



MEMORANDUM

TO: Mayor Branson and City Councilmembers
FROM: Mike Tvenge, City Manager *MT*
DATE: December 3, 2020
RE: City Manager Report

Emergency Services/CARES Act Funding:

- Kodiak's Emergency Operations Center (EOC) was activated on March 19, 2020 and has been operational for **262 days**. The full EOC staff meets on Monday, Wednesday and Friday to continue public awareness campaign of COVID-19, active cases and preventative measures.
- The community risk level was elevated to the Phase V Pandemic Plan on December 3, 2020. A mask mandate is in effect.
- The Emergency Services Director (ESD) and Emergency Services Council continue to meet once a week and as necessary to consider critical policy decisions. They also continue to conduct a community update on Thursday at Noon and radio interviews for public outreach.
- To date, the EOC staff has reviewed **141 safety plans** from local businesses, nonprofits, and community events.
- KIBSD has closed all town and Chiniak School Buildings. Remote learning will continue through January 8, 2021.
- As of November 18, 2020, Airport greeters began service of handing out flyers with information about CV-19 testing.
- Issued a letter of request to Governor Dunleavy urging an extension of the public health disaster emergency declaration over the coronavirus. The last emergency declaration was set to expire on November 15, 2020.
- The City is offering \$214k in assistance to licensed child care facilities for activities necessary to maintain operations during the COVID-19 public health emergency. Eligible activities under the CARES Act include payroll, personal protective equipment and cleaning supplies. Assistance is also offered to families with children enrolled in the licensed child care facilities following state supplied guidance for COVID-19 mitigation. A child care subsidy is also being offered to enrolled children of up to a rate of \$500 per child per month. The assistance will be paid directly to the licensed facility and the facility will credit the family account in the amount of assistance received.
- Financial Assistance in the amount of \$100k was presented to The Salvation Army to assist with the Food Bank and utility/rental support services they provide locally.

Administration:

- Coordinated Facility tours for Council with the Clerks in late October and appreciate the participation of members that joined on the informative visits to each City Department. Those in attendance learned a lot about what makes the city tick, how water is treated/distributed, facility capital needs, among many other aspects of our daily lives. The feedback was positive about the work that City Departments do and listed below are some of the actionable follow-up items that may be added to the January 2021 Planning meeting.
 1. Facility Replacement & Reserve Policy
 2. PR&R Changes to reinstitute step increase after 6 months and other employee incentives
 3. Parks & Recreation Master Plan
 4. Review Borrow Permitting Process and conduct baseline survey work
 5. Acquisition of property for future public use
 6. Building Maintenance/IT Plan
 7. Investigate formation of a Port Commission (to include Harbors, Municipal Airport, Trident Basin)
- In coordination with the Finance Department and Public Works, conducted a Surplus Sale of equipment and vehicles no longer necessary for City operations. The sale consisted of 7 vehicles and 8 pieces of heavy equipment. Proceeds from the sale netted the City \$66,027. Thanks to all staff that helped coordinate this annual event.
- Work continues with ISER on a comprehensive scope of work and fee proposal for the economic feasibility of annexation or other alternative methods to continue offering essential services to residents inside and outside of city limits with aging infrastructure and economic decline. For public outreach, developed a 6-page brochure regarding annexation should the Council decide to move forward after the feasibility report is complete.
- The Deputy City Manager participated and presented during the AK Municipal Management Association and AML Annual Local Government Conference (virtual) in November. Presented on the topics of City Manager Evaluations and Community and Regional Jails. Highlights of the web-based conference included the roll-out of shared services in 2021, Elections and Voting, Borough Formation, Local Control of Federally Funded Transportation Projects, Economic Development and Recovery and a keynote address "My Hopes for Local Government Leadership" by Vic Fisher. Materials for the presentations are attached to this report.
- The Deputy City Manager continues participation on the Kodiak Island Borough Consolidation Committee. Topics covered the past few months include Assembly composition, tax revenues and combined budgets under a single-unit of government.
- Working with the City Attorney on several legal issues including a new user agreement with Samson Tug & Barge at Pier II, Pier I/Ferry Terminal ownership transfer from DOT/PF to the City including a billing dispute with the Alaska Marine Highway System, various service and software agreements, ongoing public records requests and personnel issues.

- In an effort to streamline procurement practices across City Departments and increase transparency, work began to solicit combined janitorial services through the Request for Proposal (RFP) process. Timeline for advertising the solicitation, evaluation of proposals and Council consideration for authorization will be in January 2021.

Personnel:

Over the last two months, employee recognition was given with a service pin presentation to the following employee and their Department:

- **5 Years**
 - Christopher Wright, KPD Patrol
- The City of Kodiak would like to welcome the following new employees:
 - Roxanna Castello, PT Library Assistant
 - Robert Blair, Maintenance Technician
 - LeAnn Fulton, Public Safety Dispatcher
 - Wade Bartleson, Fleet Mechanic
 - Andrew Mendez, Police Officer
 - Thomas Harris, Police Officer
 - Jerrod Bolton, Corrections Officer
 - Britney Hilling, Police Officer
 - William Clements, Firefighter/EMT
 - Nicholas Vargas, Firefighter/EMT
 - Brenda Schwantes, Admin. Assistant, Harbor
 - Gabriel Moes, IT Technician (transfer from Public Works)
- The City of Kodiak is currently recruiting for the following positions:
 - FT Administrative Assistant – Fire Department
 - FT Firefighter/EMT

Finance:

- Managing CARES Act funding and program development to ensure compliance for KEDC, Utility Relief, Salvation Army Food Bank and Child Care Sustainability. This includes the creation of reporting forms to track expenses, processing applications and pay requests, monitoring budget, assistance with procurement of supplies and records management.
- Preparing for FY 21 Supplemental Budget and FY 22 Budget timeline for Council consideration.
- Continue participation on the Policy Committee of the Alaska Remote Seller Sales Tax Commission. Current focus is on work to finalize a uniform code that will eventually be presented to Council for adoption.

Engineering:

- Work continues on several projects including:
 - Baranof Park Improvements Project (Ice Rink and Track enclosure) - 65% design submittal received 11/23. Review underway for the \$3.1M upgrade. Design review meeting scheduled for 12/8.
 - Tsunami Siren Replacement Project – All 12 siren installations complete. Final payment to Federal Signal pending resolution of voice messaging issues.
 - Barn Stabilization – Final condition summary report from ECI that includes recommendations for exterior stabilization (paint and roof) and as-built drawings received 11/20. Design proposal from ECI to support bid package for exterior stabilization (reroof & paint) pending.
 - WWTP UV Disinfection Facility Construction – Project 80% complete. Pre-engineered metal building assembly 90% complete. UV system installation scheduled for mid-December. Project remains on schedule with final completion in January 2021.
 - Water & Sewer Phase VII Hemlock Street - Design underway with DOWL. Scheduled to be complete 3/31/2021.
 - Pier II Storm Drain Repair – APL repairs complete. Final inspection pending.
 - Lift Station #5 and Force Main Replacement Design – Design underway with DOWL. Geotechnical report, Engineer's report and 35% design submittal tentatively scheduled for mid-December.
 - WWTP SCADA upgrade – Jacobs Engineering scheduled to submit final Phase 1 report by mid-December. ADEC/SRF loan application will be submitted prior to 12/31/20 deadline in order to qualify for \$500,000 loan forgiveness.
 - CT Tank Coating design – Jacobs submitted Basis of Design Report 11/12/20. 65% design submittal package scheduled for the end of December.
 - Police Station HVAC repairs – scope of work for urgent heating system repairs is 90% complete. Invitation for Bid scheduled for December with repairs to follow.
 - 417 Hillside – asbestos abatement pending preparation of final scope of work.

Port & Harbors:

- Following a DEC inspection in October, environmental plans including the Storm Water Pollution Plan at the Shipyard, the Oil Spill Prevention Control and Countermeasures Plan at the used oil facility at Pier II and the Facility Response Plan for the vacuum truck were approved.
- St. Paul Harbor Boat Launch Ramp – condition survey scheduled for week of 12/14.
- Oscar's Dock and Dock 1 decking – condition surveys scheduled for week of 12/14.
- St. Herman Harbor Replacement – staff reevaluating project development approach
 - Update of 2010 Waterfront Development Plan considered

Public Works:

- In partnership with UAA, participating in a program that detects CV-19 in Kodiak's wastewater. Raw wastewater samples are being sent to and Anchorage lab where they are being analyzed and tested for the presence of CV-19. The presence of CV-19 will help City management and the ESC to better understand the pervasiveness of the virus in Kodiak and take appropriate safety measures including additional testing and to monitor community recovery.
- FAA notified the City of an informal complaint received from an anonymous user of the Trident Basin Seaplane Base relative to user conflicts at the facility as well as security concerns. Public Works Director is actively working with all users to resolve the ongoing issues related to boat owners and air taxi businesses.
- Researching the purchase of a watering station to serve needs for Kodiak residents that need water but are not connected to the City's distribution system. Looking at a stand-alone station that would accept a pay card or credit card and would not require an attendant to be on-site.

Library:

- In November, the Library hosted 700 patron visits and delivered 95 books via curbside service.
- Resumed circulation of materials through the Alaska Library Catalog.
- The online video service, Kanopy, continues to be popular with over 24,300 movies. In November, the site was visited 45 times.
- Programs available via Zoom include Home for the Holidays, Storytime, Kodiak Reads and Library Trivia.



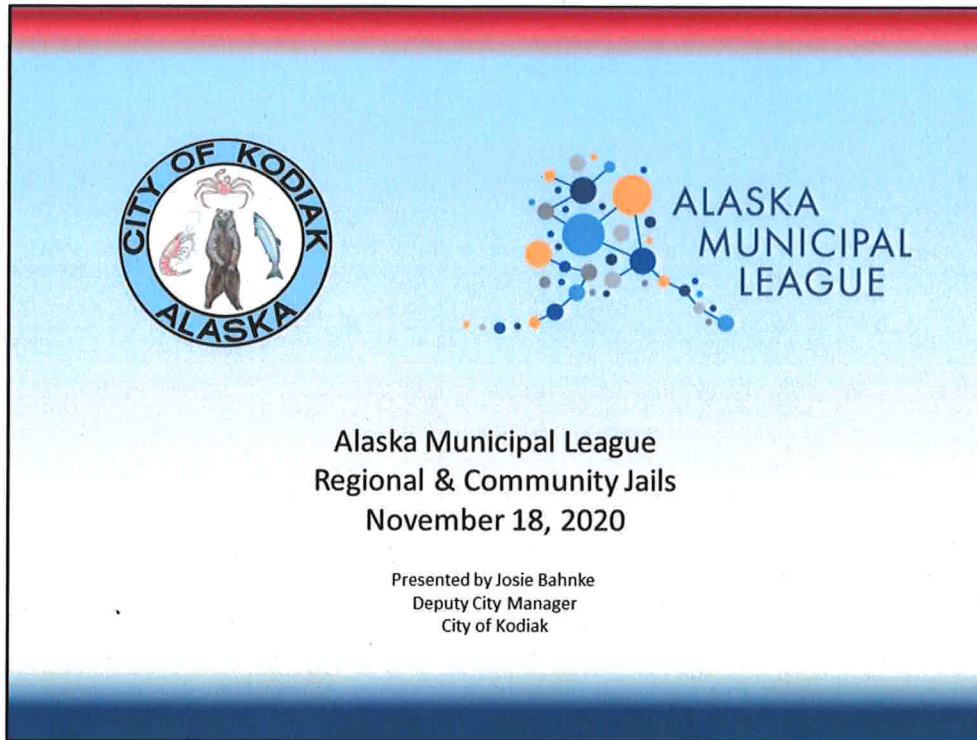
Office of the City Manager

710 Mill Bay Road, Room 114, Kodiak, Alaska 99615

City Manager Evaluations Talking Points

- The inclusion of council members and immediate subordinates, like the HR Manager, within the evaluation is a crucial step to receive comprehensive feedback. A feedback process that lays out what each expects from the manager will create an open dialogue and enhanced communication between the council and Manager.
- The instrument of performance evaluation is important. City Manager evaluations can range greatly from fulfilling a contractual obligation to providing a forum for an open and honest exchange. To be effective and relevant, the evaluation outcome needs to be specific.
- If members of the evaluation team are dissatisfied with standard evaluation forms, you can resort to creating more fitting evaluation criteria.
- One idea for a performance measurement tool is for the City Manager to write out all the major job responsibilities and have him/her evaluate themselves, noting their own strengths and weaknesses as well as goals to be achieved in the coming year. The completed form can be provided to all Council members, who then also use it to evaluate him/her. Finally, a joint discussion can be held to discuss the points of agreements and disagreements, and set benchmarks for the following year's performance appraisal for the next year. This process can compel the Council to discuss topic priorities for the City Manager's agenda.
- Performance Evaluation process should not be viewed as a potential calamity that instills trepidation or stress to the parties involved. Using a third-party facilitator, like the HR Manager can offer a myriad of advantages for both the council and the City Manager.
- Potential benefits of an annual City Manager evaluation process include:
 - Provides a regular time for the Manager and Council to sit down as a group in a closed session and talk about the working relationship between the Council (Board of Directors) and the City Manager (CEO).
 - Allows each councilmember to explore whether his or her individual feelings are shared by the rest of the council or whether they are just the feelings of one individual member. It also allows the council to review its Manager responsibly, with a well-thought-out strategy for evaluation
 - A way to eliminate hidden agendas by having a process that allows for open and candid communication by councilmembers
 - When done with honest intentions, forethought, and planning-evaluation process has the ability to head off potentially serious problems simply by making all of the parties involved aware of the issues.
 - Annual evaluation process can prove an excellent opportunity to deal with cases in which there are sensitive personnel issues. The process can give the Manager an opportunity to hear about and address a situation or to develop a program for making specific personnel improvements.

- One benefit of the annual evaluation is recognition. Council meetings can carry heavy agendas, and often there is not adequate time to talk about successes. During an evaluation, the council can spend time talking about the accomplishments and how the manager has been working, along with other staff, to achieve the objectives of the council and community.
 - A potential significant outcome of evaluation process is an action plan, which may cause the manager to shift priorities and resources to accomplish things that probably were not as clear as they should be. The benefit is that the council is able to redirect efforts, and staff members are able to carry out those tasks that are viewed by the council as most important.
 - A third-party facilitator for the annual evaluation can contribute to a better, more clearly defined, professional process that strengthens the council-manager relationship.
 - In some sessions held in the public arena, councils may be reluctant to bring up the point of compensation increase. A closed-session evaluation process can offer an excellent opportunity to bring up this question.
 - The annual evaluation process may give the manager the chance to offer feedback to the council from department heads and citizens concerning its performance.
- The purpose of the evaluation process is to discuss, assess, and summarize the results and performance of the City Manager. It is also a time to clarify expectations regarding the City Manager's performance, set objectives for the upcoming year, and identify actions which can be taken to maintain and/or increase the City Manager's effectiveness. If the City Manager's contract is in an expiration year, it may also be a time for the Council to choose not to renew his or her services.




Thank you for the opportunity to bring awareness to the AML Membership about Community and Regional Jails. My name is Josie Bahnke, Deputy City Manager here in Kodiak. I've got a brief presentation and will be happy to take questions when I'm finished.



- **Kodiak Corrections Facility**
 - Construction completed in 2011
 - Total Construction Cost –\$25.2 M
(45% of Corrections is \$11.36M)
 - 12,694 square feet (45% of total)
 - 24 beds (22 beds plus 2 for juveniles)
 - 11 FT Employees




The Kodiak Community Jail is an integral piece to the overall public safety of Kodiak. It resides within the Kodiak Public Safety Building, pictured here. The facility was completed in 2011 and is home to Patrol, Dispatch, the Emergency Operations Center and Corrections divisions. Funding for the facility was a combination of \$6.1M in State and Federal Grants, \$8M in a General Obligation Bond Sale, and the rest from General Fund or transfers from other City funds. The area of occupancy is approximately 45% of the total building at 12,694 square feet. The current capacity is 24 beds and is staffed with 11 FT employees



OPERATIONS

- **Secure Confinement**
- **Reformative Programs**
- **Pre-trial Services – Electronic Monitoring, UA's and Alcohol Monitoring**
- **Sentenced Electronic Monitoring**



The City of Kodiak supports DOC's mission to provide secure confinement, reformative programs, and a process of supervised community reintegration. KPD Corrections Division does a remarkable job ensuring compliance with the highest operating standards. Some programs we're not offering due to CV-19 but these include attending church, going to job service, and other supportive services.

With the passage of SB 91 and HB 49, the roles and responsibilities of the Division have been modified. The jail is again booking and housing an increased amount of prisoners with the added responsibility of pre-trial services. These services include ankle monitoring, collecting UA's and alcohol monitoring which has increased the overall workload tremendously. After assuming responsibility for all of Kodiak's retrial monitoring from Palmer, the Kodiak Community Jail supervises an average of 70 pretrial detainees per day. Lately, we've been providing services to 100 plus per day.

In fiscal year 2020, our Corrections Division served:

6729 Meals which equals

3949 Man Days



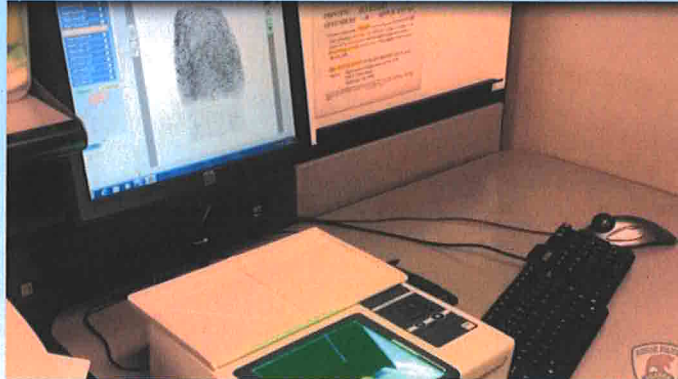
- DOC agreement since 1960
- FY 2021 – Total is \$1,092,332
 - \$991,552 – Base Contract
 - \$37,380 for Pretrial Electronic Monitoring
 - \$53,400 for Pretrial Supervision
 - \$10,000 for Sentenced Electronic Monitoring



The City has approved an annual jail services contract with the Department since 1960. Currently we have a one year contract with the City to provide short-term jail services for persons held for violations of State law.

You can see the numbers for FY 2021 on the screen. The Pretrial Electronic Monitoring, Pretrial Supervision and Sentenced Electronic Monitoring are all new added services to the FY 2021 budget

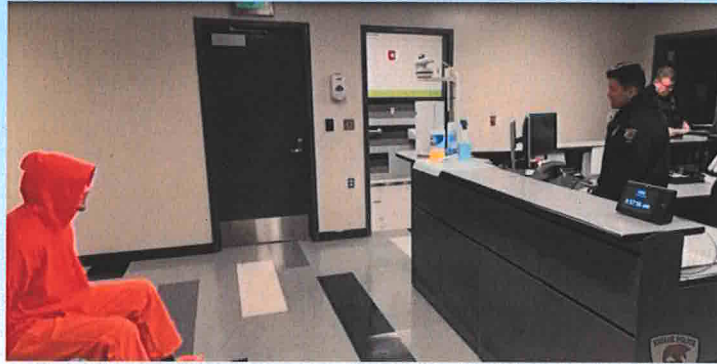
That is Hector Suarez, our Corrections Sergeant. He's been with KPD for 10 years and is a great Manager, keeps things organized and people squared away.



- **FY 2021 City Budget - \$1,482,858 Total**
- **Projected difference is \$390,526**
- **5-year average difference is \$251,465 annually**

With Capital improvement projects included, staff estimates the FY 21 jail expenses to be \$1,482,858. The difference is \$390,526 at this point. I will point out the obvious that revenues received under the contract do not cover, but do offset the City's cost to operate the jail.

Looking back at the 5- year average difference, the total amount is around \$250,000



- 1994 Governor's Task Force on Community Jails
- "To promote recognition of needed improvements, both as to facilities and operations"
- Annual Depreciation & Debt Service (GO Bond) - \$383,768
- Annual Deficit for Services and Correctional Facility - \$635,233

The City's current contract to operate the jail facility and hold prisoners in accordance with the contract and the Standards for Jail Operations adopted by the Governor's Task Force on Community Jails (November 18, 1994 edition). One standard is to promote recognition of needed improvements, both as to facilities and operations.

If this were considered as a standard to establish a duty of care and if we looked beyond just the operations and considered the facility, we'd consider both

If that were the case, we'd be looking at a \$635,233 deficit.



THANK YOU!



➤ Visit our website for more information:
<https://city.kodiak.ak.us>

In closing, I'd like to express the City's appreciation for the ongoing partnership with the Department of Corrections and would be happy to take questions at this time. Thank you!