketing Coordinator - Other	7,800.00
<b>Total Marketing Coordinator</b>	12,800.00
<b>Total Contractor Work</b>	14,800.00
<b>Marketing</b>	
<b>Memberships</b>	
ATIA/Travel Alaska	400.00
DTN Travel Juneau	400.00
<b>Total Memberships</b>	800.00
<b>Online</b>	
GVA Website	1,000.00
Social Media	500.00
<b>Total Online</b>	1,500.00
<b>Print / Digital Media</b>	
Alaska Magazine ads	5,616.00
Brochure	1,800.00
<b>Total Print / Digital Media</b>	7,416.00
<b>Total Marketing</b>	9,716.00
<b>Total Expense</b>	29,200.00
<b>Net Ordinary Income</b>	0.00
<b>Net Income</b>	0.00

**City of Gustavus**  
**Profit & Loss Budget vs. Actual COG Accrual**  
**July 2023 through February 2024**

	Jul '23 - Feb 24	Budget	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
Business License Fees	2,250.00	3,500.00	-1,250.00	64.3%
Donations	350.00	1,000.00	-650.00	35.0%
<b>DRC Income</b>				
C Chest paid at City Hall	670.00			
Community Chest Sales	8,808.00	13,500.00	-4,692.00	65.2%
Landfill Fees paid @ City Hall	35,726.56			
Landfill Fees/Sales	37,597.85	75,000.00	-37,402.15	50.1%
Recyclable Material Sales	1,755.65	3,600.00	-1,844.35	48.8%
<b>Total DRC Income</b>	<b>84,558.06</b>	<b>92,100.00</b>	<b>-7,541.94</b>	<b>91.8%</b>
<b>Federal Revenue</b>				
ARPA - 22-LGLR	33,904.06	35,987.92	-2,083.86	94.2%
Disaster Assistance (FEMA funds)	5,459.67			
Natl Forest Receipts-Encumbered	0.00	45,000.00	-45,000.00	0.0%
Payment In Lieu of Taxes	152,913.58	130,000.00	22,913.58	117.6%
<b>Total Federal Revenue</b>	<b>192,277.31</b>	<b>210,987.92</b>	<b>-18,710.61</b>	<b>91.1%</b>
<b>Fundraising</b>	<b>245.00</b>	<b>600.00</b>	<b>-355.00</b>	<b>40.8%</b>
<b>Grant Income</b>	<b>0.00</b>	<b>13,000.00</b>	<b>-13,000.00</b>	<b>0.0%</b>
<b>GVFD Income</b>				
Ambulance Billing	460.93	9,000.00	-8,539.07	5.1%
ASP	875.00	1,500.00	-625.00	58.3%
Training	20.00	150.00	-130.00	13.3%
<b>Total GVFD Income</b>	<b>1,355.93</b>	<b>10,650.00</b>	<b>-9,294.07</b>	<b>12.7%</b>
<b>Interest Income</b>	<b>497.20</b>			
<b>Lands Income</b>				
Gravel Pit Gravel Sales	39,936.00	40,000.00	-64.00	99.8%
<b>Total Lands Income</b>	<b>39,936.00</b>	<b>40,000.00</b>	<b>-64.00</b>	<b>99.8%</b>
<b>Lease Income</b>				
Rent	2,000.00			
Lease Income - Other	7,190.32	16,011.00	-8,820.68	44.9%
<b>Total Lease Income</b>	<b>9,190.32</b>	<b>16,011.00</b>	<b>-6,820.68</b>	<b>57.4%</b>
<b>Library Income</b>	<b>923.50</b>	<b>500.00</b>	<b>423.50</b>	<b>184.7%</b>
<b>Marine Facilities Income</b>				
Facilities Usage Fees				
Landing Craft Use Fee	2,200.00			
Single Use Fee	95.00			
Facilities Usage Fees - Other	0.00	2,000.00	-2,000.00	0.0%
<b>Total Facilities Usage Fees</b>	<b>2,295.00</b>	<b>2,000.00</b>	<b>295.00</b>	<b>114.8%</b>
Commercial Vessel Registration				
Kayak Registration	20.00			
Commercial Vessel Registration - Other	1,500.00	15,000.00	-13,500.00	10.0%
<b>Total Commercial Vessel Registration</b>	<b>1,520.00</b>	<b>15,000.00</b>	<b>-13,480.00</b>	<b>10.1%</b>
Private Vessel Registration				
Kayak Registration	30.00			
Private Vessel Registration - Other	2,130.00	5,000.00	-2,870.00	42.6%
<b>Total Private Vessel Registration</b>	<b>2,160.00</b>	<b>5,000.00</b>	<b>-2,840.00</b>	<b>43.2%</b>
Storage Area Fee	1,660.00	2,250.00	-590.00	73.8%
<b>Total Marine Facilities Income</b>	<b>7,635.00</b>	<b>24,250.00</b>	<b>-16,615.00</b>	<b>31.5%</b>
<b>State Revenue</b>				
Community Assistance Program	83,489.34	80,000.00	3,489.34	104.4%

**City of Gustavus**  
**Profit & Loss Budget vs. Actual COG Accrual**  
**July 2023 through February 2024**

	Jul '23 - Feb 24	Budget	\$ Over Budget	% of Budget
Shared Fisheries Business Tax	244.41	632.77	-388.36	38.6%
<b>Total State Revenue</b>	<b>83,733.75</b>	<b>80,632.77</b>	<b>3,100.98</b>	<b>103.8%</b>
<b>Tax Income</b>				
Retail Tax Income	379,665.48	415,000.00	-35,334.52	91.5%
Remote Sellers Retail Tax	67,313.34	56,000.00	11,313.34	120.2%
Room Tax Income	91,512.57	105,400.00	-13,887.43	86.8%
Fish Box Tax	1,260.00	8,000.00	-6,740.00	15.8%
Penalties & Interest	956.83	1,000.00	-43.17	95.7%
Tax Exempt Cards	200.00	300.00	-100.00	66.7%
<b>Total Tax Income</b>	<b>540,908.22</b>	<b>585,700.00</b>	<b>-44,791.78</b>	<b>92.4%</b>
<b>Total Income</b>	<b>963,860.29</b>	<b>1,078,931.69</b>	<b>-115,071.40</b>	<b>89.3%</b>
<b>Gross Profit</b>	<b>963,860.29</b>	<b>1,078,931.69</b>	<b>-115,071.40</b>	<b>89.3%</b>
<b>Expense</b>				
Administrative Costs	27,750.96	35,000.00	-7,249.04	79.3%
Advertising	0.00	100.00	-100.00	0.0%
Bad Debt	4,332.00	0.00	4,332.00	100.0%
Bank Service Charges	7,592.42	4,750.00	2,842.42	159.8%
<b>Building</b>				
Insurance	15,336.68	12,658.62	2,678.06	121.2%
Maintenance & Repair	1,681.49	13,200.00	-11,518.51	12.7%
<b>Total Building</b>	<b>17,018.17</b>	<b>25,858.62</b>	<b>-8,840.45</b>	<b>65.8%</b>
<b>Contractual Services</b>				
City Engineer	3,039.60	20,000.00	-16,960.40	15.2%
Ambulance Billing Expense	444.66	1,300.00	-855.34	34.2%
Managed IT Services	16,680.00	25,020.00	-8,340.00	66.7%
Contractual Services - Other	2,017.23	41,560.00	-39,542.77	4.9%
<b>Total Contractual Services</b>	<b>22,181.49</b>	<b>87,880.00</b>	<b>-65,698.51</b>	<b>25.2%</b>
<b>Dues/Fees</b>	<b>8,386.39</b>	<b>14,707.00</b>	<b>-6,320.61</b>	<b>57.0%</b>
<b>Economic Development Services</b>				
GVA	41,400.00	41,400.00	0.00	100.0%
<b>Total Economic Development Services</b>	<b>41,400.00</b>	<b>41,400.00</b>	<b>0.00</b>	<b>100.0%</b>
<b>Election Expense</b>	<b>81.56</b>	<b>250.00</b>	<b>-168.44</b>	<b>32.6%</b>
<b>Emergency &amp; Disaster</b>	<b>0.00</b>	<b>50,000.00</b>	<b>-50,000.00</b>	<b>0.0%</b>
<b>Equipment</b>				
Equipment Fuel	1,741.16	2,200.00	-458.84	79.1%
Equipment Purchase	11,816.04	12,050.00	-233.96	98.1%
Insurance	298.09	278.86	19.23	106.9%
Maintenance & Repair	6,422.47	6,000.00	422.47	107.0%
<b>Total Equipment</b>	<b>20,277.76</b>	<b>20,528.86</b>	<b>-251.10</b>	<b>98.8%</b>
<b>Events &amp; Celebrations</b>	<b>3,769.20</b>	<b>4,400.00</b>	<b>-630.80</b>	<b>85.7%</b>
<b>Freight/Shipping</b>	<b>12,927.66</b>	<b>31,000.00</b>	<b>-18,072.34</b>	<b>41.7%</b>
<b>Fundraising Expenses</b>	<b>0.00</b>	<b>500.00</b>	<b>-500.00</b>	<b>0.0%</b>
<b>General Liability</b>				
Public Entity Crime Coverage	122.49			
Cyber Liability	2,817.00			
General Liability - Other	12,574.44	20,700.00	-8,125.56	60.7%
<b>Total General Liability</b>	<b>15,513.93</b>	<b>20,700.00</b>	<b>-5,186.07</b>	<b>74.9%</b>
<b>Gravel Pit Fund</b>	<b>6,000.00</b>	<b>6,000.00</b>	<b>0.00</b>	<b>100.0%</b>
<b>Library Materials</b>				
Donated/Fundraised	0.00	800.00	-800.00	0.0%
Non-Fiction Add/Replacement	0.00	13,200.00	-13,200.00	0.0%

**City of Gustavus**  
**Profit & Loss Budget vs. Actual COG Accrual**  
**July 2023 through February 2024**

	Jul '23 - Feb 24	Budget	\$ Over Budget	% of Budget
Library Materials - Other	3,749.33			
<b>Total Library Materials</b>	3,749.33	14,000.00	-10,250.67	26.8%
<b>Marine Facilities</b>				
Insurance	5,804.01	2,722.48	3,081.53	213.2%
Maintenance & Repairs	0.00	3,000.00	-3,000.00	0.0%
<b>Total Marine Facilities</b>	5,804.01	5,722.48	81.53	101.4%
<b>Occupational Health</b>	0.00	500.00	-500.00	0.0%
<b>Payroll Expenses</b>				
Wages	266,444.91	444,099.13	-177,654.22	60.0%
Payroll Taxes	26,521.11	39,446.57	-12,925.46	67.2%
Paid Time off	8,087.48			
Sick Leave	4,477.08			
Health Insurance (company paid)	22,070.22	26,493.60	-4,423.38	83.3%
Health Insurance Stipend	4,000.00	9,600.00	-5,600.00	41.7%
457(b) Employer Contribution	12,144.94	29,220.00	-17,075.06	41.6%
Workers Comp Insurance	6,218.05	8,979.10	-2,761.05	69.3%
Payroll Expenses - Other	-10,786.48	230.00	-11,016.48	-4,689.8%
<b>Total Payroll Expenses</b>	339,177.31	558,068.40	-218,891.09	60.8%
<b>Professional Services</b>	1,347.50	15,000.00	-13,652.50	9.0%
<b>Public Relations</b>	564.24	500.00	64.24	112.8%
<b>Repair &amp; Replacement Fund</b>	16,545.71	16,595.71	-50.00	99.7%
<b>Road Maintenance</b>				
Grading	51,434.06			
Snow Plowing	60,412.00	65,000.00	-4,588.00	92.9%
Road Maintenance - Other	2,415.94	131,000.00	-128,584.06	1.8%
<b>Total Road Maintenance</b>	114,262.00	196,000.00	-81,738.00	58.3%
<b>Stipend</b>	1,148.76	6,000.00	-4,851.24	19.1%
<b>Supplies</b>				
Donated/Fundraised	500.00	800.00	-300.00	62.5%
Program	1,352.99	2,975.00	-1,622.01	45.5%
Supplies - Other	11,998.16	20,400.00	-8,401.84	58.8%
<b>Total Supplies</b>	13,851.15	24,175.00	-10,323.85	57.3%
<b>Telecommunications</b>	9,121.66	20,412.00	-11,290.34	44.7%
<b>Training</b>	3,049.35	18,200.00	-15,150.65	16.8%
<b>Travel</b>	17,429.69	23,200.00	-5,770.31	75.1%
<b>Utilities</b>				
Electricity	8,004.08	9,700.00	-1,695.92	82.5%
Fuel Oil	7,515.55	7,900.00	-384.45	95.1%
<b>Total Utilities</b>	15,519.63	17,600.00	-2,080.37	88.2%
<b>Vehicle</b>				
Fuel	383.48	1,200.00	-816.52	32.0%
Insurance	3,225.58	3,635.67	-410.09	88.7%
Maintenance & Repair	2,692.40	2,000.00	692.40	134.6%
Mileage Reimbursement	682.00	2,150.00	-1,468.00	31.7%
<b>Total Vehicle</b>	6,983.46	8,985.67	-2,002.21	77.7%
<b>Total Expense</b>	735,785.34	1,268,033.74	-532,248.40	58.0%
<b>Net Ordinary Income</b>	228,074.95	-189,102.05	417,177.00	-120.6%
<b>Other Income/Expense</b>				
Other Income				
Prior-Year Cash Balance	0.00	184,025.00	-184,025.00	0.0%
<b>Total Other Income</b>	0.00	184,025.00	-184,025.00	0.0%

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03/04/24

Accrual Basis

**City of Gustavus**  
**Profit & Loss Budget vs. Actual COG Accrual**  
July 2023 through February 2024

Item #4.

	<u>Jul '23 - Feb 24</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Net Other Income	0.00	184,025.00	-184,025.00	0.0%
Net Income	<u>228,074.95</u>	<u>-5,077.05</u>	<u>233,152.00</u>	<u>-4,492.3%</u>

**City of Gustavus  
Balance Sheet  
As of February 29, 2024**

	Feb 29, 24
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
AMLIP Capital Improv Current (0630598.1)	170,488.14
AMLIP Capital Improv Long-Term (0630598.2)	957,121.26
AMLIP Repair & Replacement (0630598.3)	382,538.00
AMLIP Gravel Pit Fund (0630598.8)	25,192.85
AMLIP Reserve (0630598.12)	1,194,851.78
APCM.Endowment Fund	1,541,600.01
FNBA - Checking	214,243.37
FNBA Endowment Fund - Checking	39,552.44
Petty Cash	449.21
<b>Total Checking/Savings</b>	4,526,037.06
<b>Accounts Receivable</b>	15,826.88
<b>Total Current Assets</b>	4,541,863.94
<b>Fixed Assets</b>	-8,199.00
<b>TOTAL ASSETS</b>	<b>4,533,664.94</b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	102,885.00
<b>Total Liabilities</b>	102,885.00
<b>Equity</b>	4,430,779.94
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>4,533,664.94</b>



**0630598.1 AMLIP Capital Project Current - Funds allocated through NCOs for funded Capital Projects**

		AMLIP	Project	Remaining
MF	CP18-01 Salmon River Harbor	\$9,856.96		\$9,856.96
Admin	CP19-03 Gustavus Beach Improv.	\$5,339.30		\$5,339.30
DRC	CP19-06 DRC Composting Facility	\$79,443.50		\$79,443.50
Library	CP19-08 Library Roof/Awning/Shed	\$1,180.78		\$1,180.78
Admin	CP21-02 Refurbish Old P.O.	\$6,730.67		\$6,730.67
Roads	CP21-03 Good River Bridge Repairs	\$3,665.54		\$3,665.54
MF	CP21-04 MFC Building at SRBH	\$1,323.29		\$1,323.29
DRC	CP21-05 DRC Main Bldg Replacement: Design	\$1,786.60		\$1,786.60
MF	CP21-06 Fish Waste Disposal	\$2,560.07		\$2,560.07
MF	CP22-02 Marine Facility Vessel	\$30,000.00		\$30,000.00
Beach	CP22-03 Beach Hardened Trail	\$13,000.00		\$13,000.00
Admin	CP22-04 Septage Storage Facility	\$5,608.08		\$5,608.08
GVFD	CP23-01 Radio Tower	\$0.00		\$0.00
Roads	CP23-02 Cul de sac Improvement *	\$5,972.06		\$5,972.06
		<b>\$166,466.85</b>	<b>\$0.00</b>	<b>\$166,466.85</b>

Pending Transfers:

FY24-11NCO	Returning Unused funds from CP22-03	\$13,000.00
FY24-11NCO	Returning Unused funds from CP22-04	\$5,608.08
FY24-11NCO	Returning Unused funds from CP21-03	\$3,665.54
FY24-11NCO	Returning Unused funds from CP23-02	\$5,972.06

\* Additional funds in checking

**Date and NCO**

Moved to AMLIP Current 08/15/2023 - NCO FY24-02  
Moved to AMLIP Current 08/15/2023 - NCO FY24-02  
Moved to AMLIP Current 08/15/2023 - NCO FY24-02  
Moved to AMLIP Current 08/15/2023 - NCO FY24-02  
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Moved to AMLIP Current 08/15/2023 - NCO FY24-02  
Moved to AMLIP Current 08/15/2023 - NCO FY24-02  
Moved to AMLIP Current 08/15/2023 - NCO FY24-02  
Moved to AMLIP Current 08/15/2023 - NCO FY24-02  
Closed FY24  
Moved to AMLIP Current 08/15/2023 - NCO FY24-02

Introduced 02/20/2024, Public Hearing 03/11/2024  
Introduced 02/20/2024, Public Hearing 03/11/2024  
Introduced 02/20/2024, Public Hearing 03/11/2024  
Introduced 02/20/2024, Public Hearing 03/11/2024

<b>Accounts Receivable Detail</b>	
<b>As of 01/31/2023</b>	
\$3,612.00	Delinquent Sales Tax
\$7,087.30	Ambulance Transport Billing - In Progress
\$4,973.33	Fish-Box Tax Deferred Income
\$154.25	Net of Other Customer Account Balances
<b>\$15,826.88</b>	<b>Total</b>

<b>FNBA Checking Account - Unrestricted Funds Balance</b>	
<b>As of 01/31/2023</b>	
FDIC: The standard deposit insurance coverage limit is \$250,000 per depositor, per FDIC-insured bank, per ownership category.	
City of Gustavus has a tri-party agreement in place that collateralizes our account, providing protection for the full value of our account balances.	
FNBA Checking Account Balance:	\$191,124.46
Obligated Funds Currently in Checking Account:	
Roæ CP23-02 Cul de sac Improvement	(\$9,329.14)
Adr CP23-03 SRP Playground Equipment	(\$19,980.00)
Libr FY24 PLA Grant	(\$2,733.13)
Libr SoA OWL Internet Subsidy	(\$2,760.00)
Roæ USFWS Chase Drvwy	(\$251.02)
Unrestricted Funds:	<b>\$156,071.17</b>

Pending Transfers:

Per the Unrestricted Fund Balance Policy (Res. CY18-18), the unrestricted fund balance should be 17-35% of the 35% of the current Fiscal year's operating expenses, with a target of 25%.

FY24 budgeted operating expenses:	\$1,173,108.74
25% =	\$293,277.19
17% =	\$199,428.49
35% =	\$410,588.06

CITY OF GUSTAVUS, ALASKA  
ORDINANCE FY24-11NCO

AN ORDINANCE FOR THE CITY OF GUSTAVUS PROVIDING FOR THE AMENDMENT OF  
THE CITY HELD ACCOUNTS IN FISCAL YEAR 2024

BE IT ENACTED BY THE GUSTAVUS CITY COUNCIL AS FOLLOWS:

**Section 1.** Classification. This is a **Non-Code Ordinance**

**Section 2.** For the Fiscal Year of 2024, the following City held account balance transfers are to be made for the reasons stated.

**Section 3.** For the current fiscal year, City held accounts are amended to reflect the changes as follows:

	<b>Amounts</b>		
<b>CITY HELD ACCOUNTS</b>	<b>Account Balance*</b>	<b>Amended Balance</b>	<b>Change</b>
FNBA Checking Account	\$ 422,566.91	\$ 413,237.77	<\$ 9,329.14>
<i>Returning unused funds from closed Capital Projects to AMLIP Capital Project LT</i>			
AMLIP Capital Project Current	\$ 166,466.85	\$ 138,221.17	<\$ 28,245.68>
<i>Returning unused funds from closed Capital Projects to AMLIP Capital Project LT</i>			
AMLIP Capital Project Long-Term	\$ 753,794.40	\$ 791,369.22	\$ 37,574.82

*\*Approximate, this is a dynamic value.*

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Total Change in City Held Account Balances	\$	0.00
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**Section 4.** The City held accounts are hereby amended as indicated.

**Section 5.** Effective Date. This ordinance becomes effective upon its adoption by the Gustavus City Council.

**DATE INTRODUCED:** February 20, 2024

**DATE OF PUBLIC HEARING:** March 11, 2024

**PASSED** and **APPROVED** by the Gustavus City Council this \_\_<sup>th</sup> day of \_\_\_\_\_, 2024.

\_\_\_\_\_  
Shelley K Owens, Mayor

\_\_\_\_\_  
Attest: Ben Sadler, City Treasurer

\_\_\_\_\_  
Attest: Liesl M. Barker, City Clerk

**CITY OF GUSTAVUS, ALASKA**  
**RESOLUTION CY24-06**

**A RESOLUTION BY THE CITY OF GUSTAVUS SUPPORTING BUT RECOMMENDING  
AMENDMENT OF HB 365 TO EXTEND POWER COST EQUILIZATION CREDITS TO  
SCHOOLS**

**WHEREAS**, the State of Alaska Power Cost Equalization (PCE) program, administered by the Alaska Energy Authority (AEA), provides economic support for residential customers and community facilities in rural Alaska communities with high energy costs and the AEA explains: *The PCE program reduces the electric rates paid by rural consumers to levels comparable to those paid by consumers in Anchorage, Fairbanks, and Juneau*; and,

**WHEREAS**, PCE applies to the first 750 kilowatt hours (kWh) that each resident purchases, per month. Additionally, Alaska communities each get an allotment of PCE for community facilities, calculated at a rate of 70 kWh per month times the number of residents; and,

**WHEREAS**, many rural Alaska communities have a limited number of community facilities, and by extension, utilize a limited amount of available community-facility PCE.

**WHEREAS**, according to data from its electric utility Alaska Power and Telephone Company, the community of Gustavus has recently been using approximately 3,500 kWh of its 46,060 kWh PCE allotment per month; a difference of 510,720 kWh per year; and,

**WHEREAS**, schools have been ineligible to receive community facility PCE as entities largely-funded by the State; and,

**WHEREAS**, energy costs represent a significant component of schools' operating costs and were the definitions of eligible community facilities changed, PCE could play a significant role in supporting school operating costs by allowing schools in rural communities to access existing, unutilized community-facility PCE; and,

**WHEREAS**, making schools eligible for community-facility PCE would help schools afford cleaner energy long-term and to avail themselves of federal grants that support beneficial electrification; and,

**WHEREAS**, in rural communities, school buildings serve as multipurpose community facilities, supporting a broad range of public uses and purposes; and

**WHEREAS**, HB 365 has been introduced to enable schools to qualify for PCE disbursements from the PCE Endowment; and,

**WHEREAS**, HB 365 would enable qualification of only the first 750 kWh of electric draw per month to qualify for PCE, but 750 kWh is a very small portion of a school’s monthly electricity draw; and,

**WHEREAS**, providing schools PCE credit for only 750 kWh will leave substantial eligible community PCE still untapped in most communities.

**WHEREAS**, Gustavus requests that communities underutilizing their community facility PCE allocation should be allowed to provide any utilized PCE allocation to the school or schools serving that community, after other community facilities have received their full allocations; and

**NOW THEREFORE BE IT RESOLVED** that the City Council of Gustavus, Alaska encourages passage of HB 365, providing it is modified to allow communities to provide their unutilized community facility PCE allocations to schools.

**PASSED** and **APPROVED** by the Gustavus City Council this xx<sup>th</sup> day of \_\_\_\_ 2024, and effective upon adoption.

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Shelley K. Owens, Mayor

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Attest: Liesl M. Barker, City Clerk

**CITY OF GUSTAVUS, ALASKA  
RESOLUTION CY24-07**

**A RESOLUTION BY THE CITY OF GUSTAVUS SUPPORTING THE CONTINUATION  
OF THE CURRENT ALASKA MARINE HIGHWAY SYSTEM'S ADVISORY  
OPERATIONS BOARD**

**WHEREAS**, the Alaska Marine Highway System ferry service to Gustavus began in 2011 and has been crucial in providing reliable year-round access to Juneau and Hoonah; and,

**WHEREAS**, people in Gustavus go to Juneau to stock up on groceries, household supplies and building materials, for medical or dental care, to (except for the three-month period when Alaska Airlines serves Gustavus) catch Alaska Airlines flights, and for other reasons; and,

**WHEREAS**, the ferry system is less dependent on weather than are airplanes, and it gives people the option to take a vehicle to Juneau and allows them to transport more material home than on an airplane; and,

**WHEREAS**, Alaska is served best when ferry service is consistent and reliable; and,

**WHEREAS**, we all agree that there is work to do to ensure the Alaska Marine Highway System continues to provide its essential service, and at the top of the list is replacing the 59-year-old *Tustumena*, hopefully by a new vessel with a diesel-electric propulsion system, while at the same time, there is an organizational challenge that may impact service; and.

**WHEREAS**, the Alaska Marine Highway System is guided by an advisory operations board that has nine members, five of whom are appointed by the governor, and two each by the Senate president and House speaker; and,

**WHEREAS**, Alaska's governor has recently proposed an executive order (EO 131) that would allow the governor to appoint the entire board, arguing that a board that is more aligned would be able to more quickly get things done; and,

**WHEREAS**, the element of diversity in the board under the current system—which may be in the best long-term interest of maintaining the service the Alaska Marine Highway System provides—might disappear, and the board could potentially become entirely politicized; and,

**WHEREAS**, the current structure is important to the board functioning at a high level and is likely the most effective and efficient structure we can provide; and,

**WHEREAS**, the Alaska Legislature can, by majority vote, override the proposed executive order.

**NOW THEREFORE BE IT RESOLVED** that the City Council of Gustavus, Alaska Gustavus urges the Alaska Legislature to override Executive Order 131.

**PASSED** and **APPROVED** by the Gustavus City Council this XX<sup>th</sup> day of \_\_\_\_ 2024, and effective upon adoption.

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Shelley K. Owens, Mayor

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Attest: Liesl M. Barker, City Clerk



**CITY OF GUSTAVUS, ALASKA  
RESOLUTION CY24-08**

**A RESOLUTION BY THE CITY OF GUSTAVUS REGARDING THE UPDATING OF THE U.S. FOREST SERVICE’S TONGASS LAND MANAGEMENT PLAN**

**WHEREAS**, Gustavus is situated proximate to the Tongass National Forest; and,

**WHEREAS**, Gustavus residents utilize Tongass National Forest lands and waters for recreation, subsistence, and for lumber; and,

**WHEREAS**, the Tongass National Forest provides valuable ecosystem services, among them helping maintain our clean air, purifying our water, and sequestering carbon; and,

**WHEREAS**, The U.S. Forest Service is required to update the current forest management plan, which dates from 1997; and,

**WHEREAS**, the revised plan will be, in the words of the U.S. Forest Service, the “overall guiding framework and foundation document that will guide resource management, decision-making and the vision of the Tongass National Forest into the future.”

**NOW THEREFORE BE IT RESOLVED** that the City Council of Gustavus, Alaska, urges the U.S. Forest Service to continue implementing its 2012 planning rule, which, in the words of the U.S. Forest Service, “requires incorporation of adaptive management, scientific basis on planning components, while acknowledging the need for flexibility and agility during times of change.”

**AND BE IT FURTHER RESOLVED** that the City Council of Gustavus, Alaska, urges the U.S. Forest Service to continue its efforts to conserve mature and old-growth forests.

**AND BE IT FURTHER RESOLVED** that the City Council of Gustavus, Alaska, urges the U.S. Forest Service to maintain the 2001 Roadless Rule on the Tongass National Forest.

**PASSED** and **APPROVED** by the Gustavus City Council this XX<sup>th</sup> day of \_\_\_\_\_ 2024, and effective upon adoption.

\_\_\_\_\_  
Shelley K. Owens, Mayor

\_\_\_\_\_  
Attest: Liesl Barker, City Clerk

**CITY OF GUSTAVUS, ALASKA  
RESOLUTION CY24-09**

**A RESOLUTION BY THE CITY OF GUSTAVUS AUTHORIZING THE GUSTAVUS MAYOR TO  
NEGOTIATE PURCHASE SALMON RIVER BOAT HARBOR TRACT B2 AND SUBMERGED  
LANDS FROM THE ALASKA DEPARTMENT OF NATURAL RESOURCES**

**WHEREAS**, the City of Gustavus manages and operates the Salmon River Boat Harbor facility under the authority granted in the Cooperative Resource Management Agreement (CRMA ADL 107456 signed January 2, 2007; and,

**WHEREAS**, the CRMA terminates after 20 years but may be renewed with written approval of both parties; and,

**WHEREAS**, the CRMA was agreed shortly after incorporation of the City of Gustavus when the entire Government Lot 6, which included the harbor and the land fill site, was still owned by the State of Alaska and before transfer of the landfill site and Tracts B1 and B3 of the Harbor to the City of Gustavus; and,

**WHEREAS**, the City of Gustavus later accepted ownership of the landfill (Disposal and Recycling Center) site and Harbor Tracts B1 and B3 subdivided from Government Lot 6 as municipal entitlements; and,

**WHEREAS**, the central Harbor Tract B2 and the submerged Harbor lands to the center of the Salmon River channel remain under Alaska Department of Natural Resources (ADNR) ownership with management authority delegated to the City of Gustavus under the CRMA; and,

**WHEREAS**, the CRMA describes the harbor conditions as they were in January 2007; and,

**WHEREAS**, the CRMA was written primarily to enable the City to complete a major clean up, organization, and development of marine-related facilities on uplands and submerged lands; and,

**WHEREAS**, the City of Gustavus completed a major cleanup of the Salmon River Harbor and renovation in 2008 and subsequent years; and,

**WHEREAS**, the CRMA no longer describes Harbor land ownership, conditions, and operations as they are today; and,

**WHEREAS**, the City of Gustavus contemplates further improvements to the Harbor facility both on uplands and on submerged lands and possibly to enable activities currently unavailable under the CRMA; and,

**WHEREAS**, City ownership of the central Tract B2 and the submerged lands off Tracts B2 and B3 to the center of the Salmon River would enhance the authority of the City of Gustavus to improve and manage this vital facility more effectively in the interests of the Gustavus community and the State of Alaska; and,

**WHEREAS**, the City administration has prepared a project development form, attached, for the purchase of Harbor Tract B2 and the associated submerged lands; and,

**WHEREAS**, the ADNR cannot determine the cost to the City of a transfer as public and charitable lands until ADNR receives an application for the transfer.

**NOW THEREFORE BE IT RESOLVED** that the City Council of Gustavus, Alaska approves the attached project development form and authorizes the City Mayor to prepare application documents, pay application fees, and negotiate with the Alaska Department of Natural Resources for the purchase of Harbor Tract B2 and the submerged lands to the center of the Salmon River as public and charitable lands.

**NOW THEREFORE BE IT FURTHER RESOLVED** that only after the cost of purchase and any related land survey are known, will the City Council consider final approval of the purchase and appropriate funds to complete the transfer.

**NOW THEREFORE BE IT FURTHER RESOLVED** that until any land transfer is complete, the City of Gustavus will continue manage the Salmon River Harbor facility and lands under the terms of the existing CRMA ADL 107456.

**PASSED** and **APPROVED** by the Gustavus City Council this XX<sup>th</sup> day of \_\_\_\_ 2024, and effective upon adoption.

\_\_\_\_\_  
Shelley K. Owens, Mayor

\_\_\_\_\_  
Attest: Liesl M. Barker, City Clerk



## Project Planning: Attachment B Project Development Form

This form is to be used to document project planning and approval in order to assure that: project options are well-considered; the best option is put forward; initial and continuing costs and funding are addressed; and that Council approval has been given for implementation. Use this project scoping form with the Project Planning and Approval Process Flow Chart.

Answer the questions that pertain to your proposed project. Attach additional narrative pages if necessary. Type in the electronic form using as much space as you feel is necessary.

### Part 1. Project Identification

Name of project: GVFD Purchasing of a LUCAS Chest Compression Device

Department: [Gustavus Volunteer Fire Department](#) Contact: Sol Martinez

E-mail: [sol.martinez@gustavus-ak.gov](mailto:sol.martinez@gustavus-ak.gov) Phone 907-697-2707

**Part 2. Project Scope** refers to a project's size, goals, and requirements. It identifies what the project is supposed to accomplish and the estimated budget (of time and money) necessary to achieve these goals. Changes in scope will need Council approval.

1. What is the project?
  - What are its goals and objectives?
    - The goal of this project is to purchase a LUCAS Chest Compression device. This device is used during events where we need to do Cardiopulmonary Resuscitation (CPR). The LUCAS Device is a mechanical chest compression device replacing manual chest compressions which is the most labor-intensive task in CPR. A Lucas Chest Compression device has been used countrywide and studies have shown to be more effective in resuscitation of a patient than regular CPR. This also helps reduce the need for more responders to perform CPR. CPR without a mechanical compression device can take about six people to run smoothly and effectively, as much of the work goes into chest compressions. If we can purchase the LUCAS Device, it would lessen the workload for the volunteers and be better for the patients.
  - Who/what will be aided by this project? Who are the targeted stakeholders/customers?
    - The Gustavus Volunteer Fire Department is made up of a dedicated group of volunteers, but because of our small volunteer pool, when a cardiac arrest happens it takes everyone to smoothly run a code, which runs for a minimum of 30 minutes. The volunteers and the community would be aided by the purchase of the Lucas device by greatly assisting with the most strenuous part of CPR. This will also grant us the ability to move the patient while compressions are taking place. This allows us to provide the patient to a higher level of care.



- Is a preliminary survey necessary to identify the number of potential customers/users? How will you design and conduct the survey?
  - There is no need for a survey currently.
- What is NOT covered by this project? What are its boundaries?
  - This is only to purchase the Lucas Chest Compression Device.

2. Why is the project needed?

- What community problem, need, or opportunity will it address?
  - The Lucas device will address the strain volunteers have during compressions. The Lucas device will give continuous compressions whether we move the patient or stay on scene.
- What health, safety, environmental, compliance, infrastructure, or economic problems or opportunities does it address?
  - Due to our location and scope of practice we have limitations for patient care. The best chance for someone who goes into cardiac arrest is to have continuous compressions, and early automated external defibrillator (AED). Each time compressions are stopped the chance of recovery is lowered. Right now, we are limited to providing higher level of care (whether it is the Clinic provider, or medevac crew) at the scene. The Lucas device will allow us to move the patient from the scene to another location whether it is to the clinic or to the medevac, without interrupting compressions.

3. Where did the idea for this project originate? (Public comments, Council direction, committee work?)

This project started by applying for the Alaska Code Blue grant in 2022 which we received, however we only received \$7,000. Due to the cost being \$24,211.05, we are \$17,211.05 short for purchasing the Lucas device. We have till 2028 to spend the money.

4. Is this project part of a larger plan? (For example, the Gustavus Community Strategic Plan, or committee Annual Work Plan?)

No

5. What is your timeline for project planning?

- By when do you hope to implement the project?
  - Right now, we are looking for additional funding for the purchase. We need approval from the council to start applying for grants \$15,000 or higher.
- Will the planning or final project occur in phases or stages?
  - This is an equipment purchase, so it cannot be done in stages.

6. What is your budget for the planning process? Will you be using a consultant?  
There is no plan to use a consultant for this project.



7. What is your rough estimate of the total cost of the planning and final product? At the least, please list cost categories. See Part 4. (Ques. 4-8) and Part 5 (Budget) for guidance.

- The total purchase of the device is \$24,211.05.
- Code Blue: \$7,000
- Total required for Lucas: \$17,211.05
- Breakdown of Lucas Purchase:
  - Lucas 3, v3.1 chest compression system, includes hard shell case, slim back plate, 2 patient straps, 1 stabilization strap, 2 suction cups, 1 rechargeable battery and instructions for se with each device: \$17,232.92
  - Lucas External power supply: \$393.60
  - Lucas 3 Battery -Dark Grey – Rechargeable LiPo: \$740
  - Lucas Desk – Top Battery Charger: \$1,244
  - Lucas Disposable Suction Cup (3 pack): \$158.10
  - Preventative maintenance/extended warranty (3 years): \$4,125.60
  - Freight: \$316.83
- Training: \$1,000 (Note: This can come out of the budget; the hope is we can bring in outside training.)
- Contingencies: \$500 (Note: This is in case of price increases and / or unexpected expenses)
- Total: \$25,711.05
- Total needed for full funding: \$18,711.05

### Parts 3 - 6. Project Investigation and Development

Parts 3.—6. refer to social, environmental, and financial impacts of various options. These questions will help you document your consideration of alternatives and your choice of the option providing the best value for the community. Your goal is to generate alternatives and make a recommendation from among them. Return to Part 3., “Summary” after applying Parts 4.—6.

#### Summary:

1. What alternative approaches or solutions were considered? Make a business case for your top two or three options by discussing how effectively each would fulfill the project goals, and by comparing the economic, social, and environmental costs vs. benefits of each one.
  - a. The Lucas device is the only option for a mechanical chest compression device if we are to use the Code Blue grant funds. This device is widely used in multiple different departments. Airlift Northwest and Juneau use this device as well, which is where I have seen it used in training during my EMT 2 class. The benefit of this is we can call upon multiple agencies for training.
2. What solution was chosen as the best and why is it the best?
  - a. Because we have already received funds for the Lucas device requested in the Code Blue Grant, we are obligated to purchase the device if we are to use the funds.
3. Identify your funding source(s).
  - How will the project be funded initially, and for its operating life?
    - We initially applied for the Code Blue grant for funding the purchase of the Lucas device, which was awarded, but we only received \$7,000. We are



currently looking for additional funds. The total funds needed to purchase the Lucas are \$24,211.05. There is an additional warranty included in the package.

- One funding option is for funding to come out of city funds. This would be a total of \$17,211.05 just for purchasing the device. See answer for question number 7. This is only for the purchase of the chest compression device, does not include the additional training and the contingency money. This would be the fastest option.
- Another option is to apply for the Brothers Helping Brother grant program. This program is a non-profit which takes year-round applications for purchasing equipment. The eligibility requirements are you must serve a population of fewer than 10,000 people or the organization must have fewer than 30 employees, of which a majority is volunteer or paid per call personnel. We have not applied to this organization before, so I do not know the likelihood of being awarded the remaining funds.
- Another option is approaching the USDA for funds. We have reached out to them to see if there is any available funding, but we have had difficulty obtaining funds from it in the past for other projects.
- Is there a matching fund requirement? Please provide details.
  - There is no matching fund requirement for the Brothers Helping Brothers grant. The Code Blue grant does require a 10% match but considering that it does not fully fund the project, it would be included in the funds we need to come up with for purchasing the Lucas Device.

**Part 4. Environmental, Social, Financial Impacts**

1. Project Impacts Checklist

<b>Will this project affect:</b>	<b>No</b>	<b>Yes (+/-)</b>	<b>Maybe</b>
<b>Environmental quality?</b> (+ = impact is beneficial; - = harmful)			
• Climate change	X		
• Streams/groundwater quality	X		
• Air quality	X		
• Soils/land quality	X		
• Fish/wildlife habitat, populations	X		
• Plant Resources (timber, firewood, berries, etc.)	X		
• Invasive or pest species	X		
• Natural beauty of landscape or neighborhoods	X		
• Neighborhood character	X		
• Noise or other environmental impacts	X		
• Environmental sustainability	X		
• Hazardous substances use	X		
• Community waste stream	X		
• Light pollution at night	X		
<b>Recreational opportunities?</b>			



• Public land use and access	X		
• Trails/waterways	X		
• Parks	X		
• Public assembly/activities	X		
<b>Education/training/knowledge &amp; skill development?</b>			
<b>Public safety?</b>		+	
<b>Public health?</b>		+	
<b>Medical services?</b>		+	
<b>Emergency response?</b>		+	
<b>Economic performance &amp; sustainability?</b>			
• Employment of residents	X		
o Short-term (i.e. construction)	X		
o Long-term (operating and maintenance)	X		
• Cost of living reduction	X		
• Return on investment		+	
• Visitor opportunities/impressions/stays/purchases	X		
• Competitive business environment	X		
• Support for existing businesses			+
• New business opportunities	X		
• Economic sustainability	X		
• Attractiveness of City to new residents/businesses	X		
<b>City government performance?</b>			
• Infrastructure quality/effectiveness/reach (more people)		+	
• Existing services		+	
• New services	X		
• Cost of City services	X		
• Tax income to City	X		
<b>Transportation?</b>			
• Air	X		
• Water	X		
• Roads	X		
<b>Communications?</b>			
• Internet	X		
• Phone	X		
• TV/radio	X		
<b>Other? (type in)</b>			

2. How does this project provide benefits or add value in multiple areas? (E.g., benefits both the environment and business performance.)

The Lucas device has no effect on the environment, but the benefits are with the patients and responders. The LUCAS Device takes the place of manual chest compressions which is the most labor-intensive part of CPR. This device is used countrywide, and studies have shown that





is more effective in resuscitation of a patient than regular compressions. This also helps when there are a lack of responders. To effectively administer CPR, it takes about six people to run smoothly and effectively, and much of the work goes into chest compressions. If we can purchase the LUCAS Device, it would lessen the workload for the volunteers.

3. Are other projects related to or dependent on this project?

- Is this project dependent on other activities or actions?
  - This project is not dependent on any other project to move forward.
- If yes, describe projects, action or activities specifying phases where appropriate.

4. Will the project require additional infrastructure, activity, or staffing outside the immediate department or activity? (E.g., will the construction of a new facility require additional roads or road maintenance or more internal City staffing?)

Once purchased we will look for additional training in the use of the Lucas device. While the device is relatively simple, using it would require practice. Because both Airlift Northwest and the Juneau Fire Department use the Lucas, we have the option to ask for additional training.

5. What regulatory permits will be required and how will they be obtained?

There are no regulatory permits for the purchase of this device.

6. What are the estimated initial (e.g., construction or purchase) and continuing operational costs of the project?

There is no estimated initial and continuing operational costs of the project other than training.

7. Is an engineering design or construction estimate necessary?

There is no need for an engineering design or construction estimate for the Lucas device.

8. Will operation of the project generate any revenue for the city such as sales, user fees, or new taxes? If so, how will the new revenue be collected?

There is no additional revenue to be collected for the purchase.



**Part 5. Project Budget**

Proposed Budget Line Items

Construction project Budget estimate	Cost	Operational budget estimate (annual)	Cost
Administrative	\$	Personnel	\$
Project management	\$	Benefits	\$
Land, structures, ROW, easements	\$	Training	\$
Engineering work	\$	Travel	\$
Permitting, inspection		Equipment	\$
Site work	\$	Contractual	\$
Construction	\$	Supplies	\$
Waste disposal	\$	Utilities	\$
Equipment	\$23,894.22	Insurance	\$
Freight	\$316.83	Repair & maintenance	\$
Contingencies	\$500	Other (list)	\$
Other (list) Training	\$1000	Other (list)	\$
Other (list)		Total direct costs	\$
		Indirect costs	\$
		Income (fees, taxes)	\$
		Balance: costs-income	\$

**Part 6. Jobs and Training (required by some granting agencies)**

1. What service jobs will be needed for operation and maintenance?
2. How many full-time, permanent jobs will this project create or retain?  
 \_\_\_\_\_0\_\_\_ Create/retain in 1-3 years  
 \_\_\_\_\_0\_\_\_ Create/retain in 3-5 years
3. What training is necessary to prepare local residents for jobs on this project?
4. How many local businesses will be affected by this project and how?

Submitted by: \_\_\_\_\_ Meeting Date: \_\_\_\_\_ Approved\_\_\_ Not Approved\_\_\_



**Part 7. Business Plan (Upon Council request)**

Upon Council request, please prepare a business plan for the operating phase of your leading option(s). Plans will differ according to the nature of the project.

There are a number of good Internet sites that will assist you in developing a business plan. One example (05/2018) is: [http://va-interactive.com/tools/business\\_plan.html](http://va-interactive.com/tools/business_plan.html)

Basic components of a business plan:

- The Product/Service
- The Market
- The Marketing Plan
- The Competition
- Operations
- The Management Team
- Personnel

**Part 8. Record of Project Planning and Development Meetings**

1. Please document the manner in which public input was received.
  - Public comment on agenda item at committee or Council meeting
  - Special public hearing
  - Dates and attendance for the above.
  - Written comment from the public (please attach)
  
2. Please use the following chart to document committee meetings, Council reports, and so on. Did the committee make recommendations or requests? Did the Council make requests of the committee?

**Meeting Record**

Event (Meeting of committee, Council report, public hearing, etc.)	Date	Agenda Posted (date)	Minutes or record Attached? (yes/no)	Outcome Rec to Council, requested action of Council, etc.	No. of attendees

Submitted by: \_\_\_\_\_ Meeting Date: \_\_\_\_\_ Approved\_\_\_ Not Approved\_\_\_



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**Part 9. Feedback to the Council**

With the understanding that this form must be adapted to a variety of projects, please provide feedback on how the form worked for your committee. Thank you for your suggestions.

**CITY OF GUSTAVUS, ALASKA  
PROJECT SCOPING and DEVELOPMENT FORM**

This form is to be used to document project planning and approval to assure that: project options are well-considered; the best option is put forward; initial and continuing costs and funding are addressed; and that Council approval has been given for implementation. Use this project scoping form with the Project Planning and Approval Process Flow Chart.

Answer the questions that pertain to your proposed project. Attach additional narrative pages if necessary. Type in the electronic form using as much space as you feel is necessary.

**Part 1. Project Identification**

Name of Project: **Heat Pump Installations for City Buildings**

City Department: **Administration**      Contact: **Mike Taylor**  
Email: **mike.taylor@gustavus-ak.gov**      Phone: **907-697-2273**

**Part 2. Project Scope** refers to a project's size, goals, and requirements. It identifies what the project is supposed to accomplish and the estimated budget (of time and money) necessary to achieve these goals. Changes in scope will need Council approval.

1. What is the project?
  - What are its goals and objectives?

**Goals:**

The primary goal is to reduce the City's carbon footprint by electrifying heating in city buildings using heat pump systems as the primary heating energy means. The secondary goal is to reduce reliance on expensive heating oil for existing heaters. Additional benefits are improved energy security, reduced energy cost volatility, and helping to keep system-wide costs affordable by spreading utility fixed costs over a greater sales volume. Heat pumps also offer air conditioning, which is useful during the peak of summer, and may be increasingly helpful depending on mid-term climate change trends, and weather pattern volatility.

By installing heat pumps in community facilities, the City of Gustavus will help to increase consumer awareness of and confidence in the technology. This will contribute to increased community conversion to heat pumps as a source of affordable heat from renewable energy sources.

City building heat will be supplied primarily from the local Falls Creek hydroelectric power facility. The existing oil-fired heating systems will be maintained as back up.

**Objectives:**

Likely buildings to have heat pump systems installed are:

Fire Hall.	One heat pump with two discharge units.
DRC Office.	One heat pump with one discharge unit
Old PO Bldg.	One heat pump with one discharge unit.
Community Chest:	One heat pump with one discharge unit.

Who/what will be aided by this project? Who are the targeted stakeholders/customers?

The global climate will benefit from the reduction of carbon emissions and the city budget will benefit because electric costs are less volatile than fossil fuel costs. Indoor and outdoor air quality in the vicinity of the facilities will improve due to elimination of exhaust. Through this project, the City will demonstrate its commitment to our vision as a distinctive community that prospers while and by protecting its natural resources. The project will increase utilization of electric power from the Falls Creek Hydroelectric facility, which will help to keep system-wide costs affordable by spreading utility fixed costs over a greater sales volume.

- Is a preliminary survey necessary to identify the number of potential customers/users? How will you design and conduct the survey?  
No survey is needed. The project manager will identify buildings and scope systems for those facilities.
- What is NOT covered by this project? What are its boundaries?  
The project addresses only heating systems. It does not address ventilation upgrades in City buildings. The Gustavus Public Library is not included in this project because the City is considering an addition to the library and could address a heat pump system as part of that project.

## 2. Why is the project needed?

- What community problem, need, or opportunity will it address?  
The project addresses three needs: 1) to be a responsible organization that reduces its carbon emission impact on the planet; 2) to stabilize energy costs in a volatile geo-political environment with wildly varying fossil fuel prices; 3) to increase utilization of the Falls Creek Hydroelectric Facility and the kilowatt-hours delivered to customers, which will help keep energy costs affordable by spreading utility fixed costs over a greater sales base.
- What health, safety, environmental, compliance, infrastructure, or economic problems or opportunities does it address?  
The project will improve City infrastructure by converting buildings to modern alternative energy heating source—our community hydroelectric facility. By increasing use of electric power demand, the City will help keep energy costs affordable by spreading utility fixed costs over a greater sales base.

The project will also qualify for a \$500 incentive payment for each community facility from our utility, Alaska Power & Telephone for each system installed in a building. (Confirmed by Jason Custer of APC, 4/21/22)

Heat pumps come with modern controls and programmability that exceeds what is possible via legacy systems. This allows energy consumers to program and fine-tune the units to fit their specific heating requirements, using energy more efficiently, reducing consumption, and preventing waste.

By reducing fuel oil use, the City will reduce the environmental risks of spilled fuel. Transferring, transporting, and storing oil in Alaska's pristine environment is an inherently risky activity, and operator error is not unknown.

Additionally, many rural communities experience theft of fuel, particularly during times of high fuel prices. Eliminating on-site fuel storage will protect the City from this risk.

- 3. Where did the idea for this project originate? (Public comments, Council direction, committee work?)

The council considered this project a year ago but decided then only to install a heat pump at City Hall first to gain experience. We installed a MRCOOL brand, donated by the manufacturer as a demonstration project. The installed unit is a 36,000 btu/hour system with discharge units in two sections of City Hall. The system has proven capable of keeping the building warm with outdoor temperatures below 20F. At temperatures closer to zero supplementary heat from the legacy Toyo oil heaters was sometimes needed, at least in the early morning after a cold night.

- 4. Is this project part of a larger plan? (For example, the Gustavus Community Strategic Plan, or committee Annual Work Plan?)

No

- 5. What is your timeline for project planning?

- By when do you hope to implement the project?

The project may be constructed iteratively and could extend over a couple years. The first heat pump could be installed in Summer 2024.

- Will the planning or final project occur in phases or stages?

This may occur in stages depending on funding. Buildings would be done in priority.

- 6. What is your budget for the planning process? Will you be using a consultant?

Planning will be done by the project managers at no cost to the city. However, grant application by the grant writer is estimated at \$7071.

- 7. What is your rough estimate of the total cost of the planning and final product? At the least, please list cost categories. See Part 4. (Ques. 4-8) and Part 5 (Budget) for guidance.

Fire Hall.	One large (36btu/hr?) heat pump with two discharge units:	\$13,000
DRC Office.	One 12,000 btu/hour heat pump with one discharge unit:	\$ 6,500
Old PO Bldg.	One 12,000 btu/hour heat pump with one discharge unit:	\$ 6,500
Community Chest:	One 12,000 btu/hour heat pump with one discharge unit:	<u>\$ 6,500</u>
Subtotal:		\$35,500
Contingency:	Possible additional electrical requirements:	<u>\$ 4,500</u>
<b>Total Cost:</b>		<b>\$40,000</b>

**Note: After installations the City will qualify for the AP&T heat pump installation incentive of \$500/building. That incentive for four buildings totals \$2000.**

**Parts 3., 4., 5., 6. Project Investigation and Development**

Parts 3.-6. refer to social, environmental, and financial impacts of various options. These questions will help you document your consideration of alternatives and your choice of the option providing the best value for the community. Your goal is to generate alternatives and make a recommendation from among them. Return to Part 3., "Summary" after applying Parts 4.-6.

**Summary:**

1. What alternative approaches or solutions were considered? Make a business case for your top two or three options by discussing how effectively each would fulfill the project goals, and by comparing the economic, social, and environmental costs vs. benefits of each one.

No alternative approaches other than heat pumps were identified. However, within the heat pump plan there would be the options of using a contractor to install them or to self-install using city staff or volunteers.

Also, various configurations may be considered for the Fire Hall, including a heat pump for the upstairs only, with a single discharge unit, and keeping oil heat for the apparatus floor downstairs.

The City of Gustavus is aware that many rural housing developers and housing authorities (ex: Tlingit Haida Regional Housing Authority) are prioritizing heat pumps due to reliability, air quality benefits, economic benefits within the context of microgrid utility systems, and excellent performance in southeast Alaska’s climate.

2. What solution was chosen as the best and why is it the best?

Heat pumps are the modern method of electrifying heating systems to reduce carbon emissions and air pollution that are characteristic of fossil-fueled heating systems.

3. Identify your funding source(s).

Potential funding sources include federal green-energy grants an Endowment Fund grant and capital funding from the City savings.

As noted above, local utility AP&T is prepared to commit \$500 in matching funds per facility via its utility heat pump incentive program.

**Part 4. Environmental, Social, Financial Impacts**

1. Project Impacts Checklist

<b>Will this project affect:</b>	<b>No</b>	<b>Yes (+/-)</b>	<b>Maybe</b>
<b>Environmental quality? (+ = impact is beneficial; - = harmful)</b>			
• Climate change		+	
• Streams/groundwater quality		+	
• Air quality		+	
• Soils/land quality		+	
• Fish/wildlife habitat, populations		+	
• Plant Resources (timber, firewood, berries, etc)	X		



• Invasive or pest species	X		
• Natural beauty of landscape or neighborhoods	X		
• Neighborhood character		+	
• Noise or other environmental impacts	X		
• Environmental sustainability		+	
• Hazardous substances use		+	
• Community waste stream		+	
• Light pollution at night	X		
<b>Recreational opportunities?</b>			
• Public land use and access	X		
• Trails/waterways	X		
• Parks	X		
• Public assembly/activities	X		
<b>Education/training/knowledge &amp; skill development?</b>			+
<b>Public safety?</b>	X		
<b>Public health?</b>		+	
<b>Medical services?</b>	X		
<b>Emergency response?</b>	X		
<b>Economic performance &amp; sustainability?</b>			
• Employment of residents			
◦ Short-term (i.e. construction)		+	
◦ Long-term (operating and maintenance)	X		
• Cost of living reduction	X		
• Return on investment		+	
• Visitor opportunities/impressions/stays/purchases		+	
• Competitive business environment		+	
• Support for existing businesses		+/-	
• New business opportunities			+
• Economic sustainability		+	
• Attractiveness of City to new residents/businesses		+	
<b>City government performance?</b>			
• Infrastructure quality/effectiveness/reach (more people)		+	
• Existing services	X		
• New services	X		
• Cost of City services		+	
• Tax income to City	X		
<b>Transportation?</b>			
• Air	X		
• Water	X		
• Roads	X		
<b>Communications?</b>			
• Internet	X		

• Phone	X		
• TV/radio	X		
<b>Other? (type in)</b>			

2. How does this project provide benefits or add value in multiple areas? (E.g., benefits both to the environment and to business performance.)

The project will reduce the City’s impact on global climate. It will benefit the reputation of the City of Gustavus as an environmentally distinctive community and government. It will reduce City dependence on fossil fuel, which is increasingly expensive and volatile in price. Increasing City purchase of electric energy will increase kilowatt-hour sales by the utility, which ultimately supports a lower base rate for the power from the fixed cost Falls Creek Hydroelectric Facility.

3. Are other projects related to or dependent on this project?

- Is this project dependent on other activities or actions?  
Maybe
- If yes, describe projects, action or activities specifying phases where appropriate.  
For the Fire Hall, installation of a heat pump may be integrated with other renovations or replacement of the existing boiler with a backup heating system.

4. Will the project require additional infrastructure, activity, or staffing outside the immediate department or activity? (e.g., will the construction of a new facility require additional roads or road maintenance or more internal City staffing?)

No

5. What regulatory permits will be required and how will they be obtained?

None

6. What are the estimated initial (e.g., construction or purchase) and continuing operational costs of the project?

Initial Cost:

Operating Cost: Heat pumps are nearly maintenance free; a significant contrast to oil-based heating systems. The city will purchase more electricity, the cost of which is offset by not buying heating oil.

7. Is an engineering design or construction estimate necessary?

No engineering design work is required. These systems are standard, manufactured units that can be installed by skilled trade workers.

8. Will operation of the project generate any revenue for the City such as sales, user fees, or new taxes? If so, how will the new revenue be collected?

No

**Part 5. Project Budget**

Proposed Budget Line Items

Construction project Budget estimate	Cost	Operational budget estimate (annual)	Cost
Administrative	\$0	Personnel	\$0
Project management	\$0	Benefits	\$0
Land, structures, ROW, easements	\$0	Training	\$0
Engineering work	\$0	Travel	\$0
Permitting, inspection		Equipment	\$0
Site work	\$0	Contractual	\$0
Construction	\$35,500	Supplies	\$0
Waste disposal	\$0	Utilities	\$0
Equipment	\$	Insurance	\$0
Freight	\$0	Repair & maintenance	\$
Contingencies	\$4,500	Other (list)	\$0
Other (list)	\$	Other (list)	\$0
Other (list)		Total direct costs	\$
		Indirect costs	\$
		Income (fees, taxes)	\$
		Balance: costs-income	

Updated Latest Estimate Budget Line Items if Changed Date: \_\_\_\_\_

Construction project Budget estimate	Cost	Operational budget estimate (annual)	Cost
Administrative	\$	Personnel	\$
Project management	\$	Benefits	\$
Land, structures, ROW, easements	\$	Training	\$
Engineering work	\$	Travel	\$
Permitting; inspection		Equipment	\$
Site work	\$	Contractual	\$
Demolition and construction	\$	Supplies	\$
Waste disposal	\$	Utilities	\$
Equipment	\$	Insurance	\$
Freight	\$	Repair & maintenance	\$
Contingencies	\$	Other (list)	\$
Other (list)	\$	Total direct costs	
		Indirect costs	
		Income (fees, taxes)	\$
		Balance: costs-income	\$

**Part 6. Jobs and Training (required by some granting agencies)**

1. What service jobs will be needed for operation and maintenance?  
Operation and maintenance are relatively cost-free.
2. How many full-time, permanent jobs will this project create or retain?  
  0   Create/retain in 1-3 years  
  0   Create/retain in 3-5 years
3. What training is necessary to prepare local residents for jobs on this project?  
 None
4. How many local businesses will be affected by this project and how?  
Two local businesses likely: Mechanical and Electrical contractors

**Part 7. Business Plan (Upon Council request)**

Upon Council request, please prepare a business plan for the operating phase of your leading option(s). Plans will differ according to the nature of the project.

There are a number of good Internet sites that will assist you in developing a business plan. One example (12/2010): is [http://www.va-interactive.com/inbusiness/editorial/bizdev/ibt/business\\_plan.html](http://www.va-interactive.com/inbusiness/editorial/bizdev/ibt/business_plan.html)

Basic components of a business plan:

- The Product/Service
- The Market
- The Marketing Plan
- The Competition
- Operations
- The Management Team
- Personnel

**Part 8. Record of Project Planning and Development Meetings**

1. Please document the manner in which public input was received.
  - Public comment on agenda item at committee or Council meeting
  - Special public hearing
  - Dates and attendance for the above.
  - Written comment from the public (please attach)
  
2. Please use the following chart to document committee meetings, Council reports, and so on. Did the committee make recommendations or requests? Did the Council make requests of the committee?

**Meeting Record**

Event (Meeting of committee, Council report, public hearing, etc.	Date	Agenda Posted (date)	Minutes or record attached? (yes/no)	Outcome Rec to Council, requested action of Council, etc.	No. of attendees
M. Taylor and D. Weikle	4/19/22	N/A	N/A	Initial discussion	2

**Part 9. Feedback to the Council**

With the understanding that this form must be adapted to a variety of projects, please provide feedback on how the form worked for your committee. Thank you for your suggestions.



## Project Planning: Attachment B Project Development Form

This form is to be used to document project planning and approval to assure that: project options are well-considered; the best option is put forward; initial and continuing costs and funding are addressed; and that Council approval has been given for implementation. Use this project scoping form with the Project Planning and Approval Process Flow Chart.

Answer the questions that pertain to your proposed project. Attach additional narrative pages if necessary. Type in the electronic form using as much space as you feel is necessary.

### Part 1. Project Identification

Name of project: [Purchase of Salmon River Harbor Tract B-2 and Adjacent River Tidelands](#)

Department: [Marine Facilities](#) Contact: [TBD](#)

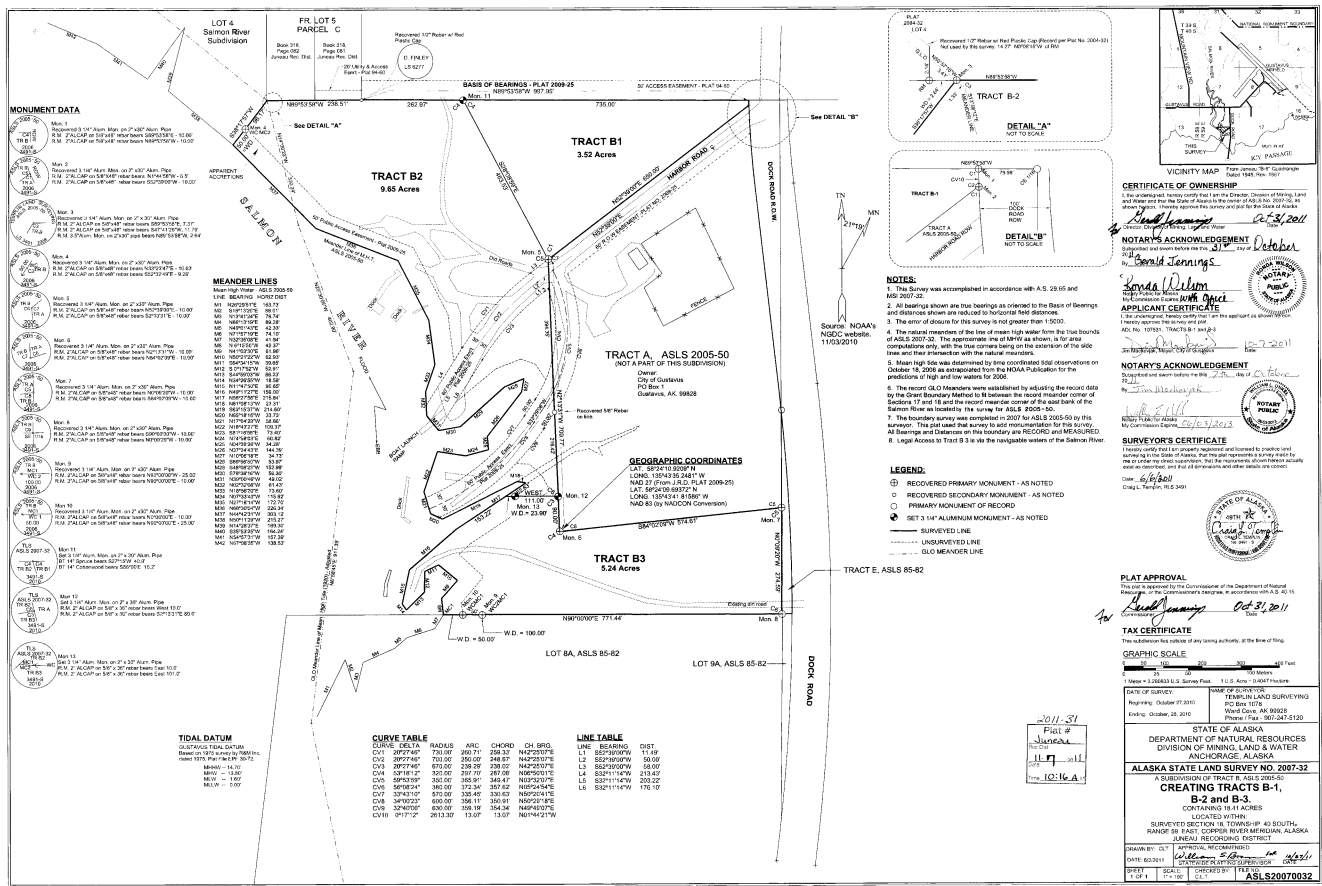
E-mail: Phone: 697-2451

**Part 2. Project Scope** refers to a project's size, goals, and requirements. It identifies what the project is supposed to accomplish and the estimated budget (of time and money) necessary to achieve these goals. Changes in scope will need Council approval.

#### 1. What is the project?

- What are its goals and objectives?  
[The goal is to purchase the central 9.65 acre tract B2 of the Salmon River Harbor, and the adjacent river tidelands in front of Tracts B2 and B3, which would put the entire Salmon River Harbor under City of Gustavus ownership. See plat below.](#)
- Who/what will be aided by this project? Who are the targeted stakeholders/customers?  
[The City of Gustavus and harbor users would be benefitted over time by having all three Harbor tracts under City ownership, rather than only the existing tracts B1 and B3 that were selected as municipal entitlement lands after the city was incorporated.](#)
- Is a preliminary survey necessary to identify the number of potential customers/users? How will you design and conduct the survey?  
[No survey needed. The city-managed harbor is widely used by Gustavus residents and businesses.](#)
- What is NOT covered by this project? What are its boundaries? [Boundaries would be those of Tract B2 and the river bottom in front of Tract B2 and Tract B3 out to mid channel. Tracts B1 and B3 are already owned by the City. Tract B2 has no river edge.](#)

Submitted by: \_\_\_\_\_ Meeting Date: \_\_\_\_\_ Approved \_\_\_\_\_ Not Approved \_\_\_\_\_



2. Why is the project needed?

- What community problem, need, or opportunity will it address?

The existing CRMA with DNR for the Harbor was executed before the City took ownership of Tracts B1 and B3 and before the major harbor improvement project was completed in about 2008. The old CRMA is out of date in that it describes the harbor before the major cleanup projects and facility upgrades. The CRMA was intended to enable harbor construction but does not apply well to its current operations and management by the city. Full ownership by the City will allow us to retire the outdated 2007 cooperative resource management agreement (CRMA) with DNR. The City will be better positioned as the property owner to enforce regulations and to make harbor improvements such as removal of dilapidated privately-owned floats.
- What health, safety, environmental, compliance, infrastructure, or economic problems or opportunities does it address?

The City will be positioned to remove dangerous and dilapidated private floats and construct new public floats.

3. Where did the idea for this project originate? (Public comments, Council direction, committee work?) **Council member recommendation.**

4. Is this project part of a larger plan? (For example, the Gustavus Community Strategic Plan, or committee Annual Work Plan?) **No**

Submitted by: \_\_\_\_\_ Meeting Date: \_\_\_\_\_ Approved \_\_\_\_\_ Not Approved \_\_\_\_\_

City of Gustavus, Alaska  
 Resolution CY18-14  
 Project Scoping and Development  
 Project Planning Attachment B



- 5. What is your timeline for project planning?
  - By when do you hope to implement the project? **Spring, 2024.**
  - Will the planning or final project occur in phases or stages? **No.**
- 6. What is your budget for the planning process? Will you be using a consultant? **Project will be carried out in-house with no planning expense.**
- 7. What is your rough estimate of the total cost of the planning and final product? At the least, please list cost categories. See Part 4. (Ques. 4-8) and Part 5 (Budget) for guidance. **No estimate is available yet. The State DNR says we must apply for the land transfer before they can give us a cost. We are told the City would need to pay for the Tract B2 at a rate set by the state, but the subtidal land could be transferred to the city at no cost. There may be a survey requirement for the subtidal area.**

**Parts 3 - 6. Project Investigation and Development**

Parts 3.—6. refer to social, environmental, and financial impacts of various options. These questions will help you document your consideration of alternatives and your choice of the option providing the best value for the community. Your goal is to generate alternatives and make a recommendation from among them. Return to Part 3., “Summary” after applying Parts 4.—6.

**Summary:**

- 1. What alternative approaches or solutions were considered? Make a business case for your top two or three options by discussing how effectively each would fulfill the project goals, and by comparing the economic, social, and environmental costs vs. benefits of each one.
  - Option 1 is no action. The 2007 CRMA would continue in place until its expiration in 2027 and harbor management would remain under its outdated descriptions and provisions. The existing CRMA prohibits commercial developments in the covered area.
  - Option 2 is to renegotiate a new CRMA with the State remaining as owner of Tract B2. Shortcomings of the old CRMA could be eliminated. The CRMA process takes quite a bit of time and would retain the split responsibilities and weaker City management authority.
  - Option 3. The preferred option is to purchase Tract B2 and related tidelands to place the entire harbor uniformly in City ownership and authority. The City would have uncontested authority to regulate or remove private floats in the tidelands. The City would be able to allow commercial uses on the site if desired that are now unauthorized by the State, such as boat repair or storage.
- 2. What solution was chosen as the best and why is it the best? **Option 3, full City ownership is the best for the improved management flexibility and authority for operations oversight and regulation and the making of improvements.**
- 3. Identify your funding source(s).
  - How will the project be funded initially, and for its operating life?
  - Is there a matching fund requirement? Please provide details. **Funding would presumably be from City Capital Projects accounts. It is unlikely we could get a land purchase grant for this project.**



**Part 4. Environmental, Social, Financial Impacts**1. Project Impacts Checklist

<b>Will this project affect:</b>	<b>No</b>	<b>Yes (+/-)</b>	<b>Maybe</b>
<b>Environmental quality?</b> (+ = impact is beneficial; - = harmful)			
• Climate change	X		
• Streams/groundwater quality	X		
• Air quality	X		
• Soils/land quality			+
• Fish/wildlife habitat, populations	X		
• Plant Resources (timber, firewood, berries, etc)	X		
• Invasive or pest species	X		
• Natural beauty of landscape or neighborhoods		+	
• Neighborhood character		+	
• Noise or other environmental impacts	X		
• Environmental sustainability		+	
• Hazardous substances use	X		
• Community waste stream	X		
• Light pollution at night	X		
<b>Recreational opportunities?</b>			
• Public land use and access		+	
• Trails/waterways		+	
• Parks			+
• Public assembly/activities	X		
<b>Education/training/knowledge &amp; skill development?</b>	X		
<b>Public safety?</b>		+	
<b>Public health?</b>	X		
<b>Medical services?</b>	X		
<b>Emergency response?</b>	X		
<b>Economic performance &amp; sustainability?</b>			
• Employment of residents	X		
◦ Short-term (i.e. construction)	X		
◦ Long-term (operating and maintenance)	X		
• Cost of living reduction	X		
• Return on investment	X		
• Visitor opportunities/impressions/stays/ purchases			+
• Competitive business environment			+
• Support for existing businesses			+
• New business opportunities			+
• Economic sustainability			+
• Attractiveness of City to new residents/businesses		+	
<b>City government performance?</b>			

• Infrastructure quality/effectiveness/reach (more people)		+	
• Existing services		+	
• New services			+
• Cost of City services			+/-
• Tax income to City	X		
<b>Transportation?</b>			
• Air	X		
• Water		+	
• Roads	X		
<b>Communications?</b>			
• Internet	X		
• Phone	X		
• TV/radio	X		
<b>Other? (type in)</b>			

2. How does this project provide benefits or add value in multiple areas? (E.g., benefits both to the environment and to business performance.) **Full City ownership would enable the City to develop improvements that might include picnic areas, restrooms or more. The City could also lease space for some compatible commercial activities like boat repair, boat rentals, etc.**

3. Are other projects related to or dependent on this project? **No.**  
 • Is this project dependent on other activities or actions? **No.**  
 • If yes, describe projects, action or activities specifying phases where appropriate.

4. Will the project require additional infrastructure, activity, or staffing outside the immediate department or activity? (E.g., will the construction of a new facility require additional roads or road maintenance or more internal City staffing?) **No**

5. What regulatory permits will be required and how will they be obtained? **The City will need to apply to DNR to purchase the lands and the subtidal area in the Salmon River. There are no permits known to be required for the land purchase. However, any future development of the site, such as construction of a float system, may require permits, but those developments are beyond the scope of this project.**

6. What are the estimated initial (e.g., construction or purchase) and continuing operational costs of the project? **No cost estimate for the purchase is available until we apply to DNR for the land transfer. There is no new operational cost associated with the land purchase. The Harbor would still be overseen by the Marine Facilities Coordinator or Harbor Master.**

7. Is an engineering design or construction estimate necessary? **No.**

8. Will operation of the project generate any revenue for the City such as sales, user fees, or new taxes? If so, how will the new revenue be collected? **Operation of the project may enable the City to lease areas for commercial uses in the future, but the land transfer does not, itself, generate new revenue.**

**Part 5. Project Budget**

Proposed Budget Line Items

Construction project Budget estimate	Cost	Operational budget estimate (annual)	Cost
Administrative	\$	Personnel	\$
Project management	\$	Benefits	\$
Land, structures, ROW, easements	\$	Training	\$
Engineering work	\$	Travel	\$
Permitting, inspection		Equipment	\$
Site work	\$	Contractual	\$
Construction	\$	Supplies	\$
Waste disposal	\$	Utilities	\$
Equipment	\$	Insurance	\$
Freight	\$	Repair & maintenance	\$
Contingencies	\$	Other (list)	\$
Other (list)	\$	Other (list)	\$
Other (list)		Total direct costs	\$
		Indirect costs	\$
		Income (fees, taxes)	\$
		Balance: costs-income	\$

**Part 6. Jobs and Training (required by some granting agencies)**

1. What service jobs will be needed for operation and maintenance? **None.**
2. How many full-time, permanent jobs will this project create or retain?  
 \_\_\_\_ 0 \_\_\_\_ Create/retain in 1-3 years  
 \_\_\_\_ 0 \_\_\_\_ Create/retain in 3-5 years
3. What training is necessary to prepare local residents for jobs on this project? **None**
4. How many local businesses will be affected by this project and how? **No businesses will be affected by the purchase, but approximately 20-30 could eventually be benefitted by any following improvements made to the harbor after the purchase.**

**Part 7. Business Plan (Upon Council request)**

Upon Council request, please prepare a business plan for the operating phase of your leading option(s). Plans will differ according to the nature of the project.

There are a number of good Internet sites that will assist you in developing a business plan. One example (05/2018) is: [http://va-interactive.com/tools/business\\_plan.html](http://va-interactive.com/tools/business_plan.html)

Basic components of a business plan:

- The Product/Service

- The Market
- The Marketing Plan
- The Competition
- Operations
- The Management Team
- Personnel

**Part 8. Record of Project Planning and Development Meetings**

1. Please document the manner in which public input was received.
  - Public comment on agenda item at committee or Council meeting
  - Special public hearing
  - Dates and attendance for the above.
  - Written comment from the public (please attach)
  
2. Please use the following chart to document committee meetings, Council reports, and so on. Did the committee make recommendations or requests? Did the Council make requests of the committee?

**Meeting Record**

Event (Meeting of committee, Council report, public hearing, etc.)	Date	Agenda Posted (date)	Minutes or record Attached? (yes/no)	Outcome Rec to Council, requested action of Council, etc.	No. of attendees

**Part 9. Feedback to the Council**

With the understanding that this form must be adapted to a variety of projects, please provide feedback on how the form worked for your committee. Thank you for your suggestions.

Submitted by: \_\_\_\_\_ Meeting Date: \_\_\_\_\_ Approved\_\_\_ Not Approved\_\_\_

## City of Gustavus CIP Review

HDR offers the following draft scope to provide the City of Gustavus (City) with capital improvement plan (CIP) project evaluation for grant competitiveness.

Communities across Alaska have planned infrastructure projects that could provide substantial benefits to the community and the economy but are stymied by funding gaps. With the passage of the Bipartisan Infrastructure Law (BIL) in November 2021, along with the growth of other state and federal funding programs, the City has the chance to compete for significant funds to address local infrastructure needs.

All funding programs are oversubscribed, and winning projects are carefully prepositioned for application. Additionally, new and revised grant criteria have been developed, and many grant programs require submission at similar times of the year, straining the limited resources of communities applying for grants. Because of the increased competition for grant funding, applicants must often quantify the economic benefits of their projects to qualify for or assist with the grant evaluation process.

Pre-positioning for applications by evaluating and selecting for application those projects that will be most competitive on a national scale offers the City a way to prioritize efforts to those most likely to be successful in winning grant funding.

The City is seeking consultant assistance in screening priority projects for match to federal discretionary grant sources. This work requires local knowledge paired with deep understanding of grant programs and funding opportunities.

Since 2009, HDR has helped secure over \$5 billion in infrastructure funding and financing including \$1 out of every \$9 in key USDOT discretionary grants awarded. Since passage of the BIL in 2021, USDOT has awarded \$2.4B in discretionary grant funding to more than 100 HDR supported applications. Our Alaska grant successes of over \$230 million in awards include wins for transportation, energy, and water projects in rural and urban areas. HDR offers the following benefits:

1. **National and Local Staff.** Our unique combination of national expertise and local Alaska knowledge makes us well-suited to help the City secure funding. HDR's National Finance Group has tracked the IIJA from conception to passage and is monitoring its implementation daily. Many of our grants and economics staff are former federal grant program administrators. Our Alaska personnel are uniquely familiar with Alaska's challenging geography and community needs. We will use our knowledge of local infrastructure needs and grant programs to craft strong financial strategies and compelling stories to win grants.

2. **Track Record of Success in Alaska.** HDR has won over \$1 billion in BIL funding as well as over \$230 million in infrastructure grants for Alaska projects in recent years, including helping the City of Sitka, Mat-Su Visitors Center, City of Unalaska, Alaska Department of Transportation and Public Facilities (DOT&PF), the Alaska Railroad Corporation (ARRC), the Port of Alaska, and others to secure significant

*HDR has 60+ in-house economists and financial professionals dedicated to transportation infrastructure analysis to develop a project's equity and environmental sustainability metrics and BCA frameworks. This includes using the latest methodologies, such as monetizing quality of life, that are critical to meet many of the grant goals. Our team also includes more than 100+ local and national grant authors who have written hundreds of winning grants. Our deep bench of financial strategists and grant writers will meet CBERRRSA's infrastructure finance needs for priority projects.*

including grant production management, grant writing, BCA, graphic design, and grants.gov document loading. **Reference:** *Jenny Carroll, 907.235.8121 ext. 2246, citymanager@cityofhomer-ak.gov*

**Matanuska-Susitna Borough (MSB), Alaska**

HDR prepared an FY 2020 U.S. Economic Development Administration (EDA) Public Works and Economic Adjustment Assistance Program grant application, funded through the federal CARES Act to fund a new, shovel-ready, 10,000-square-foot Gateway Visitor Center. A cooperative project between the MSB and the Mat-Su Convention & Visitors Bureau (MSCVB), it will support the MSB's visitor industry by creating direct and indirect employment opportunities and establishing a focal point for independent and commercial tourists. The grant award is pending EDA's completion of the required National Environmental Policy Act (NEPA) documentation for the project. The total project is estimated to cost \$8.6 million, with EDA providing 80 percent of project funding. **Reference:** *Bonnie Quill, CEO MSCVB, 907.355.1862, bonnie@alaskavisit.com; Pam Graham, MSB Grants Administrator, 907.861.8404, pam.graham@matsugov.us*

**Port of Alaska Modernization Program, Port of Alaska, Alaska**

HDR managed the preparation of a successful 2019 PIDP Grant award of \$20 million and a 2019 BUILD Grant award of \$25 million for construction of a new petroleum and cement marine terminal (PCT). The PCT is an essential component of the Port of Alaska Modernization Program that replaces the Port's primary petroleum terminal, which was severely corroded and suffered significant damage during the 2018 earthquake. These grants allowed PCT construction to begin in 2020 and be completed in 2021. Specific services provided by HDR included grant strategy, federal agency coordination, BCA, grant preparation, and grant management activities. **Reference:** *Steve Ribuffo, 907.343.6201, steve.ribuffo@anchorageak.gov*

**Alaska Railroad Corporation, Alaska**

HDR prepared one BUILD and three CRISI discretionary grant applications for multiple rail, bridge, and terminal improvement projects to support ARRC efforts to improve rail infrastructure, expand capacity, and provide unrestricted access for today's industry-standard freight and intermodal railcars. Our economists and grant writers coordinated the applications' progress, authored project narratives, and developed BCAs. Three CRISI applications were awarded federal funding totaling \$11 million. We are now assisting with grant administration and reporting. **Reference:** *Brian Lindamood, 907.441.6088, lindamoodb@arr.com*



HDR-ASSISTED WINNING GRANTS IN ALASKA (\$231.52 MILLION TOTAL)

Type of Grant	Project	Location	Amount (\$ Million)
Alaska Clean Water Actions (ACWA)	City of Seldovia Drainage Mapping and Stormwater Planning	Seldovia	\$0.2
Alaska Renewable Energy Fund (Alaska REF)	Gartina Falls & Water Supply Creek Conceptual Design	Hoonah	\$0.2
Alaska REF	Gunnuk Creek Reconnaissance Study	Kake	\$0.08
Alaska REF	Gartina Falls Design and Construction	Hoonah	\$7.0
Alaska REF	Tazimina Turbine Upgrade Evaluation	Iliamna	\$0.2
Alaska REF	Thayer Lake Design	Angoon	\$0.9
Alaska REF	Triangle Lake Feasibility Study	Metlakatla	\$0.18
Alaska REF	Water Supply Creek Feasibility Study	Hoonah	\$0.04
Alaska REF	Water Supply Creek Final Design	Hoonah	\$0.4
Alaska REF	Waterfall Creek Design	King Cove	\$0.5
Better Utilizing Investment to Leverage Development (BUILD)	Petroleum and Cement Terminal	Anchorage	\$25.0
Consolidated Rail Infrastructure and Safety Improvements (CRISI)	Alaska Railroad Corporation (ARRC) Milepost (MP) 25.7 Trail River Bridge Replacement	Kenai Peninsula	\$4.1
CRISI	ARRC MP 422.9 Bridge Replacement	Nenana	\$3.1
CRISI	ARRC MP 86.6 Bird Creek Pony Truss Bridge Replacement	Anchorage	\$3.8
Environmental Protection Agency (EPA) Rural, Small, and Tribal Wastewater Technical Assistance Grant Program	Alaska Municipal League	Statewide	\$2.2
FHWA Tribal Transportation Program Safety Fund (TTPSF)	CRNA Richardson Highway MP 111.5 Turn Lanes	Tazlina	\$0.69
Port Infrastructure Development Program (PIDP)	ARRC Whittier Terminal Master Plan	Whittier	\$1.2
PIDP	Port of Alaska Modernization Program	Anchorage	\$20.0
PIDP	Seward Marine Terminal & Freight Dock	Seward	\$19.8
PIDP	North Extension Stabilization Step 1 Project	Anchorage	\$68.7
PIDP	Alaska Marine Highway System (AMHS) Prince William Sound Ferry Terminal Project	Cordova, Tatitlek, Chenega	\$28.8
PIDP	Arctic Deep Draft Port Utility Services	Nome	\$11.25
U.S. Department of Agriculture Rural Utility Services	Gunnuk Creek Design and Construction	Kake	\$3.0
U.S. Economic Development Administration - American Rescue Plan	Gateway Visitor Center	Mat-Su Borough	\$6.69
U.S. Department of Energy	Tazimina Design and Construction	Iliamna	\$3.4
U.S. Department of Energy Energyshed	Launch Alaska Energyshed Tech Stack	Statewide	\$4.5
Rebuilding American Infrastructure with Sustainability and Equity (RAISE)	Marine Service Center Sheetpile Wall and Crane	Sitka	\$7.8
RAISE	DOT&PF Statewide Equitable Community Connectivity Action Plan	Statewide	\$0.93
Safe Streets for All (SS4A)	Kenai Peninsula Borough Planning Grant	Kenai Peninsula	\$0.96
State of Alaska Grant	Tazimina Design and Construction	Iliamna	\$5.0
State of Alaska Grant	Thayer Lake Design	Angoon	\$0.9

**City of Homer | Grant Support | Homer, Alaska**

HDR has performed project evaluation for grant opportunities, developing financial strategies for select projects. Products include actionable grant strategies, 5-year financial planning for infrastructure funding, and presentations to City Councils. HDR has additionally produced a planning grant application for multi-modal sidewalk and trail improvements and a grant application and BCA for port infrastructure replacement. We are providing ongoing grant opportunity tracking and grant applications as requested



	and federal programs. He has successfully prepared, administered, and leveraged over \$200 million in state, federal, and private funding for local governments providing critical infrastructure. Ashley's expertise in water and sewer project funding in unparalleled in the industry.
<b>Laurie Cummings, AICP CTP, ENV SP – Senior Planner and Grant Writer / Anchorage, AK, HDR, 24 years' exp (AICP #019129).</b>	Laurie will help identify Alaskan funding sources and support project identification, including development of project descriptions, the nexus between the project and grant program, data collection, and consistency with development plans. She was the primary author of the MSB/MSCVB Gateway Visitor Center EDA CARES Act Grant Application. Laurie has also provided grant services for the Haines Borough, City of Unalaska, and City of Soldotna. She is a certified transportation planner (CTP) with the American Institute of Certified Planners (AICP) and an Envision Sustainable Professional.
<b>Taylor Horne – Local Conditions, Environmental Review / Anchorage, AK / 15 years exp</b>	Taylor is a NEPA and regulatory professional, skilled in program and project management, with over 15 years of experience in the environmental and transportation fields. He will review projects as needed for environmental and permitting feasibility and timeline, and he will advise on methods of navigating federal NEPA, U.S. Army Corps of Engineers (USACE), and other review requirements.
<b>Greg Hartman, PE – Local Conditions, Roads and Trails Technical Review / Anchorage, AK / 12 years exp</b>	Greg will serve as lead road and sidewalk/trail engineer on this project. To support project review as needed, he will provide engineering and design review of technical components of package and recommend updates to the project plans, specifications, and estimates.
<b>Irene Turletes, PE – Local Conditions, Drainage Technical Review / Anchorage, AK / 12 years exp</b>	Irene will provide engineering and design review as needed of technical components of project development to advise on funding strategies.
<b>Aziz Atallah – Planner / Anchorage, AK / 2 years exp</b>	Aziz will support with data collection and analysis.

### 3. Experience and Qualifications

Federal grant programs are highly competitive, with hundreds of localities requesting funds — requests can exceed total available funds by 30 times or more. HDR has secured over \$5 billion in infrastructure funding and finance since 2009 and over \$1 billion in BIL funding. On behalf of Alaskan agencies and communities, HDR has won 30 grant applications in the last few years, worth over \$230 million. Our successful grants range from small to large awards.

HDR has worked with communities throughout Alaska from our Anchorage office, where we have a stable, committed practice of more than 130 professionals who are invested in our clients' success. We are also able to engage HDR's large pool of national practice leaders, enabling us to adapt our grant application teams to the client's needs and deliver winning applications.

We have produced economic analyses for the Port of Alaska, City of Unalaska, DOT&PF, and City and Borough of Juneau that have assisted in securing infrastructure grant funding. Our Alaskan clients' grant successes are outlined in the table below, with detailed examples following.



## 2. Key Project Staff

HDR’s proposed staff comprises local Alaskans as well as national experts, finance professionals, and grant-writing specialists who together understand CITY’s objectives to improve Eagle River’s infrastructure. Our team includes some of the nation’s top infrastructure funding strategists, grant writers and economists.

**Aurah Landau** will serve as Project Manager. She is the Alaska Grant Program lead and has worked with large and small communities and services areas around the country to develop funding strategies. She is a trusted infrastructure finance advisor and grant strategist with deep experience advising on federal infrastructure grants helping Tribes, communities, non-profits, and agencies successfully access more than \$226 million in USDOT discretionary grants in 2022 and 2023. She offers training nationwide on best practices for maximizing federal discretionary grant opportunities. Additionally, she has developed several guidebooks and associated training modules on grants and other topics for the Alaska Department of Transportation and Public Facilities. Aurah has a BA from Brandeis University and 23 years of experience. **References:** *City of Homer: Jenny Carroll, 907.435.3101; City of Seldovia: Heidi Geagel, 907.234.7643; DOT&PF: James Marks, 907.465.6981*

**Kiernan Maletsky** is a grants and finance expert transportation planner who has developed cutting edge tools to evaluate projects for grant eligibility and competitiveness to assist agencies’ grant investment decisions. Kiernan has experience helping agencies including small towns, large cities, metropolitan planning organizations (MPOs), and states to think strategically, manage stakeholder expectations, and navigate the administrative intricacies and cost-matching burdens of federal programs. Just since the passage of the BIL, he has been the primary author of ten grant applications for discretionary and formula programs and contributed to several others. Notably, he spearheaded the development of the Colorado Department of Transportation’s application to the Multimodal Project Discretionary Grant program for the Floyd Hill Improvement Project, securing \$100 million in INFRA funding for the Interstate 70 corridor. Kiernan has an MPA from the University of Colorado and a BS from the University of Missouri.

**Eric Rouse** will provide quality assurance reviews to the project. He specializes in the financial, operational, and institutional analysis of existing and planned transportation systems, the planning and evaluation of major capital improvement projects, and preparation of NEPA documents. Eric has been instrumental in the evaluation of potential revenue sources and the development of traditional and innovative funding and financing strategies for major infrastructure projects across the country. He has a Master of Regional Planning from University of North Carolina and a BA from Michigan State.

This team will be supported by project team members who will offer technical assistance or specialized expertise as needed.

Team Member	Specialty
<b>Stanley Wu – Grant Application, Economist / Vancouver, BC / 4 years exp</b>	Stanley is a economist focused on conducting research and econometric analyses to support infrastructure projects. Stanley has performed BCAs on many Alaskan projects, including Unalaska Captains Bay Road and ARRC CRISI grants. His expertise would be leveraged to assist in assessing project competitiveness for grant applications for those programs where a BCA is required.
<b>Ashley Willoughby – Grant Application, Grant Writer / Louisville, KY / 32 years exp</b>	Ashley is a Municipal Client Advisor with over 28 years of experience assisting local governments and public agencies in writing and administering grants and loans across various state



- CIP list by discretionary federal grant funding program.
- Virtual meeting to discuss comments as necessary.

### Subtask 2.3 Assess Projects According to Eligibility and Grant Selection Criteria (Step Two)

Subtask 2.3 is the second step of the two-step process to screen and then best-match projects according to eligibility and selection criteria for each grant program. The lists of projects by discretionary funding program developed in Subtask 2.2 will be assessed against factors including overall project importance to Richmond, alignment with grant program objectives and timing, and win likelihood.

The prioritization process will evaluate each project’s likely competitiveness for funding given BIL/IRA grant selection criteria, project schedule, funding timing needs, the national pool of available funds, and the likely range in grant awards by program. Maps of each project’s location with common federal grant criteria such as census bureau and areas of persistent poverty will be developed. The outcome will be a recommended list of projects by discretionary federal grant funding opportunity and expected application timelines for the opportunity.

If a grant opportunity application deadline is expected prior to March 29, 2024, HDR will notify the City of the potential grant opportunity and project recommendations no later than January 5, 2024. This interim deadline is so that the City may have sufficient time to apply for the grant opportunity.

#### Deliverables Subtask 2.3:

- Database with a spreadsheet list of best-matched projects for each grant program and rationale, eligibility criteria, application due dates, estimated award dates, and funding categories.
- Maps of project locations with common federal grant criteria.

### Task 3: Presentation of Results

HDR will develop both a draft and final memorandum detailing the completed assessment and next step recommendations. The final database will be provided to the City. In addition, HDR will conduct a work session with CITY to present and discuss the results and recommended next steps.

#### Deliverables Task 3:

- Virtual presentation to the City of the assessment process and recommendations for next steps and on-going project assessments.
- Draft and final memorandum of the data collection, assessment process, and high-level recommendations for next steps.
- Final database of the project list with discretionary grant assessments and prioritization developed from Tasks 1 and 2.

### SCHEDULE (Tasks 1-3)

HDR will provide services to conduct the Federal Discretionary Grant Assessment of the City’s Capital Improvement Program and other Priority Projects over a six-week period following receipt of Notice to Proceed.

### Task 4: Ongoing Grant Opportunity Monitoring

Based on the results of Tasks 1-3, HDR will track grant opportunity timelines and announcements and alert the via email City when grants become available for which City projects would be competitive. HDR will perform this task through the end of 2024.

- Completed project list data collection with identified information gaps.
- The City provides project list data information to HDR so that data collection can be completed.
- HDR provides the City with comprehensive project database for review and comment.
- Two virtual meeting to discuss comments as necessary.
- HDR provides data collection database to the City.

## Task 2: CIP List Analysis and Project Federal Discretionary Funding Assessment

Task 2 will include developing and inputting screening methodology criteria from federal discretionary grant program requirements into the database, analyzing the CIP list data, and screening and prioritizing the project list by grant program. The data collection database transforms into the assessment database during this task.

### Subtask 2.1 Develop Screening Methodology

Screening methodology will be informed by HDR's existing research and knowledge of federal funding options and requirements under both the BIL and Inflation Reduction Act (IRA) grant programs. In addition to the data collected in Task 1, screening methodology criteria for projects will include:

- project readiness,
- safety,
- state of good repair,
- economic vitality,
- equity including areas of persistent poverty and historically disadvantaged communities,
- innovative technologies,
- census data,
- resiliency,
- support/ partnerships,
- quality of life, and
- grant agreement timing requirements.

HDR will develop a memorandum summarizing the methodology and criteria for screening the projects to determine alignment with, and competitiveness for, discretionary federal grant programs authorized under the BIL and IRA.

Deliverables Subtask 2.1:

- Memorandum summarizing methodology and criteria for screening projects by individual discretionary federal grant programs for review and comment.
- Virtual meeting to discuss comments as necessary.

### Subtask 2.2 Screen Potential Funding Sources by Project (Step One)

Using the database created in Task 1 and the screening methodology in Subtask 2.1, HDR staff will assess projects for federal discretionary funding opportunities to align project funding needs to potential grant funding programs. The screening process will evaluate which funding programs each project is eligible for considering the initial characterization of each project's data. The potential program could be federal discretionary funding provided to a third-party entity that then provides it to the City. This is the first step to screen and then best-match projects according to eligibility and selection criteria. The outcome will be a list of projects by discretionary funding program.

Deliverables Subtask 2.2:



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# 1. Methodology, Approach (Work Plan and Timeline)

HDR will conduct the Federal Discretionary Grant Assessment of the City’s Capital Improvement Program (CIP) and Other Priority Projects over a six-week period following receipt of Notice to Proceed.

## SCOPE OF SERVICES

This assessment supports the following objectives:

- Collect consistent capital project information and create assessment database.
- Identify potential discretionary funding sources based on grant criteria and other information.
- Determine best-match projects by each potential discretionary funding source.
- Document and present results to CITY.
- Identify next potential actions CITY can consider.

### Task 0: Project Management

Aurah Landau will serve as project manager (PM). This task will include preparation of invoices, project administration activities, peer and quality assurance reviews of project deliverables, and a virtual kick-off meeting with the City’s team, and she will be the HDR team’s point of contact. Eric Rouse will provide strategic support and quality assurance reviews.

#### Deliverables Task 0:

- Virtual call with City to kick off project between PM and CITY.
- Monthly invoices to Contractor with required detail.
- Final billing to Contractor with required detail.

### Task 1: CIP and Other Project Priorities Data Collection

The PM will confirm with the City’s the project list to be included within five business days of notice to proceed (NTP). After developing a data collection tool that can be used consistently across projects (Excel based), the HDR team will review the project list’s publicly available information, input data, and prepare a data gap analysis for each project. Data requirements will include at a minimum project scope, purpose and need, appropriated/allocated funding by source, project status (including federal National Environmental Policy Act [NEPA] requirements), potential phasing, and work completed through the end of fiscal year 2023. Data gaps will be provided to the City to collect the information so that a populated, consistent database can be developed across projects by HDR.

#### Deliverables Task 1:

- Standardized Excel-based data collection tool.



federal discretionary grant funds for important infrastructure improvements. We look forward to a successful future helping you.

Attached are details of grant evaluation services that we can provide for the City as well as examples of our grant success and expert staff qualifications.

Should other services such as grant writing, technical analyses, and submission assistance be required, HDR is able to offer further support. Fee estimates for those services would be developed based on discussion of specific City project needs using results of the CIP evaluation.

We look forward to the opportunity to provide grant-related services for the City.

## Q&A from Coffee with Council on 01/27/2024

We encourage you to listen to the recording from the 03-04-2024 work session if you wish to hear the entire discussion for each question. Below are summaries of the answers provided by the council and city staff.

[gustavus-ak.gov/sites/default/files/audio/03-04-2024WorkSessionRecording.mp3](https://gustavus-ak.gov/sites/default/files/audio/03-04-2024WorkSessionRecording.mp3)

1. What does it mean to Annex a city into a borough? 1 minute and 40 seconds
  - a. Annexation would include a city's boundaries within a borough. The process can be done through a petition to the Local Boundary Commission or through the Legislature. In the petition process the proposed annexation would need to be approved by the annexing municipality and the area proposed to be annexed. In the Legislative option, the LBC presents the proposed boundary change to the Legislature, and it becomes effective 45 days after presentation or at the end of the session unless disapproved by a majority of both members of each house.
  - b. There are public hearings in both processes. No matter the size of the area being annexed both the original borough and the area being annexed both must agree and vote in favor as well as follow the long processes outlined by the local boundary commission. Thus, it is not an easy or fast process.
  
2. How will this affect our PILT Grant funds? And who could answer that? 5 minutes 58 seconds
  - a. PILT funds are allocated by a formula based on the Hoonah-Angoon Census area. We have contacted the state and federal PILT directors and the BLM and cannot get information on what acreage we must determine what impact borough incorporation would have on our PILT resources.
  - b. City representatives have reached out to several people with different state and federal entities, but they have not received an answer on how it will affect the City of Gustavus. The city will continue to try to get this question answered.
  
3. What are the Pros and Cons for the three main scenarios (We join the Hoonah Borough, we join the Haines Borough, we start our own Borough) There seemed to be consensus on pursuing options vs. declining to join the Hoonah Borough. Borough could be better than inevitable annexation. 7 minutes and 37seconds
  - a. Someone commented that the Haines taxes are higher than those proposed by Hoonah (1% seasonal). Another comment was that a reduction in boundary area might allow Gustavus the potential to form a borough with the other communities (Pelican, Efin Cove, Tenakee Springs).
  
4. Where are we currently regarding the TNC Land issue? Mostly strong opposition. There was generally strong opposition regarding a transfer. Many people agree that we should communicate and work directly with Hoonah. Consider land acknowledgement and working together. 9minutes
  - a. Many people agree that we should communicate and work directly with Hoonah, consider land acknowledgement. We are talking with TNC and a work group has gotten together to discuss formation of a lands committee to consider how we can share stewardship with TNC or another conservation trust.
  
5. Is there any cruise ship stake in TNC Land Transfer? 10 minutes and 35 seconds
  - a. Based on what we heard in the meeting with TNC it seems to be a non-issue or something that would take a long time for HIA to achieve. Even if the lands were transferred from TNC to HIA it seems as though the conservation easements would continue. TNC was very explicit about not just

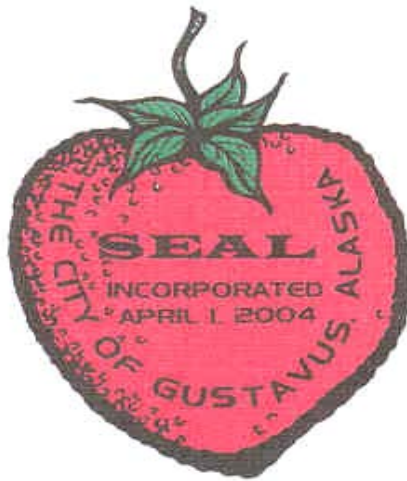
## Q&A from Coffee with Council on 01/27/2024

passing the lands on but wanting to ensure its conservation. Thus, it seems highly unlikely that there would be a cruise ship stake in the TNC land transfer.

6. Do we have an Attorney for these land issues? 11 minutes 55 seconds
  - a. Our city attorney Bob Blasco is very knowledgeable and experienced in these issues.
  
7. Where are we at with the TSA/Alaska Airlines issue? 12 minutes
  - a. City Administrator Leary spoke with Commissioner of Public Safety, DOT, and the South Coast Director when in Juneau. They are all working on the issue and should be meeting shortly. Alaska Airlines has a liaison who helps with these types of issues too. He alluded to the fact that he believes this situation would be resolved at the Alaska Airlines TSA level. The solution could also involve the Senator's office too, the City Administrator will continue to stay in touch with that office. Overall, the city is cautiously optimistic that the TSA/Alaska Airlines issue will be resolved. It appears they have expanded their service to Gustavus by at least a week, which is positive sign.
  
8. Community wants the City to have a strong stance in the current land issues and become more communicative with Hoonah itself on some of these matters. 14 minutes
  - a. We have personal and professional relationships with Hoonah residents which we treasure. What we seem to be seeing is the industrial tourism corporations are behind the proposal to seek additional lands for development and commercial uses of our waters.
  - b. The City of Hoonah has until April 1<sup>st</sup> to reply to the public comment LBC received about their proposed Borough petition. So, we might need to wait until after those responses have been received before continuing to go forward with communications. There is very strong support from the citizen in Gustavus for The City to continue to defend our lands. The council does see the value in working with Hoonah in areas of common interest. Potential issues such as fisheries, Tongass Forest, or subsistence.
  
9. Can we reach out to our state representative officials for support? 18minutes and 12 seconds
  - a. We have kept Rep. Kiehl & Sen. Storey informed.

## Mayor's Report - March 11, 2024

There's not too much to report due to the shortened time frame between the February and March Council meetings except for ....



... the 20<sup>th</sup> Anniversary  
of the Incorporation of the  
City of Gustavus on  
April 1, 2024

(no foolin'!)

Shelley