

**Planning and Zoning Commission
Skagway 2030 Comprehensive Plan Work Session**

**September 26, 2019
Agenda**



5:30-5:40 pm

Welcome, Schedule Update, Meeting Overview

5:40-6:15 pm Public Safety (Fire, EMS, Police)

- Overview Public Safety Packet – Goal, Status, Opportunities & Challenges, Objectives and Actions
- Planning & Zoning Commission Discussion, Q&A
- Public Comments, Q&A

6:15-7:00 pm Utilities (Solid Waste, Drinking Water, Wastewater)

- Overview Utilities Packet – Goal, Status, Opportunities & Challenges, Objectives and Actions
- Planning & Zoning Commission Discussion, Q&A
- Public Comments, Q&A

7:00-7:30 pm Public Services (Library, Dahl Memorial Health Clinic, Museum-not done)

- Overview Public Services Packet – Goal, Status, Opportunities & Challenges, Objectives and Actions
- Planning & Zoning Commission Discussion, Q&A
- Public Comments, Q&A

UPCOMING SCHEDULE

DATE	WHAT	TIME
Wednesday, October 16	Transportation Future Growth/Land Use (again)	5:30-7:30 pm, Assembly Chambers
Friday, October 18	COMMUNITY OPEN HOUSE	Drop by any time between 6:00-8:00 pm Elks Club
Wednesday, November 20	Pre-draft plan	5:30-7:30 pm, Assembly Chambers
Mid-December	Issue Skagway 2030 Comprehensive Plan for Public Hearing Plan	
Thursday, January 23	Planning Commission ACTION on Plan Special Meeting for Public Hearing & Approve Plan Recommend to Assembly for Adoption	5:30-7:30 pm, Assembly Chambers
February/March	Assembly ACTION on Plan	Introduction Public Hearing Adoption

Optional --- Sheinberg/Spruce Root via phone for lunch or 5:30 pm meeting - Last week of October and/or 1st or 2nd week of December for final review Goals, Objectives, Actions and OTHER as needed.

- ✓ To get notices about meetings, summaries, hear when the draft Plan is out....make sure you've joined mailing list at Skagway.org/2030
- ✓ Please send any and all comments to skagway2030@skagway.org

PUBLIC SAFETY

Public Safety is very important to residents.

The sense of safety and low crime are qualities mentioned frequently in resident's high rating of their Quality of Life in Skagway. This is essentially a Report Card for how well and the positive view of police, fire, and emergency response in town. While it's not visible to most, a public safety concern mentioned was increased drug and opioid use and alcohol abuse.

The value the community places on public safety is visible in the beautiful new 26,000 sf Public Safety Building completed in 2017 that consolidates under one roof Skagway's fire, emergency medical services, search and rescue, animal control, police, holding cells, emergency dispatch center, and fire department's living and sleeping quarters. It is at 17th Avenue and State Street. It will meet Skagway's public safety facility needs for years to come.

The new Public Safety facility freed the old Police Building at 1st Avenue and State Street to serve as office space for staff at municipal facilities across the street including the water and wastewater treatment director and public works director. In addition, a public parking lot was created. Uses for the former Fire Hall at 5th Avenue and State Street are still being discussed. The Skagway Development Corporation would like to develop a Creator Space for Skagway entrepreneurs, artists, and small businesses potentially with housing on upper floors. Other suggestions have been to sell the property or to turn it into a Fire Museum.



New Skagway Public Safety Facility, photo September 2019

In 2018-2019 the Police Department initiated a new GIS-based addressing system for the community to provide certainty and expedite emergency responses for all public safety matters. Police, fire, and emergency response personnel will soon be able to access online maps from their response vehicles that show the exact destination of the emergency.

Fire Department

FIRE DEPARTMENT GOAL

Promote the safety of all residents and visitors by providing fire protection and prevention and emergency rescue services.

Status

The Skagway Volunteer Fire Department (SVFD) provides fire protection, emergency medical, rescue, hazardous materials response, fire and medical training, fire prevention education, and fire inspection services. Additionally, the fire department is responsible for maintaining the Municipality Emergency Response and Mitigation Plan for natural disasters, highway disasters, hazmat incidents, railroad accidents, air disasters, power plant and fuel tank fires, and snow emergencies.

The Municipality of Skagway has a full time career fire chief. In addition, there are four other full time employees (up from two in 2008, including a combined Emergency Medical Services (EMS) and administrator; a training coordinator and fire inspector; and a lead and an assistant maintenance provider.

In terms of volunteers, while numbers vary over time, those living in town nine months or more a year now include six trained volunteer fire fighters and 15 trained in emergency medical response to at least the technician level. In the winter when many residents travel there can be as few as five fire fighters and ten EMS technicians in town. All employees are trained to provide medical care and perform firefighting duties.

The Municipality and fire department have taken steps to improve the community's fire protection capabilities over time. Major improvements were made to the water system distribution lines in the early 1980's to improve flow capabilities and fire hydrants were upgraded. During that time a cross-tie connection was installed with the power plant penstock to intercept water if a major fire demand warranted. In 1987 and 1993, two new 150,000 gallon water storage tanks were installed which significantly improved water storage capacity for fire protection. In 2007, another 200,000 gallon tank was purchased and has been installed. The fire department also has two 6,000 gallon water tanks that have been placed at the fire department training site on Dyea road to be used for firefighting purposes.

Beginning in the 1980's Skagway initiated a significant and successful effort to install sprinklers and fire alarms in buildings in the downtown Historic District. This was to address the fire threat posed by all the old wooden frame buildings abutting one another and Skagway's near constant wind. Safeguarding the Historic District from fires is prudent community policy because the area is an historic and economic resource that is a major attraction and economic mainstay of town. The installation of sprinklers in commercial buildings in the historic district and installation of fire alarms in all commercial buildings tied directly to dispatch has improved fire protection in Skagway. This is reflected both in lower ISO ratings and in the assessments of firefighting personnel.

These and other fire prevention and protection measures are reflected in Skagway's fire protection insurance rating issued by the

Insurance Services Office (ISO). This rating determines the insurance rates for residential and commercial buildings. ISO ratings are based on the availability and training of personnel, availability and capability of water service, storage, and firefighting equipment. Skagway's ISO rating improved from a class 7 in 1960 to a class 5 in 2009 to the current rating of a 4 for those buildings serviced by hydrants. The ISO rating for Skagway's outlying areas that are not served by hydrants is 9 (Dyea Road between the Klondike Highway, Long Bay and Dyea). The rating of 9 could be reduced for the Klondike Highway area when water and hydrants are extended, and reduced for Dyea if a fire substation is built. See section below for more details.

Areas of Skagway at Higher Risk

The fire department recommends extending the water main beyond the Skagway River toward Liarsville. This is needed to address the risk to and exposure of the community north of the 23rd Avenue Bridge. A 100,000 gallon water tank, water mains and a hydrant system should be installed in this area to address future residential, commercial and industrial development. These needs will become more critical as this is a key growth area.

Also, the homes and structures beyond the paved section of the Dyea Road are also at risk for significant fire damage due to the distance from the fire station, particularly in the winter when Dyea Road conditions are poor. The Municipality should eventually build a fire substation in the Dyea area with a pumper and a tanker to meet the increased needs for fire protection there. This would improve the life safety services and reduce the ISO rating resulting in lower insurance premiums to the residents and businesses.

Other fire suppression concerns are a major fire at the Petro Marine Services bulk fuel plant which could exceed the borough's fuel-fire foam retardant supply. Of note, given concerns emerging in other places in Alaska, Skagway does not have a polyfluoroalkyl substances (PFAS) issue.

Other waterfront fire concerns include visiting cruise ships, ore ships, tugs and barges, ferries and fuel barges. However, most new cruise ships and ore ships are now sprinklered so fires may not pose the concern that they did a few years ago. And although it is a long distance from the last hydrant to the most distant cruise ship when two are tied up at the Railroad dock, the new fire engines the department has now have the ability to draft a much larger quantity of water from the ocean in order to supplement the municipal water supply for firefighting. With the addition of the Public Safety Boat and its firefighting capabilities, Skagway is now better prepared to respond to these types of waterfront and maritime emergencies. Finally, there are often two tugs in port that can assist with enough horsepower to pull a cruise or ore ship away from the dock if need be. In the event local fire fighters were asked to assist fighting a cruise ship fire, the policy is to not board until the ship's captain requests assistance. Then, Skagway's fire fighters role is strictly as support since they are not well acquainted with the ship's layout.

Another risk in the area is the preponderance of Lodgepole Pine in the Lower Dewey Lakes-Sturgills area and the Dyea area. This species is dependent on fire to reproduce and burns fast and hard if it does ignite. There was a fire in the Sturgills Creek area in the mid-1990's that took almost two days to extinguish. Wildland-Urban Interface fires are a growing concern.

Equipment

Equipment upgrade or replacements currently needed includes a Type 3 urban interface engine, a Type 1 engine replacement, and a 95 foot aerial ladder truck. Ladder trucks assist in fighting fires in taller buildings and structures; there is no ladder truck in Skagway now.

There is no public safety equipment replacement fund in Skagway. One is needed, with regular additions of incremental funding, to provide for future public safety equipment purchases and thus prevent "crisis" funding needs. The fire department will continue to

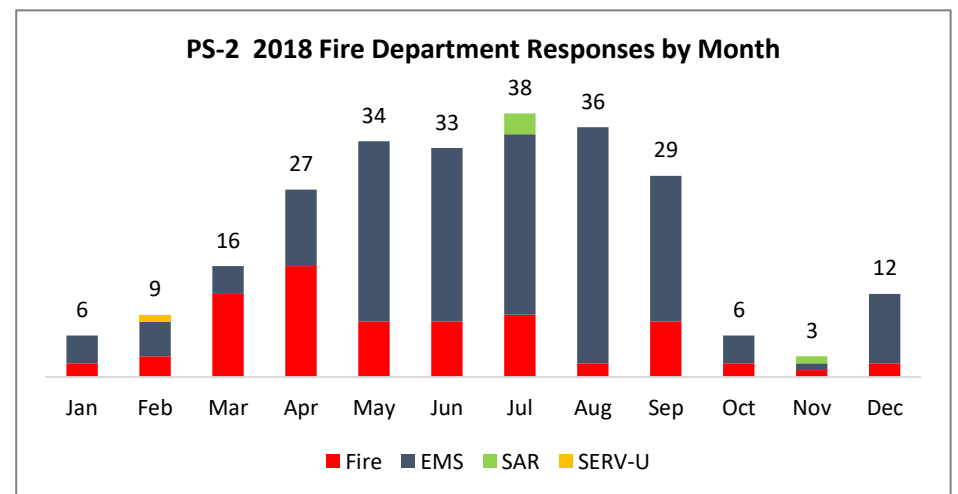
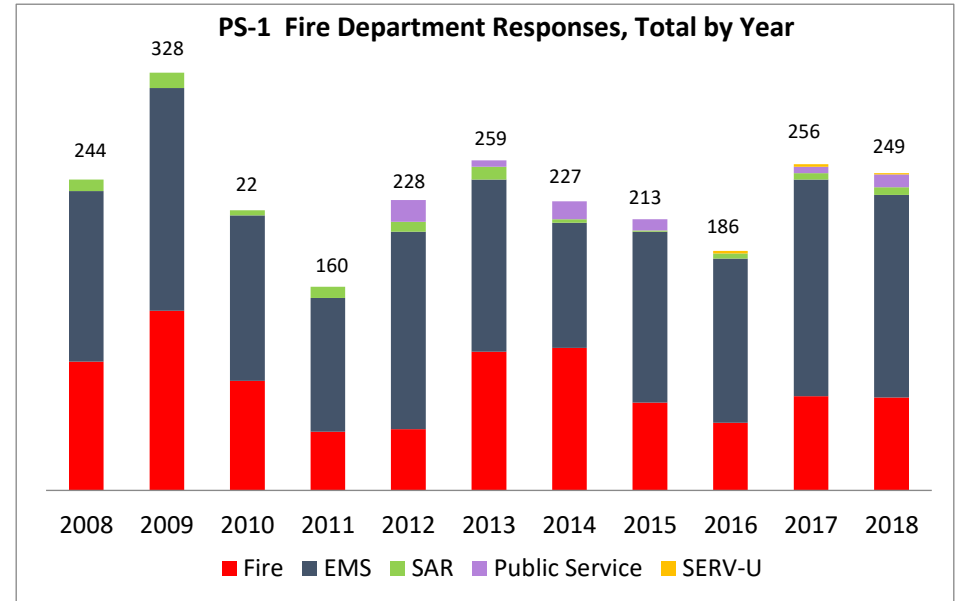
seek grants to subsidize municipal purchase of major equipment and apparatus.

Major fire-fighting and emergency response equipment includes:

1. **PUMPER** - Engine 23 – Pierce Dash 2002 – 2000 GPM Pump – 500 Gallon Tank
2. **PUMPER** - Engine 4 - Pierce Saber 2008 – 1500 GPM Pump – 1000 Gallon Tank
3. **TENDER** - Engine 20 – General Motors 1991 – 750 GPM Pump – 1800 Gallon Tank (Reserve)
4. **AMBULANCE** - Ambulance 22 – Amtech Freightliner FL70 1996 – Four Wheel Drive (Reserve)
5. **FORESTRY** - Brush 26 – Precision Ford F-550 2002 – Four Wheel Drive – Skid load 500 GPM Pump – 150 Gallon Tank with Foam capability
6. **UTILITY** - Utility 24 – Ford F-350 Super Duty 1993 – Four Wheel Drive - Crew Cab
7. **COMMAND/RESPONSE** - Command 1 – Chevrolet Tahoe 2006 – Four Wheel Drive
8. **TRAINING** - Burn Trailer – 42’ Trailerman Trailer 2004 – Controlled Burn Training Trailer
9. **TRAINING** - SCBA Confidence Trailer – 45’ Haulmark Trailer 2003 – SCBA Confidence Course with Video Taping Capability
10. **MASS CASUALTY/MOBILE COMMAND/SUPPORT** - Mass Casualty Trailer – 30’ Interstate Trailer 1999 – Stocked with Medical and Support Supplies for a Mass Casualty Incident
11. **PUBLIC SAFETY RESCUE BOAT** - SERV-U – Munson 32’ Pack Cat 2006 – 2 Honda 225 HP Outboards – Landing craft bow door – Enclosed 12’ x 10’ Crew Cabin – with trailer
12. **MASS CASUALTY/MOBILE COMMAND** - MMRS Trailer – 24’ Gatekeeper Trailer 2007 – Equipped with 18’ Double Wall Mobile Tent, 25kVA Generator, Electrical Distribution Center, 3 Ton HVAC System, etc.
13. **VESSEL** - Public Safety Boat , 32 ft pac-cat built by Munsun Marine
14. **AMBULANCE** - Medic 30
15. **WATER TENDER** – Water Tender 31
16. **AMBULANCE** - Medic 32

Calls for Service

Over the last decade, annual calls for fire dept. services are up some years and lower others; the average annual number of calls for



Source: Skagway Fire Department

service since 2000 are 238. There are typically more calls for EMS services than fire response. In 2018 (PS-2) the calls for fire response are highest in the spring months.

Personnel Needs

The Skagway Volunteer Fire Department needs more trained and available personnel, a basic requirement of a volunteer department. Like many of the nation's firefighting forces, Skagway is challenged by a decreasing number of volunteers. This is a constant and pressing concern. During the summer, the department's volunteer membership increases by approximately 20-50%, but even with this boost there are still times without an adequate number of volunteers to respond to calls due to conflicts with work schedules.

Department professionalism and volunteer capabilities would be served by increased funding to support continuing professional training.

Required State Training hours are difficult to meet with volunteers. Demands are increasing to train department volunteers to the FireFighter-I level, EMT-I, II, III level, Haz-Mat Technician level, Red Card wildland and various levels of rescue work.

Retaining members is a chronic problem in the department; fire department officers and volunteers have full time jobs and families' making it hard to give what is needed. These personal demands sometimes compel volunteers to resign, and attrition rates are highest after five years. Since it takes three years to sufficiently train a firefighter, this attrition of experienced members hurts the effectiveness of the force. It might help if, in recognition of the fact that Skagway depends on a volunteer fire fighting force, more employers compensated their employees that have to leave to provide an emergency response.

The department recommends that all staff have "responder" added to their job title. This was removed from the EMS position in the past and should be reinstated for all staff that currently operate in that capacity to meet the Municipality's needs.

The department recommends that the current four full-time staff members be increased to six. This level of staffing is needed to meet the increased volume of duties and mandates placed on the department by state and federal agencies. There is a sense that the department and its volunteers are stretched thin to meet current needs. Volunteerism has diminished considerably over the last decade and the workload and demands have significantly increased.

Police Department

GOAL

Promote the safety of all residents and visitors in the community of Skagway by providing law enforcement and public safety services.

Status

Law enforcement in Skagway is provided by the Municipality of Skagway Police Department, U.S. Customs, U.S. Immigration, National Park Service, and a State District Court Magistrate, First Judicial District. Local police protection is provided by the Skagway Police Department.

The Skagway Police Department coordinates with the State of Alaska for enforcement of State law. Felony and misdemeanor arraignments and preliminary hearings are under the jurisdiction of the State Magistrate. Violators are held in the police department's

holding cells until their arraignment, after which prisoners are transported to either Haines or Juneau, due to contractual relationship those communities have with the State.

Skagway Police Department staffing include a Chief of Police, three full-time officers, a Community Service Officer for ordinance and parking enforcement, and four dispatch positions. Dispatch coverage is 24 hours, seven days a week, which is a goal achieved over the last ten years. In addition, there is one staff to fill Department of Motor Vehicle requests.

Equipment

The Skagway police force has four quality patrol vehicles for the police chief and police officers. The cars are well-maintained and meet the needs of their intended use. It is recommended to continue the current program of upgrading the oldest police car every two years.

Calls for Service

The demand for police service in Skagway doubles in the summer months, as shown on Figure PS-3. The total number of citations, 911 calls, and action at the Dispatch Center in May-Sept is just over 22,000 while for the remainder of the year it is 14,200. Similarly the number of arrests during May-Sept in 2018 was 9 compared to a total of 4 during the remaining months that year.

To address these seasonal summer demands, Skagway used to hire additional summer-only officers. However, Alaska State policy has made it more difficult to hire part-time officers or to recruit volunteers to a pool of Commissioned Reserve Officers (e.g. The

Figure PS-3 2018 Select Police Dept Activity, by Month

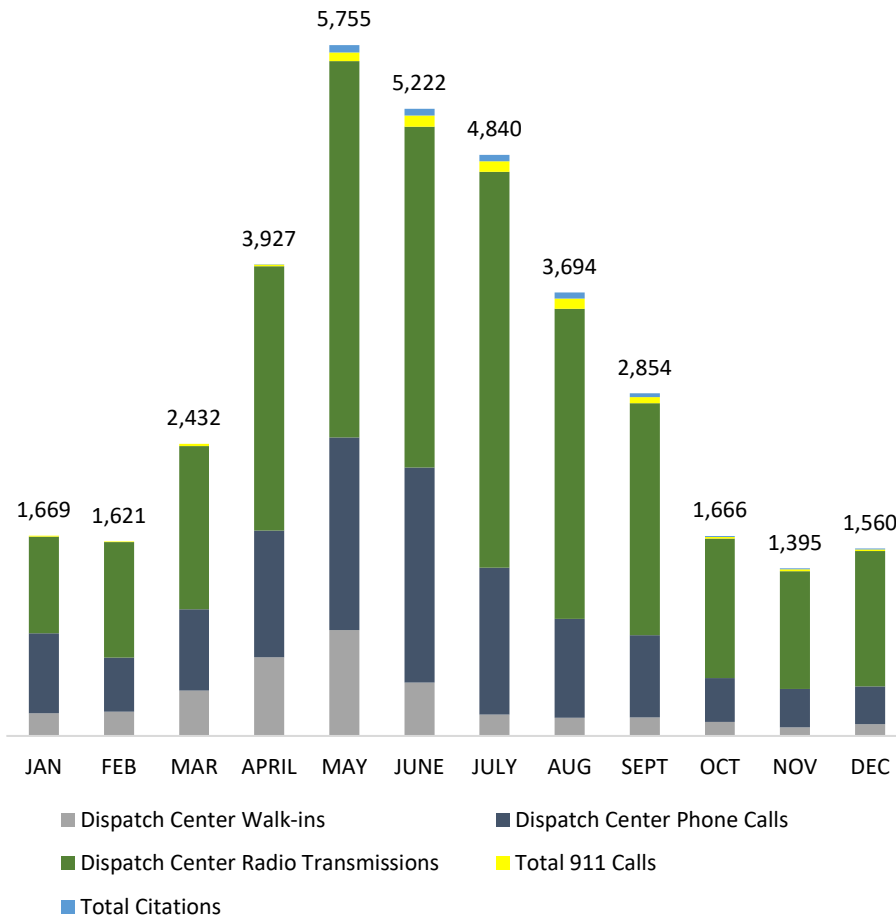
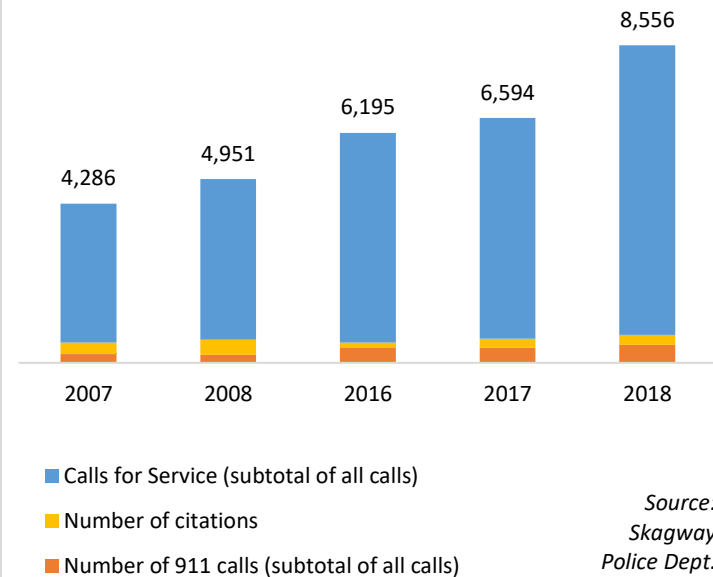


Figure PS-4 Select Police Dept. Activity, Annual



decade ago, the volume of work is increasing. One word of caution when reviewing PS-4,

Like places all over the US and Alaska, opioid and related drug abuse is growing.

The Police Department is working with Skagway's Opioid Taskforce and the Skagway School to develop comprehensive strategies to address drug abuse in town.

Figure PS-5 shows the types of crimes in Skagway, as reported by the department to the state's Uniform Crime Reporting system. While theft of personal property (larceny) is a concern here as it is in most towns, the lack of serious crime shows why Skagway residents are justified in their feeling of personal safety.

State of Alaska no longer assists Skagway with Police Academy fees of \$15,000/person). The Police Department currently has one Commissioned Reserve Officer who also works for the Fire Department.

Figures PS-4 shows trends over the last decade in police department calls for service, citations issued, and 911 calls. Compared to a

Figure PS-5 Types of Crime in Skagway

Year	Murder	Rape	Robbery	Assault	Burglary	Larceny-theft	Motor vehicle theft	Arson
2007	0	0	0	1	1	16	2	0
2008	0	1	0	6	5	53	0	0
2009	0	0	0	1	8	16	0	0
2010	0	0	0	3	5	21	1	0
2011	0	0	0	3	4	13	3	0
2012	0	0	0	3	0	19	0	0
2013	0	0	0	4	1	13	1	0
2014	0	0	0	3	2	16	0	0
2015	0	0	0	0	3	17	0	0
2016	0	0	0	4	1	9	0	0
2017	0	0	0	4	2	13	1	0

Source: Crime in Alaska, Uniform Crime Reporting, Alaska Department of Public Safety

there may be efficiencies to be gained if the position were to be realigned to be staff for the Municipal Permitting Officer. If such a recommendation were to be pursued, a second Community Service Officer should be hired for the Police Department.

The police department is committed to providing a strong, ongoing training program. Training accomplishes four goals: increased knowledge of the job, maximizing job performance, prolonging tenure and reducing turnover, and decreasing liability.

Personnel Needs

The Police Department workforce includes a fulltime Police Chief, three officers, and 7 civilian employees. Four fulltime officers is considered full staffing, so the department is currently one position short. The Chief of Police recommends a long-term target of five fulltime officers. There is concern that if appropriate staff coverage is not achieved, morale of current staff will decrease and turnover will increase due to overworking. Reviews of municipal wages should continue every two years to ensure that high-quality officers will apply to work for the department and extend their tenure in the community. Signing bonuses and other benefits should also be considered to make Skagway more competitive with other locations in Alaska that offer signing bonuses (some locations provide housing for officers or as much as \$20,000 in signing bonuses).

The Community Service Officer's responsibilities includes ordinance and code enforcement along with parking enforcement. The Police Chief recommends a review of staffing alignment for this position;

Public Safety Challenges & Opportunities for the Future

- The fire department needs more trained and available personnel
- Volunteerism has diminished considerably over the last decade and the workload and demands have increased tremendously
- The police department struggles to maintain full staffing of officers
- Compensation packages may need review in order to maintain and attract officers
- Realign duties of the Community Service Officer to work more closely with the Permitting Official
- Select equipment purchases and an equipment replacement program are needed
- Improve fire-fighting capacity along Klondike Highway and Dyea Road
- Wildland-Urban Interface fires are a growing concern
- Calls for all emergency services and arrests continue to increase dramatically in the summer compared to the winter

Public Safety Objectives

PS 1 Ensure fire and police protection and emergency medical services can meet the local demands for service.

PS 2 Maintain and improve infrastructure to enhance fire protection

PS 3 Maintain a highly-motivated and professional staff

Public Safety Objectives & Actions

Time Frame: ST Short-term (0-2 years), MT Mid-term (3-5 years), LT Long-term (5-10 years), OG Ongoing

Funds Needed: L Low (\$0-99,999), M Mid (\$100,000-\$999,999), H High (\$1,000,000+), U Unknown, GF Grant Funded

	Objective/Action	Responsible Parties	Time Frame	Funds Needed
PS 1	Ensure fire and police protection and emergency medical services can meet the local demands for service.			
	PS 1A Establish an equipment replacement list and fund to reliably maintain and upgrade public safety equipment on a predictable schedule with predictable funding			
	PS 1B Purchase immediate fire department needs, including: <ul style="list-style-type: none"> • A Type 3 urban interface engine • A Type 1 engine replacement • An aerial ladder truck 			
	PS 1C Continue current program of upgrading the oldest police car every two years			
	PS 1D Seek grant opportunities to subsidize municipal funds to help purchase equipment			

	Objective/Action	Responsible Parties	Time Frame	Funds Needed
PS 2	Extend water and wastewater systems across the 23rd Avenue Bridge to enhance fire protection capabilities, provide for higher density development, remove septic systems so close to drinking water aquifer and thus protect the drinking water wellhead area. Size the system to support development in area north of bridge over next 30 years. (Cross reference with U3)			
	PS 2A Extend water and water storage system (along with wastewater) across the 23 rd Avenue Bridge along Klondike Highway to State DOT Shop to enhance fire protection capabilities to this part of Skagway, provide for higher density development, and remove septic systems so close to drinking water aquifer. Ensure adequate water pressure.			
	PS 2B Extend water and water storage system (along with wastewater) along Klondike Highway from State DOT Shop to end of Liarsville to enhance fire protection capabilities to this part of Skagway, provide for higher density development, and remove septic systems so close to drinking water aquifer. Ensure adequate water pressure.			
	PS 2C Install a water storage tank on Dyea Road above the airport and provide gravity feed water to homes in area to enhance fire protection capabilities to this part of Skagway, provide for higher density development, and remove septic systems.			
	PS 2D Construct a fire substation in the Dyea area to improve life safety services			
PS 3	Maintain a highly-motivated and professional staff			
	PS 3A Provide adequate staff training <ul style="list-style-type: none"> Assess training and staff development needs Support participation in continuing education activities Create, review, and amend fire department policies and procedures on an ongoing basis and provide clear guidelines for staff performance and behavior 			
	PS 3B Assuming demand for service stays the same or grows, increase non-Fire Chief staffing from four to six			
	PS 3C Create and execute a plan for attracting additional volunteer firefighters			
	PS 3D Assuming demand for service stays the same or grows, increase non-Police Chief police officer staffing from four to five			
	PS 3E Create and execute a plan for attracting and maintaining police officers, including review of benefits package and signing bonuses			

	Objective/Action	Responsible Parties	Time Frame	Funds Needed
	PS 3F Determine if realignment is warranted between Community Service Officer and Permitting Official duties.			
	PS 3G Determine if demand warrants hiring a second fulltime Community Service Officer, either year-round or seasonally.			

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PUBLIC UTILITIES

GOAL

Provide safe, effective and environmentally sound drinking water, solid waste, wastewater, and storm water services to residents.

Status

Utilities are part of the infrastructure system upon which cities develop and run, and Skagway is no exception.

The Municipality of Skagway (MOS) Public Works Department provides and maintains solid waste collection and disposal, wastewater collection and treatment, sewers, and a drinking water system in the borough; as well as providing grounds-keeping, cemetery and municipal park, seawalk, and trail maintenance; maintaining municipal streets and sidewalks; and maintaining all municipal buildings, kiosks and pergolas except for the Skagway

School. The Public Works Department accomplishes this with 10 full-time year-round employees and seven summer employees.

Add language about enterprise funds

Solid Waste Collection and Disposal

Skagway has had an active solid waste program since 1988 when its first solid waste plan was developed.

Solid Waste Collection

Residential and commercial solid waste is collected by the Municipality along a collection route from the waterfront, north to across the 23rd Avenue Bridge, and to Dairy Rd., which branches off from the Klondike Highway at about 2-mile. Garbage collection service is also out Klondike Highway to the ADOT&PF maintenance shop and to the RV parks in the area as well as to the auto maintenance shop on Liarsville Road. There is no collection service on the Dyea Road; residents there use a communal garbage shed (with a combo lock) located on the town side of the 23rd Avenue Bridge and must haul their own garbage to it.

Regular residential collection is once per week, on Monday or Tuesday. Commercial collection is three times per week and additional pickups are available for any business or residence, by request.

The municipality is implementing a new weight-based “garbage by the pound” collection approach to encourage volume reduction. When garbage is collected from individual residential and commercial customers it will be weighed, using a RFID chip in each

can, and customers will be charged—and incentivized—for volume reduction. This approach will not be implemented until the compost program is up and running and will be phased in over a year to allow the data collected to inform the new rate calculation. In a weight-based trash collection system, composting (and recycling) gives the customer the opportunity to reduce the weight and cost of their trash. The municipality has already purchased and is using one garbage truck with the RFID reading and scale technology needed for this program. With this new garbage truck, there are three total garbage trucks in the municipality's fleet, with the plan to use the second-oldest truck as the compost truck, with the oldest truck remaining in reserve.

Solid Waste Reduction, Recycling, Reuse Programs

Residents now collect their recyclables and bring them to a collection point. Recycling and waste reduction options include:

- The MOS and Skagway Traditional Council operate a series of household hazardous waste and E-waste collection events to prevent these materials from being incinerated and to promote recycling.
- The MOS provides a mobile dumpster outside the public works building to collect aluminum and glass for recycling or reuse. Once full, it is hauled to the incinerator where materials are separated for further processing. Glass is crushed and put in ash fill as inert fill. The Municipality flattens aluminum into 25-pound "bricks" and usually ships these to Seattle for processing. In the past, the MOS earned modest revenue from this program but is currently stockpiling aluminum until the market price increases.
- Cardboard is collected at the incinerator and compacted for eventual transport to markets in Seattle. About xxx,xxx pounds of cardboard per year is shipped.
- Paper and plastics are not collected or recycled. Some residents haul these products and other recyclable to Whitehorse.
- Scrap metal is collected for recycling, but there is no regular or efficient means of handling and disposing it. Most of it is stockpiled in town next to the incinerator; appliances are stored at the incinerator, junk cars by the public works shop.
- The Recreation Center sponsors an annual community rummage sale event where Skagway residents' unwanted household items are collected and sold for reuse. Leftover items considered to be in excellent condition are boxed and transported to the Salvation Army in Whitehorse. Remaining items are taken to the Incinerator for disposal.
- Since 2006, the MOS Public Works Dept. has run a biofuel program. Restaurant operators bring their used waste oil in labeled 5-gallon pails and leave it at the plant. There is no cost to the restaurateurs (though if water is mixed in with the oil there is a \$10/bucket charge). In 2008, a new Biopro 380 machine was installed. The Biopro requires very little labor; once the oil is loaded, it is turned on and 48 hours later, there is 100 gallons of finished oil at an estimated cost of about \$1/gallon to produce. The machine produces 100-200 gallons per week from the end of September through mid-May. The biofuel is being used to heat the Public Works Shop. There is another collection point at the small boat harbor.
- Reducing the volume of garbage that needs to be incinerated or shipped makes sense no matter what solid waste disposal option is chosen for the future. Recognizing this, the MOS is implementing the 2013 SCS Engineer's Solid Waste and Recycling Management Plan recommendation to construct a compost facility. The MOS new composting facility and program should be online in November 2019. The composting facility includes \$800,000 for a building and

an \$180,000 composter. It is on 15 acres the municipality recently purchased for \$1.8 million off Klondike Highway at the Dyea Road turn. This 15-acre site will also host an RV Park and potentially other housing.

- The municipal compost service will provide volume pick up for commercial customers and self-haul for residential customers and will supply each residence with two 5-gallon compost buckets. The program will divert heavy, moisture-filled food from trash going to the incinerator. Yard waste would also be accepted, with a maximum of 5 yards of yard waste per customer per haul. Commercial customers will be required to compost, either as part of the municipal program or, by waiver and inspection by Public Works, through their own efforts.
- Fees have not yet been set but will be less than garbage rates for commercial customers and a minimal annual subscription for residential customers. The finished compost could be used in city landscaping projects and could also be sold back to members of the public. The purchased composter is sized for growth but can operate at slow speeds to maintain the necessary heat for smaller loads. The MOS will relocate all sorting to the 15-acre site at the new compost location, including the cardboard bailer, to reduce the amount of recyclables that goes to incinerator. This site will reduce time and fuel spent hauling recyclables from the incinerator site.

Solid Waste Disposal

Solid waste in Skagway was landfilled until 1997. The Municipality filled and closed two old landfills before it began using the incinerator. One, at Mile 3.2 on the Dyea Road, was closed in 1991

and is now being used as a fire department training and storage area. The other, at Mile 4.5 on the Dyea Road now has a permanent cover and the municipal rifle range is there.

In 1998, an incinerator was installed approximately five miles out the Klondike Highway on municipal land. The last debt service payment on the incinerator was in 2019. The incinerator reduces solid waste volumes by 90 percent with an end product of ash. The burn is quite hot and very little smoke is emitted. The incinerator is permitted to burn a maximum of eight tons/day.

When a burn is completed, the incinerator floor opens and the ash is scooped out and placed in lined ash fill disposal areas behind the incinerator. Ash from the burns is stockpiled in the facility's containment area and, during rainy periods to prevent wind from spreading ash. There is a low cover-material to ash ratio.

The volume of municipal waste has steadily increased over the last decade, with 2,340 cubic yards burned in 2018 compared to 1,789 cubic yards in 2007. In addition, 206,000 cubic yards of construction debris was shipped out of Skagway in 2018.

In 2008, there was a burn every other day in the summer and a burn about once per week in the winter. In 2019, there was a burn in summer and in winter. The stack has been relined more than once, but now the incinerator is near the end of its life and needs replaced.

According to the 2013 SCS Solid Waste and Recycling Management Plan, diversion of unburnable or inert materials, such as ferrous/metals in the waste stream and glass bottles would enable the MOS to reserve a major portion of the remaining capacity for ash from the incinerator. For future solid waste disposal, the 2013 study recommended the eventual closure of the incinerator. Based on 2012 costs and assumptions, SCS determined that the incinerator cost of operation was more than twice per ton that of composting and shipping garbage out of Skagway by water.

However; the costs and availability of transportation, recycling and outside landfill options have changed since 2012, so the analysis need updated to determine which solid waste disposal option is in Skagway's best interest for the next 10-20- years. Baring a change that a new analysis could cause, the current thinking is that rather than shipping solid waste out of town, the MOS will either restore, or more likely purchase a new, incinerator. The idea is to install it within or at the current incinerator site. This option, rather than shipping untreated solid waste out of town, is favored because in conjunction with waste reduction, it recognizes the local desire to be self-sufficient and less reliant on shipping and other outside conditions that are beyond local control and might change in price.

There is an estimated 5-7 years of space left for ash fill at the current site (citation needed). If a new or restored incinerator is located at the same site, expansion of space for ash fill would require construction of cells closer to the Skagway River that runs below it, posing a potential contamination risk. An alternative is to mine the current ash fill and ship it to a landfill outside and reuse the ash fill cells.

Costs

In June of 2015, the Municipality of Skagway contracted with FCS Group to complete a Water, Wastewater, Solid Waste, and Harbor Service Rate Study, to assist the Municipality in maintaining financially stable utilities and promote a fair and equitable allocation of system costs to its customers. The study concluded that the revenue received by the Municipality under the existing rates were not adequate to meet the forecasted needs of the utility, with the Garbage Enterprise Fund bringing in approximately \$400,000 in revenues to cover approximately \$840,000 in expenses, with the deficit subsidized by sales tax. In January 2018, solid waste disposal rates were increased by 9.5% to decrease the deficit in the Garbage Enterprise Fund and therefore the required municipal subsidy from other fund sources.

Figure U-1 Current Solid Waste Fees	
	QUARTERLY FEES
Residential	
Weekly service, one 30 gal can	\$75.95
Weekly service, two 30 gal cans	\$119.31
Per can in excess of two per week	\$52.10
Residential dumpster service, per pickup	\$42.84
Dyea dumpster	\$30.22
Commercial	
Weekly service, one 30 gal can	\$88.41
weekly service, two 30 gal cans	\$129.56
Per can in excess of two per week	\$56.24
Dumpster service, per pickup	\$42.84
Ships/Vessels	
Less than 125 passengers	\$400.77
More than 125 passengers	\$729.27

Drinking Water

Source

Drinking water in Skagway is supplied by the Municipality from an underground aquifer below the Skagway River. This has been the community's drinking water source since 1966. (A gravity system from the Dewey Lakes watershed was used prior to 1966.) Water from the Skagway River and its tributary streams enter alluvial deposits to recharge this floodplain aquifer that provides the community's drinking water. Additional surface water enters the aquifer as precipitation runoff that percolates downward into the aquifer. Most of the surface water accumulating on paved surfaces and buildings is carried away in Skagway storm drains or evaporates. Groundwater entering the floodplain aquifer moves southeasterly through the aquifer toward the inlet.

Four wells tap the Skagway River aquifer. Three are located on 15th Avenue between Main Street and the Skagway River (well No. 1

taps it at 80 feet, well No. 2 at 75 feet, and well No. 3 at 120 feet. A new well was installed in 2018, located at behind the school on Alaska Street and tapping the aquifer at xx feet deep.

Quality of Source and Treatment

Skagway water quality is good and currently no treatment is currently required. Skagway routinely receives a waiver from ADEC for water treatment due to adequate testing results. However, Skagway is currently in process of reapplying for a waiver so a requirement to treat is a possibility given the result of testing.

In 2004, ADEC completed a Source Water Assessment for the Skagway water system to analyze the potential for contamination to Skagway's drinking water aquifers. Four wellhead protection zones were delineated based on watershed area and groundwater information. The Assessment found the Skagway water system has a "very high" susceptibility to contamination rating for the actual wellheads and a "high" rating for the aquifer. Identified potential and current sources of contamination include sewer lines, residential areas, fuel storage tanks, roads, a campground, a rail corridor and yard, foot trails, the former oil tank yard, an ADEC contaminated site undergoing remediation. ADEC suggest the Assessment be used as a foundation for local voluntary protection efforts as well as a basis for the continuous efforts on the part of the municipality to protect public health. The municipality adopted a wellhead protection plan in 2007 and is updating the plan in 2019, with intent to update the zoning of the wellhead protection in 2020 to reflect the addition of the 4th well.

It is possible that Skagway will have to institute some type of drinking water treatment in the future (likely in the form of chlorine) as dictated by the EPA. If so, the municipality would need to plan for where to build a treatment plant, which might need to be close to the wells.

Water Storage

Drinking water is pumped to three storage tanks that provide a total community storage capacity of 515,000 (up from 300,000 gallons 10 years ago). Two water tanks, installed in 1986 and 1993, are located on a topographic bench below the Dewey Lakes. Another 215,000-gallon tank (250,000 total original capacity) redwood stave tank and was installed behind the new public safety building. With the additional well and the additional storage capacity, there were no water supply emergencies during the summer of 2019.

Water Distribution

Most of Skagway's population is served by municipal water. Water is gravity fed to individual households and businesses south of the Klondike Highway Bridge through a series of four-inch to ten-inch diameter distribution lines. Between 1974 and 1986, Skagway made major renovations and improvements to its water system by replacing wood stave distribution lines and upgrading its fire hydrant system. Before the improvements to the system the community's water pumping rates were 800,000 gallons per day. After the improvements, the pumping rates dropped to about 200,000 gallons per day. A leak detection survey for the whole town was completed in 1995. Property owners were notified if their pipes were resulting in water leakage and loss and given time to correct the problems.

Residents and businesses beyond the Klondike Highway Bridge are not currently served by municipal water. They generally rely on private wells that typically draw water from the upper 25 feet of sediments. However, the municipality is planning to extend water (including fire hydrants) and sewer service across the 23rd Avenue Bridge, with the soonest expected completion date as 2021. This effort is estimated to cost at least \$6 million. Municipal code (MOS 13.08.40) requires full financing by new users; current discussion is to amend the code to allow cost sharing with the Municipality.

Water Usage and Fees

Figure U-2 Drinking Water Usage (millions of gallons)			
Month	2007	2017	2018
January	Unavailable	9.6633	10.243
February	Unavailable	8.4669	10.284
March	Unavailable	9.3618	9.835
April	Unavailable	9.495	11.445
May	Unavailable	14.8947	17.349
June	Unavailable	20.0663	20.225
July	23.623	19.3693	21.068
August	24.136	17.626	19.884
September	19.264	13.116	15.027
October	11.847	7.9387	9.525
November	9.841	8.2137	8.255
December	10.032	8.8206	8.752
Total	Unavailable	147.0323	161.891

Figure U-2 shows total drinking water usage in Skagway in millions of gallons for selected months in 2007 and all months in 2017 and 2018. Usage increased by approximately 10% from 2017 to 2018. The month with the highest total usage in 2018 was July (21.068 million gallons), while the month with the lowest total usage in 2018 was November (8.255 million gallons), an approximately 61% decrease in total monthly usage.

The Municipal Water and Wastewater Utilities experience a substantial service load increase and maximum capacity impacts for the months of May-October due to cruise ship passengers and crew water and sewer use far exceeding the use of residents and other visitors to Skagway, which constitutes a service provided to the cruise ship vessels and/or cruise ship passenger within the Alaska statutory guidelines for the use of Commercial Passenger Vessel (CPV) funds. The municipality should explore the use of CPV funds

as a source of funding for drinking water and wastewater infrastructure improvements and expansions. Figure U-3 shows the amount of drinking water purchased by cruise ships in millions of gallons in 2007, 2008, 2017, and 2018. The amount of drinking water purchased by cruise ships in 2018 was about 36% higher than in 2017, about 24% higher than in 2008, and about 102% higher than in 2007.

Figure U-3 Drinking Water Purchased by Cruise Ships (millions of gallons)				
Month	2007	2008	2017	2018
May	-	-	4.1768	4.964
June	-	-	7.7416	6.338
July	-	-	4.7047	12.644
August	-	-	4.7586	6.530
September	-	-	2.2392	1.698
October	-	-	-	0.082
Total	15.990	26.000	23.6209	32.256

Wastewater

The Municipality of Skagway's municipal wastewater and storm water system is a series of 8-, 10-, and 12-inch diameter underground collector lines that collect domestic wastewater from buildings and a separate pipe series to collect storm water from the streets. These pipes were originally installed in the 1940s and 1950s. High flows in the 1930s of about 700,000 gallons per day raised major concerns about excess water in the system and infiltration. In the early 1930s, Skagway began a program to replace and separate collector lines on Broadway and Main Streets. More work occurred later and today the storm water and wastewater intake and collection systems are separate. This reduced system wastewater flow to the treatment plant to about 200,000 gallons per day.

The wastewater treatment plant is on Main Street just south of 1st Avenue. It can currently process 300-400,000 gallons per day (gpd) and maintain required residual chlorine levels. Sludge that remains after treatment is burned at the municipality's incinerator. Approximately eight cubic yards of sludge is dewatered one to two times a week for incineration. The treatment plant effluent line and diffuser are between the last two dolphins on the west side of the ferry terminal at -60 ft.

A secondary building was added in 2012 with two new clarifiers with two treatment trains, which dramatically improved the quality of effluent. Past violations of fecal coliform concentration resulted in plant modification in summer 2008 to install an onsite chlorine generation system and a new contact basin. However, the plant also now uses a self-feeding bleach system instead of the chlorine generation system.

The treatment plant is currently operating at the maximum that it can regarding the concentrations of effluent flow. If population and visitor numbers continue to increase, it is unknown whether the plant can handle greater concentration of flow. The municipality has contracted for a capacity study to be done in 2019, which should inform its approach.

The municipality is also trying to reduce the amount of grease that is transferred from restaurants to the wastewater treatment plant and has notified restaurants that they are required to install grease traps in their plumbing.

During summer, the wastewater volumes are higher due to the large number of visitors in town and the commercial bus lines that empty their wastewater systems for processing in Skagway. Figure U-4 shows wastewater flows in millions of gallons per month for 2017 and 2018 with available months from 2008. The month with the highest total flow in 2018 was August (9.826 million gallons), while the month with the lowest total flow in 2018 was November (6.810 million gallons), an approximately 45% decrease in total

monthly flows. Total annual flows decreased slightly (about 4.5%) between 2017 and 2018.

Figure U-4 Wastewater Flows (millions of gallons)			
Month	2008	2017	2018
January	5.484	9.222	7.432
February	Unavailable	8.231	7.347
March	Unavailable	7.713	7.788
April	Unavailable	6.123	7.787
May	Unavailable	9.420	9.286
June	6.918	10.452	9.552
July	Unavailable	10.293	9.660
August	9.306	9.611	9.826
September	Unavailable	9.914	7.717
October	Unavailable	7.685	7.447
November	Unavailable	6.896	6.810
December	Unavailable	7.695	7.687
Total	Unavailable	103.256	98.338

Skagway summer demand is high enough that sludge processing capacity can't keep up and there can be odor problems. Once sludge is dewatered and hauled away for incineration there is no odor, odor problems are created by the sludge that hasn't been dewatered. The plant tried ozone treatment for odor control, but this was not effective. The plant piloted a photo-ionization unit the summer of 2017 that worked, and the municipality is planning on soliciting bids and implementing this approach in time for the upgrades to be in place for next summer. The upgrades would include UV lamps and activated carbon chambers with curtaining in the building.

When residents of Skagway were asked to vote for the three infrastructure projects or operating agreements they favored the most to improve Skagway's capacity to handle summer visitor

numbers, “Wastewater treatment plant assessment and capacity upgrades” received the most votes.

Several onsite wastewater disposal options are available to ensure that wastewater is disposed of in a sanitary manner beyond the townsite area. Septic systems are the most common on-site system. Septic systems require periodic pumping-out of “septage” which is trucked to town and processed through the treatment plant.

Alternative systems are available for areas with soil conditions that are inadequate for septic systems due to poor absorption or bedrock. These include systems that use septic tanks as a pretreatment but employ various methods of ultimate disposal such as mounds, sand filters, and over-flow systems. Alternatively, small diameter pressure systems have been built for clusters of homes. Other possibilities are waterless, recycling, or low-toilet systems with water conservation household fixtures and appliances. These include compost toilets, recycling systems, and flow restrictors for bath and faucets. With this range of possible treatments and disposal options it is possible to provide onsite sewage disposal within the rural areas. However, special care must be taken in the wellhead zones around and just north of the 23rd Ave. Bridge as the groundwater aquifer in this area is the source of Skagway’s drinking water.

The previously-mentioned Water, Wastewater, Solid Waste, and Harbor Service Rate Study conducted by FCS Group in 2015 identified that the Water Fund and Wastewater Fund collects less user revenue than required to cover expenditures requiring subsidy from outside sources and recommended these enterprise funds should collect revenues from sources that use the services provided by these enterprise funds. The study proposed that regular annual rate increase should be employed in order to decrease the projected deficits in the Water and Wastewater funds. The Finance

Committee met on March 15, 2018, to discuss a potential rate increase for each, and voted to recommend that the Assembly approve annual increases of 5% for water and 7% for wastewater each year for the following five years.

Drinking water and wastewater rates for selected services for FY18 are listed in Figure U-3 below with the full rate schedule available in MOS Resolution NO. 18-08R. Most services are unmetered.

Figure U-5 Drinking Water and Wastewater Rates for FY18			
Service	Drinking Water Rate	Wastewater Rate	Frequency
Residential, single-family	\$63.00	\$32.42	Per Quarter
Residential, multiple-family (per unit)	\$63.00	\$32.42	Per Quarter
Food service, with seating (per table)	\$21.61	\$13.35	Per Quarter
Retail with employee restroom (per restroom)	\$48.83	\$25.87	Per Quarter
Offices (per employee restroom)	\$48.83	\$25.87	Per Quarter
Public accommodations - room with bath (per room)	\$18.96	\$12.20	Per Quarter
Vessel watering (volume, metered service)	\$10.71	-	Per 1,000 Gallons
Water on/off service fee	\$37.80	-	Each Instance
Wastewater sludge dumping fee	-	\$25.68	Per Cubic Yard

All stormwater on Skagway’s streets either filters through the ground or is collected in numerous catch basins into pipes and through outfalls to the Skagway River, Pullen Creek or Taiya Inlet. Water quality of these waterbodies, as well as the aquifer that is the source for community’s drinking water, can thus be affected by waterborne pollution or hazardous materials that enter the stormwater system.

Key Challenges and Opportunities for the Future

- Incinerator at end-of-life
- Ash fill nearing capacity
- Opportunities to divert from the waste stream
- Treatment plant capacity
- Potential requirements to treat drinking water
- Development opportunities across the bridge

Utilities Objectives

U 1 - Analyze and implement the best long-term plan for solid waste disposal

U 2 - Maintain, upgrade, and budget for required utility equipment and infrastructure

U 3 - Extend water and wastewater systems across the 23rd Avenue Bridge to enhance fire protection capabilities, provide for higher density development, remove septic systems so close to drinking water aquifer and thus protect the drinking water wellhead area. Size the system to support development in area north of bridge over next 30 years.

U 4 - Encourage practices to reduce environmental impact and prolong life of equipment

Utilities Objectives and Actions

Time Frame: ST Short-term (0-2 years), MT Mid-term (3-5 years), LT Long-term (5-10 years), OG Ongoing
 Funds Needed: L Low (\$0-99,999), M Mid (\$100,000-\$999,999), H High (\$1,000,000+), U Unknown, GF
 Grant Funded

	Objective/Action	Responsible Parties	Time Frame	Funds Needed
U 1	Analyze and implement the best long-term plan for solid waste disposal		ST	L
	U 1A Investigate capital and operating costs and environmental implications of buying and operating a new incinerator, shipping out solid waste, opening a new landfill site, participating in any regional solid waste solutions, and newer incinerator/co-generation options			
	U 1B Implement solid waste disposal solution		MT	
	<ul style="list-style-type: none"> Size the solution to allow for growth of population, housing, and number of visitors while considering the impact on the waste stream of the new compost program If purchasing a new incinerator as the solid waste disposal solution, analyze options for disposing of the ash, including mining the current site for reuse 			
	U 1C Implement “garbage by the pound” collection			
	U 1D Complete construction of composting building and begin operation of composting program			
U 2	Maintain, upgrade, and budget for required utility equipment and infrastructure		OG	
	U 2A Enact odor reduction and control devices and operating techniques at Wastewater Treatment facility			
	U 2B Maintain and operate the Wastewater Treatment facility in a manner that complies with current federal and state regulations.			
	U 2C Plan and budget now to construct a new Wastewater Treatment facility given results of capacity study			

	<ul style="list-style-type: none"> Explore use of Alaska Commercial Passenger Vessel (CPV) fund 			
	U 2D Monitor EPA's approach to drinking water quality and prepare to add treatment if needed			
	U 2F Base utility rates on an equitable and true assessment of the costs to operate, maintain, and contribute to an equipment replacement fund			
U 3	Extend water and wastewater systems across the 23rd Avenue Bridge to enhance fire protection capabilities, provide for higher density development, remove septic systems so close to drinking water aquifer and thus protect the drinking water wellhead area. Size the system to support development in area north of bridge over next 30 years. (Cross reference with PS 2)		ST	H
	U 3A (cross reference PS 2A) Extend water and water storage system (along with wastewater) across the 23 rd Avenue Bridge along Klondike Highway to State DOT Shop to enhance fire protection capabilities to this part of Skagway, provide for higher density development, and remove septic systems so close to drinking water aquifer. Ensure adequate water pressure.			
	U 3B (cross reference PS 2B) Extend water and water storage system (along with wastewater) along Klondike Highway from State DOT Shop to end of Liarsville to enhance fire protection capabilities to this part of Skagway, provide for higher density development, and remove septic systems so close to drinking water aquifer. Ensure adequate water pressure.			
	U 3C (cross reference PS 2C) Install a water storage tank on Dyea Road above the airport and provide gravity feed water to homes in area to enhance fire protection capabilities to this part of Skagway, provide for higher density development, and remove septic systems.			
	U 3D Amend Skagway Municipal Code Sections 13.08 and 13.12 on water utility extension to allow cost sharing			
	U 3E Connect restrooms at Seven Pastures to drinking water and wastewater service			
U 4	Encourage practices to reduce environmental impact and prolong life of equipment			
	U 4A Pursue Solid Waste Advisory Committee recommendations to reduce quantity of waste produced such as a tax or ban on single-use plastic bags			
	U 4B Initiate a green purchasing program for MOS governmental departments. Team with STC, NPS, and others for cost-effective purchasing.			
	U 4C <u>Enforce</u> ban on-street commercial vehicle washing and maintenance			
	U 4D Implement and enforce program requiring restaurants to add grease traps to their wastewater disposal systems			
	U 4F Maintain separate storm water and wastewater collection systems			

	U 4G Maintain the storm water collection and disposal system so that it does not pollute the marine waters, soils, or groundwater. Install oil water separators where needed in the storm water collection and drainage system to protect water quality where drainage is to the drinking water wellhead areas or fish bearing streams.			
	U 4G Monitor storm water collection and drainage systems in the outlying areas as needed to ensure there is no soil, groundwater, or marine water pollution and to allow fish passage.			

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PUBLIC SERVICES

Skagway Library

GOAL

Support the educational, civic, and cultural activities of the community, as well as promoting an enlightened citizenship and enriching personal lives.



Status

The Skagway Public Library was started by the Skagway Women's Club in 1920. By their volunteer efforts, they acquired a book collection and purchased a library building in 1927. In 1979, a new library was constructed on borough land at 8th and State Streets. In 1990, the library was expanded to provide a room for public meetings and community and library events. In June of 2013 a major renovation and addition to the existing municipal library was completed, bringing the library's total size to 5,100 square feet. With this project, a Conference Room and Young Adult Area were added, a new Adult Reading Area was created (including a fire place), and the Children's Room was enlarged. However, in the summer, the library is crowded and it can be difficult to find quiet space to sit, read and write. Outdoor seating has been added to alleviate some of the indoor congestion when weather is amenable. The library is open 45 hours per week during winter months and 67 hours/week in the summer, plus additional time for special programs such as the weekly children's story hour and holiday programming.

The Skagway Library is a borough-operated department with paid staff and active volunteers. The mayor appoints a five-member Library Board to oversee operating policies. Current paid staff includes a fulltime library director and two part-time library assistants; Information Technology services are received through the Municipality's contract. During the summer there is an additional part-time clerk. Volunteers help with library programs and with upkeep of the grounds.

The library provides a variety of services, including book and periodical loans, interlibrary loan program, audio/video library and video viewing, reference services, government tax and document service center, Alaska employment information resources, copying services, children and adult literacy programs, audio/visual equipment loan, and public internet access services. New services in the last ten years include an early literacy station in the Children's

Room and the loaning of downloadable e-books, audio books, and streaming videos.

The library collection is diverse and library resources are well used, by more and more patrons each year. In 2019, there were more than 1,500 registered card holders borrowing more than 12,000 physical items and more than 1,200 digital items; this is 300 more registered card holders than in 2007. In addition to the traditional lending of books and videos, the library now loans a variety of items from a GoPro camera, projectors and laptop computers, to musical instruments and thermal leak detectors. Other resources include:

- computers for internet access, document processing and photo editing;
- meeting room and programming space used by non-profit groups, civic committees, and informal community groups;
- services such as passport application acceptance and Alaska PFD application form distribution; and,
- online resources for language learning, and business, technology and creativity classes.

In the past three years, wireless internet usage in the month of July (the highest-usage month) has increased from just over 100 GB of data, to over 800 GB. The large increase in data usage is an issue in that it indicates more users at the library and the usage is visitors/crew checking in with family and sharing traveling experiences—not a service covered by the library's mission. Mobile hot spots can also be difficult to located downtown on Broadway. A solution to this issue must be found to address the needs of visitors without overburdening the services of the library. Alternatives have been explored by various working groups, but no clear path forward has been articulated.

Other library materials also receive regular in-house use, particularly magazines and newspapers. The library maintains a collection of over 11,000 items valued at over \$330,000.

Library expenditures are covered by Municipality of Skagway general funds. The library's FY 2020 budget is \$270,536.

Challenges & Opportunities for the Future

- Use of the library continues to increase dramatically during the summer months. In the past three years, wireless internet usage in the month of July (the highest-usage month) increased from just over 100 GB of data, to over 800 GB.
- It is difficult to find volunteers in the busy summer months.
- In the summer, the library is crowded and it can be difficult to find quiet space to sit, read, and write.
- The renovation and addition that provided more space in the children's room did not address the sound that carries to the rest of the building.
- In addition to all the varied services and resources provided by the library, it is still expected to maintain a traditional "quiet" atmosphere.
- The library staff needs advanced training in order to maintain a professional facility. Training in computers and technological resources remains a priority.

Library Objectives

L 1 Continue to improve library services

L 2 Continue to improve library facilities

Library Objectives & Actions

Time Frame: ST Short-term (0-2 years), MT Mid-term (3-5 years), LT Long-term (5-10 years), OG Ongoing

Funds Needed: L Low (\$0-99,999), M Mid (\$100,000-\$999,999), H High (\$1,000,000+), U Unknown, GF Grant Funded

	Objective/Action	Responsible Parties	Time Frame	Funds Needed
L 1	Continue to improve library services			
	L 1A Conduct usage and satisfaction user surveys to identify areas for improvement			
	L 1B Use library science best practices for maintaining and expanding the collection			
	L 1C Continue to offer the latest in technology			
	L 1D Assess the sustainability of internet usage trends and identify solutions			
	<ul style="list-style-type: none"> Work with Alaska Power and Telephone Company and MOS Convention and Visitors Bureau to explore solutions for alternative access points to the internet for visitors/crew 			
	L 1E Maintain a highly-motivated and professional staff and ensure excellent customer service			
	<ul style="list-style-type: none"> Assess training and staff development needs 			
	<ul style="list-style-type: none"> Support (funding as available) participation in continuing education activities 			
	<ul style="list-style-type: none"> Create, review, and amend library policies and procedures on an ongoing basis and provide clear guidelines for staff behavior 			
	L 1F Partner with the school to ensure the library is meeting the curriculum needs of Skagway students			
	L 1G Explore creation of a Friends of the Library group to encourage more consistent volunteerism			
	L 1H Plan, schedule, and organize celebration of the library's 100th Anniversary in 2020			
L 2	Continue to improve library facilities			
	L 2A Continue to provide a safe environment for patrons and staff			
	L 2B Explore options for maintaining a traditional quiet atmosphere			
	<ul style="list-style-type: none"> Assess options for reducing or dampening sounds from children's room 			
	<ul style="list-style-type: none"> Explore offering library internet access at an alternative site to disperse crowds 			
	<ul style="list-style-type: none"> Assess options for altering the layout of furniture and other interior design elements to create more quiet spaces to sit, read, and write 			

Edward A. & Jenny Rasmuson-Dahl Memorial Health Clinic



GOAL

Promote the health and wellness of all residents and visitors in the community of Skagway by providing comprehensive primary, preventative, and emergency health care services.

Status

The mission of the Edward A. and Jenny Rasmuson Community Health Center - Dahl Memorial Clinic (DMC) is to promote the health and wellness of all residents and visitors in the community of Skagway by providing comprehensive primary,

preventative, and emergency health care services. The DMC offers primary medical care, urgent care,

laboratory services, a dispensary, physical therapy, ultrasound, and x-ray in the present facility. DMC is equipped with nine general exam rooms, one pediatric room, three urgent care rooms, a behavioral health suite, and rooms for visiting providers for ultrasound, physical therapy, occupational therapy, optometry, dentistry, and public health. DMC also provides limited emergency

services and facilitates medical evacuation as necessary. It also houses a morgue. DMC also offers limited clinic visits in the home. For those that qualify, these visits generally occur once per week and last about an hour. This would typically be a patient needing hospice services, battling cancer, or having similar needs that makes coming to the clinic very difficult.

Two major changes—becoming a Federally Qualified Health Center (FQHC) in 2007 and construction of a new clinic in 2009—have significantly improved health services in Skagway.

Becoming a FQHC was enabled by a HRSA Community Health Center 330 grant (CHC 330), plus multiple service enhancement grants, a Behavioral Health Integration grant, and Outreach and Enrollment grant has enabled the DMC to not only employ more staff but to offer additional services and new or upgraded clinic equipment.

The DMC employs three full time mid-level providers (Nurse Practitioner or Physician Assistant), and three full time medical assistants, has an administrative staff of three, a full time Registered Nurse, a dispensary technician, a health IT specialist, an outreach and enrollment specialist, and a full time behavioral health counselor as a result of the federal grants. In the last few years the DMC purchased a fetal monitor, dental equipment, optometry equipment, behavioral health therapy tools and resources, and physical and occupational therapy equipment. Together these improvements mean Skagway residents have local access to mental health therapy, dental hygiene, optometry, and physical therapy services. The clinic also offers many educational services free of charge. Finally, the clinic extended its summer hours in 20xx from 7 a.m. to 7 p.m., Monday through Friday, and 10 a.m. to 6 p.m. on Saturdays.

Recent financial trends and patient numbers are summarized on Figure L-1

Figure L-1 Edward A. and Jenny Rasmuson / Dahl Memorial Clinic					
Year	Budget / Revenue			No. Patients	No. Total Encounters
	Patient-Based Revenue	Federal Health Center Grant, other	MOS Contribution		
2018	\$887,423	\$1,459,374	\$709,892	1,611	4,740
2017	\$1,132,089	\$1,183,116	\$629,603	1,627	4,974
2016	\$1,175,381	\$1,300,000	\$275,860	1,551	4,953
2008	\$524,299	\$411,333	\$210,000	1,100	4,700
2007	\$515,498	n/a	\$380,000	1,011	3,504

With the addition of new staff, new patient services, and increased visiting providers, the clinic uses every inch of space in the facility with some rooms doing double duty and several offices housing two staff members.

The lack of available space is already an issue and is only going to become a bigger issue in the future as the clinic continues to expand its range of services.

Challenges & Opportunities for the Future

- The clinic uses every inch of space in the current facility
- It is difficult to provide adequate in-home visitation in the summer
- Skagway relies on visiting practitioners for many services
- Skagway has no physician

Health Clinic Objectives

HC 1 Support health care service delivery that allows Skagway residents of all ages to live comfortably year-round.

HC 2 Continue to improve use of clinic facilities

HC 3 Maintain a highly-motivated and professional staff, including a physician, and ensure excellent customer service

Health Clinic Objectives & Actions

Time Frame: ST Short-term (0-2 years), MT Mid-term (3-5 years), LT Long-term (5-10 years), OG Ongoing

Funds Needed: L Low (\$0-99,999), M Mid (\$100,000-\$999,999), H High (\$1,000,000+), U Unknown, GF Grant Funded

	Objective/Action	Responsible Parties	Time Frame	Funds Needed
HC 1	Support health care service delivery and opportunities that allow all Skagway community members including seniors, and families, to comfortably live in Skagway year-round.			
HC 2	Continue to improve use of clinic facilities			
	HC 2A Continue to provide a safe environment for clients and staff			
	HC 2B Explore options for create more usable space for visiting providers, health center staff, and clinic events			
HC 3	Maintain a highly-motivated and professional staff and ensure excellent customer service			
	HC 3A Provide adequate staffing			
	<ul style="list-style-type: none"> Assess training and staff development needs 			
	<ul style="list-style-type: none"> Support participation in continuing education activities 			
	<ul style="list-style-type: none"> Create, review, and amend health clinic policies and procedures on an ongoing basis and provide clear guidelines for staff behavior 			
	HC 3B Create a succession/retention plan for providers including medical providers, behavioral health provider, occupational therapist, physical therapist, and ultrasound technician.			
	HC 3C Bring the contracted part-time physical therapist on as a full-time benefited employee.			
	HC 3D Explore options for hiring and retaining a physician			

Skagway Museum

Status

Challenges and Opportunities for the Future

Objectives

Objectives and Actions