



## MATANUSKA-SUSITNA BOROUGH

### Borough Manager

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**Date:** January 31, 2019  
**To:** Mayor and Assembly Members  
**From:** John Moosey, Borough Manager  
**Subject:** Borough Manager's Report

### Monthly Activity Report November, December 2018

#### Animal Care & Regulation

##### Highlights:

- We hosted a two day Basic Animal Emergency Services for all of our staff and several members of emergency services, volunteers, and the Police Departments from Wasilla, Palmer and Houston. It was a huge success; we maxed out the size of the class and practiced an exercise in the end to set up an emergency animal shelter.
- We now have an on-call Veterinarian on our staff to help fill in for our full-time vet when she is on leave or needs additional assistance with spay and neuters. We are thrilled to have Dr. Mika Straub as a member of our staff.
- We hosted two volunteer orientation and trainings.
- We hosted a successful tour for a large group of Girl Scouts.
- We visited the Palmer Pioneer Home.
- We participated in a school project for a two-day college fair.
- We hosted a Petco special adoption where we adopted out 20 kittens!

##### Thank You:

We want to send out a big thank you note to our volunteers and foster families! In November, we had 13 foster families who have dedicated a total of 941 hours in the month of November. We also had 119 volunteers who dedicated a total of 769 hours. Foster families and volunteers have dedicated a total of 1710 hours of service in November.

In December, we had 7 foster families who have dedicated a total of 707 hours for the month. We also had 122 volunteers who dedicated a total of 767 hours. Foster families and volunteers have dedicated a total of 1474 hours of service this month. **Thanks to them all for their dedicated service!**

**Low Cost Spay/Neuter Clinic:**

In November, we hosted a low cost spay clinic for low income and military families. We performed 2 dog spays and 1 cat spay. In December, we hosted another large low cost spay/neuter clinic for low income and military families. We performed 5 dog spays and 5 cat spays. Way to go to our vet staff and amazing volunteers for this impressive accomplishment!

**Please visit our Facebook for upcoming clinics and spread the word about our monthly low income/military spay/neuter clinics.**

**Department of Emergency Services**



**EMS**

**November 2018**

- 812 EMS Responses
  - No decrease from September. System averages 27 calls / day.
  - Central – 54%, Palmer / Butte / Sutton – 23%, Lakes – 17%, Northern areas – 9%
  - Supported Central’s live fire exercises.
- Two new shift supervisors completed orientation and are operational.
- Training update:
  - National level EMT programs (NAEMT) set up for December for EMS staff.
  - Recertification process begun for all staff due to expire in December.
  - Continued implementation of modules necessary for EMT3 Expanded Scope of Practice.
  - Weekly training in the simulation trailer, followed every Thursday evening by case review and roundtable discussion with the Medical Director.
- Community items:

- Rachel Cote received the “Medic of the Year” award at the Palmer Elks “Law, Order & Safety Banquet.” This annual banquet is to honor all the first responders and other law enforcement agencies within the Matanuska-Susitna Borough.

## **December 2018**

- 765 EMS responses.
  - System average 26 calls / day
  - Central – 52%, Palmer / Butte / Sutton – 28%, Lakes – 16%, Northern areas – 4%
- Cook Inlet Earthquake
  - Surge capacity – 11 ground ambulances were manned for first four hours of the event.
  - EMS Totals for incident (24 hours): 44 total – 24 MSB EMS transports and 1 Life Med medevac.
  - Five patients total were critical, only three related to the event. No deaths were reported.
  - EMS as a system had a 50% increase in call volume for 24 hours, and then returned to normal.
- Training Update:
  - Prehospital Trauma Life Support (PHTLS) program hosted.
  - Simulation drills – MVC with live actors, mass casualty training
- Community items:
  - Wasilla Chamber of Commerce hosted a “First Responder Appreciation Lunch” at the Menard Center.

## **Fire**

- Held Fire Prevention Assemblies October 2<sup>nd</sup> through the 16th. American Charter, Meadow Lakes Elementary, Big Lake Elementary, and Midnight Sun Learning - 1200 children from 2<sup>nd</sup> through 5<sup>th</sup> grades.
- Participated in the Big Lake Elementary School Camp Readout. October 18<sup>th</sup> - 200 children and adults.
- Participated in an “I Know I Can” for a 2<sup>nd</sup> grade class at Meadow Lakes Elementary - 24 children.
- Provided fire safety education to 450 children and adults, including one school Fire Safety Assembly.
- CMSFD responded to 181 calls during the month of November.
- Swearing-In ceremonies for Nine (9) personnel who received their Firefighter 1 State/National certifications. Ninety-eight people attended the ceremonies.
- Seven (7) new recruits completed the Basic Firefighter Trainee Class, which started on Tuesday, October 30th.
- The Fire and Life Safety Division (Fire Code) received four (4) new plan review applications, approved four (4) plan reviews, provided nine (9) fire and life safety inspections and submitted thirteen (13) platting comments.
- Mayor Halter has selected Michael Jonrowe to fill the vacant board seat for Willow FSA.

- Completed First aid, HIPPA, Haz Mat required annual training for the department.
- Installed 10 Smoke/CO detectors in residences and handed out 2 smoke and 1 CO detectors during calls for assistance.

### **Water Rescue**

- One call for vehicle in the water
- Body recovery X 2 (Big Lake)
- Ice training with Palmer Fire Department personnel

### **Emergency Management**

- Directed Borough Earthquake Response
- Moved Sutton repeater to its temporary new site
- Willow Creek communications shelter put in place
- Taught ICS 300 to 35 partner staff
- Taught ICS 400 to 33 partner staff
- Staff attended AuxComm training for communications system
- EM staff participated in earthquake recovery process,
  - Meeting with State and FEMA doing damage assessments for public and private damages
  - Leading MSB recovery process
  - Working with Red Cross and VOAD to assist with individual needs requests
- Taught ICS 300 course to WLFD and Talkeenta Fire Departments
- Introduced Swiss-phone equipment and test setup in communications shelter.
- Implemented build out of Station 3-2 communications shelter.
- Installed backup Area-wide radio at Station 5-1.
- Removed 6-1 Microwave to repurpose for Mat-com Dispatch.

### **Fleet Services**

- November: Open Work Orders (W/O) – 127
- November: Closed W/O – 61
- December: Open W/O – 84
- December: Closed W/O – 64

#### *Technician Certification Status:*

- Emergency Vehicle Technician Certified – 2
- Master Emergency Vehicle Technician Certified – 1
- ASE Certified – 1
- Master ASE Certified – 1

- Hurst Rescue Tool Certified - 4

## **Community Development Department**

### **Resource Management**

**Personal Use Firewood Areas (PUFA's):** All PUFA's close on December 31<sup>st</sup> 2018, but will re-open for 2019 once the annual inspection is completed. The 2018 Christmas Tree cutting area at Jim Creek opened Thanksgiving weekend and remained open through Christmas Day. The Christmas Tree Area was successful this year with forty-four "permits" issued through e-commerce.

**Salvage Timber Sales:** The Overland Travel Permit has been issued from DNR for the access to the six Salvage Timber sales along the Parks Highway north of the Talkeetna cut-off. These sales will be offered over the counter starting in January. Mapping and site evaluation for additional Salvages Sales to assist with the removal of Spruce Beetle damaged trees is in process.

**Commercial Timber Sales:** The 2018 Commercial Timber Harvest in the Fish Creek NRMU and Point MacKenzie NRMU are available as over the counter sales.

**Other LRM Projects:** A Right of Entry was issued to Grant Lake Corp. to recover a bulldozer from the end of Oilwell Road; due to freeze-up, this project has been postponed until spring. Discussions with Alaska Department of Forestry (DOF) regarding several collaborative projects involving the MSB, DOF, and other interested parties for the removal of Spruce Bark Beetle damaged trees is ongoing.

Staff completed a final draft of the 2018 update of volume I of the Natural Resource Unit Management Plan.

**Resources:** *Central Landfill Material Sale* - The Central Landfill expansion of the C&D Cells has been shut down for the winter season. To date over 200,000 tons of pit run material has been removed and sold under this contract. Work will begin again in the spring to continue this multi-year contract.

### **Tax Foreclosure Activity**

**10 Year Plus Over-the-Counter Tax & LID Foreclosure Sale:** A 10 Year Plus Over-the-Counter Tax & LID Foreclosure Sale opened October 26, 2018 and closed December 14, 2018. Of the forty-three properties offered in this sale, six were sold totaling \$34,700.00 tax assessed value (TAV) being returned to the tax rolls.

**Tax and LID Foreclosure Competitive Sale TS38:** The ordinance was prepared for assembly introduction on December 18, 2018 and public hearing January 15, 2019 with sale proposed for April 9, 2019, pending assembly approval. Currently there is one parcel from the 2012 Tax foreclosure clerk's deed being offered. The borough received ownership in February 2017.

**Ten-Year Plus Clerk's Deed Parcels:** There are at least four parcels with the former record owner's 10-year repurchase right expiring in December 2018.

**Clerk's Deed Parcels:** 2012 Tax/ 2013 LID Clerk's Deed parcels: One of the parcels was repurchased by the former record owners in the month of November.

**Abandoned/Hazardous/Junk & Trash Clerk's Deed Parcels:** Land Management and Code Compliance worked together to clean-up, board up and secure structures at two abandoned 2013 tax clerk's deed parcels.

### **Asset Management**

**ADL Leases:** Staff continues to monitor 15 ADL leases for annual payments and bi-annual tax payments. Two ADL lease applications are scheduled for the January 2019 assembly meetings for the approval of the Lessees' purchase of the fee simple title, notwithstanding the survey requirements for the improvements.

**Agricultural Land Application:** Several inquiries continue for agricultural rights property owners, real estate agents, and the public.

**Agricultural Advisory Board:** The board met on November 14<sup>th</sup> and December 19<sup>th</sup> and continued their work on the agriculture policy and procedure program and staff introduced a new program at the November meeting to convert the former Title 13 agricultural rights estate to a fee simple estate with agricultural covenants. There is one opening on the board for Seat 1, Wasilla Soils and Water Conservation District. Staff is working to seek an applicant to fill the seat.

**FNBA Escrow and other Accounts Receivable:** Monthly monitoring of 21 escrow accounts at FNBA. Continued monitoring of the monthly escrow accounts are ongoing.

**Former Goose Creek Community Center:** After 19 years of environmental monitoring of the former Goose Creek Community Center, ADEC has determined the cleanup is complete with the Institutional Controls recorded on November 13, 2018.

**Land Conveyances:** Palmer City Council unanimously approved releasing their leasehold interest carry-over from a decades-old state lease on the properties adjacent to France Road. With this release, MSB will convey to the City, two properties adjacent to Mat-River Park for the city to manage under their Parks Powers. Trapper Creek Community Association is working with staff to receive a proposed one-acre borough parcel adjacent to Trapper Creek Library for purpose of a new community watering point. Friends For The Improvement of Safety and Health is working with staff to receive a small, vacant borough lot in Williwaw Subdivision for a community park.

**Land Sales:** Staff is working on internal and public review of 40 new borough properties to be included in the 2019 Spring Competitive Bid Land Sale. Planning Commission and Assembly approval is required for inclusion in the land sale offerings.

**Easements:** Staff is working towards finalizing and recording easements within borough-owned land for the Point MacKenzie Rail Extension corridor.

## **Trails/GIS**

### **Trails**

The Haessler-Norris Trail Easements/Bond Project – The trail clearing contract work is underway on the MSB owned portion of the trail system. About 16 miles of trail has been completed as of December. The borough is still awaiting authorization from DNR for the state-owned portion.

Aurora Dog Mushing Trails Survey – Additional contract work was performed on the survey drawings for the Aurora Dog Mushing Trails. The drawings have been submitted to DNR for final review/acceptance.

MSTPF Web Map / Mobile Trail Application – The Mat-Su Trails and Parks Foundation has submitted additional trails to their contractor for inclusion in their Trails Web Map, and Mobile Trail Application. Borough staff has reviewed the trails for public access, and provided comments and direction to MSTPF.

Government Peak Connector Trails – These trails would link the MSB Government Peak Recreation Area's North and South Sub-Units, and the 16-Mile Trail on State land in the Hatcher Pass area. DNR has reviewed the application submitted by MSB, and is preparing a Manager's Decision for the easements.

Staff met with ADOT ADNR, and the company purchasing the earth station at the end of Comsat Road in Talkeetna to discuss development of a new trailhead parking area for the Talkeetna Bluffs and Ridge Trails. Prepared a conceptual drawing of the new parking area and shared it with the agencies, property owners, and Talkeetna Parks Advisory Committee.

Staff met with the Mat-Su Ski Club Executive Board to discuss the layout and location of a new trailhead and restroom facility at GPRA.

### **Lands**

Hatcher Alpine Xperience – HAX has been awarded a grant from the Rasmuson Foundation for \$350,000 in November to add to the \$500,000 grant from the Mat-Su Health Foundation and other funds for the development of a ski area in the Government Peak North Subunit. This new grant award will give the organization enough money to develop phase 1a of the project, which includes a chairlift and facilities for base operations.

### **Information / GIS**

Lands Information System Integration Project (Land Document Browser) – This project has suffered from the 2018 cyber-attack and is requiring significant rebuilding of work that was previously completed. Staff is awaiting estimates from the contractor to determine what is needed to rebuild the database and keep the project moving forward.

## **Parks/Recreation**

**Division Manager:** Manager is working with the Purchasing and Planning Departments to define an RFP to design improvements to Mat River Park. Manager met with the Planning Chief to discuss revamping the CIP list nomination process. New Administrative Assistant to the Rec Services Division, Leda Borys, started mid-month and is working into her role here at the Borough.

Staff has been working with Capital Projects to finalize the 95% submittal of the Palmer Pool renovations documents. Several post-earthquake meetings were held among Borough and Department Staff. Fortunately, we did not suffer any significant damage and neither staff nor the public were hurt. Rec Services Staff including the Manager, Leda Borys and Pam Klayum are working on a staff training manual and procedures for the Matanuska River Park Campground.

**Mat Su Parks:** With the change of seasons, we opened Ayshire Winter Trailhead, Point MacKenzie Winter Trailhead, and started maintaining the restroom at Moose Creek as per our agreement with the Chickaloon Native Association. 2019 Parking passes have arrived and are being sold at the MSB Building, Back Country Bike and Ski and the Jim Creek Park Maintenance Facility. McKinley Fence repaired the chain link fabric that was cut at Jim Creek and we purchased additional fence fabric to repair future vandalism. December has been a snowy month and the maintenance crew has been busy plowing and sanding trailheads and packing trails. We assisted the Mat Su Ski Club when they hosted the Besh Cup Nordic Races at Government Peak Recreation Area December 15 and 16.

**Mat Su Trails:** November began with about a foot of snow on the ground. That meant that it was time to do the season's first plowing of the trailhead parking lots. The wet heavy snow also caused issues on the much-used West Butte Trail. The temperature was warm when the snow first hit which caused tree limbs and vegetation along the trail to sag and block the trail. Some limbs and trees also broke and fell across the trail. Then the temperatures got very cold and froze the sagging vegetation into place. The vegetation stayed in this position even when the snow was removed. The Trails Specialist spent several days removing the downed trees, limbs and vegetation to re-open the trail.

The title for December 2018 should be "shake, rattle, and snow". The first order of business after returning to work post-earthquake was to check for signs of damage to trail structures. One of the most pressing inspections was on the five retaining walls on the West Butte Trail that were installed this past summer. The Trails Specialist looked at all of the walls and only one had minimal damage, which can be easily fixed in the spring. All of the ground anchors and posts held without issue. Several small bridges were also inspected with no damage observed. There are other remote structures that will need to be inspected as time and weather conditions allow.

**Parks and Trails Northern Region:** The month of November had above average temperatures which gave us the opportunity to clean up and clear the ski trails from the dead spruce that affected the area. We have cut an average of 12 trees a day for 16 days and got 4 miles of the 7 miles of trails cleared. In the month of December, we have focused on the hazard trees that are in the parking lots in the Northern region. We are now in the snow styling mode of grooming on Mondays and Fridays and in-between snowfalls. The moderate temperatures and the recent earthquake made the multi-use trails on the lakes not safe for several days, however, with the recent cold temps (-8 degrees) we were able to put in the trails on the lakes.

**Palmer Pool:** We had a Canned Food Drive, November 24<sup>th</sup> during open swim. It was a sold out night and over 100lbs of cans were donated and delivered to the Palmer food bank. Upcoming events include a toy drive on December 15<sup>th</sup>. Bring an unwrapped new toy to open swim and enter free. Dive-in movie night with the movie scheduled "A Christmas Story" brought to you by Humdingers pizza. Registration for swim lessons was rescheduled for December 12<sup>th</sup> for January classes because of the earthquake and subsequent building safety inspection. Classes will begin



January 7<sup>th</sup> with the afterschool elementary lesson programs serving Sherrod and Swanson. The Wasilla pool project is going well and on schedule due to reopen sometime in April.

**Brett Memorial Ice Arena:** The beginning of this December found us all cleaning up and recovering from the November 30<sup>th</sup> earthquake that hit our area. The ice arena came through the event with only minor repair and clean up needed. The manager and an on-call staff member were able to clean up the facility and have it ready for activities as scheduled the next morning. The cold temperatures we had been waiting for to flood the outdoor ice rink finally arrived in December. Our staff worked late into the night on several occasions to be sure we had the outdoor ice rink ready for all the kids out of school for the holidays. The ice arena hosted the cross-valley high school hockey match-up between rivals Wasilla and Palmer. As always, this game was well-attended. Our Learn to Skate program topped off the month of December with their annual holiday skating show. This year's show theme was from the very popular movie "Frozen". There was standing room only for this well received performance and the community came together to donate several hundred cans of food to be delivered to the local food bank.

**Big Lake Library:** November was a busy month with new programming and groups using our meeting room. Our movie of the month was "Incredibles 2". We had a full house with 35 kids and adults who enjoyed popcorn and the movie. We wove placemats for our Craft Saturday. The kids did an awesome job. The Big Lake Teens had a party with games and food. They had great success last year and hope to duplicate their previous success. December started with a major clean-up project from the November 30 earthquake. Some of our aisles were knee deep in books.

**Sutton Public Library:** A Parent Café was hosted by ROCK Mat-Su on November 1<sup>st</sup> and set up to coincide with Preschool Story Hour. Parents and children enjoyed free lunch and time to get to know one another better. Afterschool Art Club continues to encourage creativity and give us beautiful decorations for the library. The 1<sup>st</sup> winter teen event was a success with the movie, "Princess Bride", popcorn, pizza and hide and seek after dark. Captain Anthony April, with the Alaska State Troopers, came to the Afterschool Program on November 8<sup>th</sup> and deputized 28 K-5<sup>th</sup> graders. Story Hour, Afterschool and Art Club attendance has been steady. We hosted two movie nights this month, one for families and one for teens. Ballroom Dancing was a successful event, with 10 couples requesting future dance evenings at the library.

**Trapper Creek Library:** Preschool Reading and after school themes early in the month centered on the Thanksgiving holiday. The kids made decorations for the local community Thanksgiving Dinner tables. Preschoolers also had some fun with Olaf, reading the Frozen story and making Olaf artwork later in the month. The after school kids had a day of games and puzzle activities for fun and learning. Emphasis is on preschool age children but we accommodate those home school families with older children also with age appropriate activities for everyone. Preschool Reading and after school themes during the month of December were centered on the Christmas holiday. The kids made decorations to take home for the holidays, standup Christmas Trees and jingle bells to hang. One Wednesday Kids day was dedicated to the decorating of Christmas cookies. The Friends of the Library provided notebooks for all Elementary age children in Trapper Creek as a gift from the Library. Emphasis is on preschool age children but we accommodate those home school families with older children also with age appropriate activities for everyone. Afterschool activities have stopped for the Christmas break from school and will resume with a Battle of The Books program in January.

**Talkeetna Library:** November saw an increase in patron and community use of the library. In addition to the usual list of meetings, the library hosted the Mat-Su Borough Planning Department for a public hearing on suggestions for the Community Grant Development application, General Elections on November 6, a New Teen Homeschool Group and the Girl Scouts held meetings. The Sunshine Community Health Center held a board meeting all day on November 28<sup>th</sup>, and the Talkeetna and Chase Community Councils held their meetings to interview the applicants for the Community Revenue Grants. There were 7 tests proctored. The Teens and Tweens met for their script to screen programs, and the Reading Mentors met 4 times. December began with a bang on November 30. In December, the library held several large meetings for community groups, including an introduction to community watch, the skate park, the future of the old communication satellite station, and the water and sewer board. The biggest and most fun event was the visit by Mr. and Mrs. Claus.

**Willow Library:** The 7<sup>th</sup> annual Trunk-or-Treat was hosted by the Library in the parking lot on Halloween from 5:30-7pm. We really appreciate the Willow Fire Department bringing their trucks and using their light bars to illuminate the parking lot! The Willow Library was very lucky in that we did not suffer any permanent damage. It took us a few hours to get the books back on the shelves correctly and had a few plants needing to be repotted.

## Capital Projects Department

### Project Management Division

**Central FSA Fire Station/Training Complex 6-2 (\$13M):** This project includes a combined fire station, training center, and warehouse totaling approximately 40,000 square feet and is being constructed at the existing 6-2 location on Knik Goose Bay Road. Project delivery is through a Construction Manager/General Contract (CM/GC) with F-E Contracting. Construction started spring 2018 and is on track for occupancy summer 2019. Steel, electrical/mechanical rough-in, and paving are complete. Interior finishes and fixtures are in progress.



*Above: Station 6-2 Construction in progress*

**Willow and Talkeetna ES Ice Rink Improvements (\$1.5M):** This project constructed open air roof ice rinks at both Willow and Talkeetna Elementary Schools. Construction started spring 2018

and both rinks were substantially complete by Nov 2018. Punch list items are expected to be complete by mid Jan 2019.



*Above Left: Willow Ice Rink*



*Above Right: Talkeetna Ice Rink*

**Susitna Valley High School Siding Replacement:** This project will replace the siding on the exterior of the school. A contract is in place and construction will start summer 2019.

**Earthquake Damage Project Status:**

*Houston Middle School* - Thirteen portables were moved from various locations to Houston High School to house displaced students from Houston Middle School. Work included electrical, data, ramps/stairs and a portable restroom. Work was complete in time for students returning from Christmas Break January 7. The future of Houston Middle School is yet to be determined. Temporary shoring will be installed to help stabilize the building.

*Knik Elementary School* – A portion of the gym ceiling grid collapsed. The grid was removed and the lights secured over the Christmas break so it can be used. The new grid will be arrive in 6-8 weeks and will take 2 weeks to install.

*Wasilla Middle School* – 22 Concrete columns came loose. These columns were removed over Christmas break and patching/painting is ongoing.

*Colony High School Gym* – The north gym wall and a stairwell wall were damaged creating a safety hazard. A design is now in place to replace both walls, which is currently out to bid with bids due January 11. Estimated completion is approximately 60 days.

**Willow PSB 12-1 Addition Phase I:** A solicitation for design services to design a 3,900 square foot addition that includes vehicle bays, a training room, office space and sleeping quarters was advertised with several proposals received. Design contract is in place with design at 65% completion.

**DSJ Parking Lot:** This safety and parking enhancement project increased the number of parking spaces, improved circulation and flow in the parking lot, and significantly increased snow storage areas. The existing pavement was also seal-coated and re-stripped. The smoke shack was relocated closer to the employee break room as well. This work was completed fall 2018.

**Fireweed Building Roof Replacement:** This project will replace the deteriorated existing roof system and increase the insulation R Value. This project is currently advertised for construction spring 2019.

**Talkeetna Elementary School Roof Replacement:** A request for design proposals to design a new roofing system is currently advertised. Design will occur this winter with construction taking place summer 2019.



**Palmer & Wasilla Pool Improvements (\$12.9M):**

This project will significantly upgrade Palmer and Wasilla Pools. Both pools are approximately thirty years old and are in need of major improvements. The lead designer is Architects Alaska. During the design process, two public meetings were held to solicit public input. Orion Construction has started construction on the Wasilla Pool. Two 1M BTU boilers have been installed and rough plumbing for the pool is complete. The concrete pool basin is also in place. The Palmer Pool is at the 95% design level and will be advertised this winter for summer 2019 construction after the Wasilla Pool opens.

*Left: Two 1 Million BTU Boilers*



**New EMS Station 11-9 (\$1.4M):** In response to the growing population and tourism in the northern region of the Mat-Su Borough, the demand for paramedic emergency medical services support has increased significantly. In an effort to meet the needs of EMS Staff, facilitate quicker response times and better serve the growing population in the northern region, a new building is needed. The project will design and build a new single story, two bay, EMS Station adjacent to Station 11-2 on Borough owned property. The general contractor is Diversified Construction with construction under way. Estimated completion is early Spring 2019.

**Districtwide HVAC Upgrades Design and Construction:** HVAC upgrades have been completed at a dozen schools. The last project installed five heat exchangers at Colony Middle School and was substantially complete fall 2018.

**Districtwide Energy Upgrades Design and Construction:** This project upgraded lighting systems and new windows at multiple schools. Remaining work includes replacement of nearly all windows at Snowshoe, Pioneer Peak and Cottonwood Elementary Schools. Work was accomplished over summer 2018 and is now complete.

**Communication Towers:** Department of Emergency Services has requested 2 - 120' PiRod U Series Communication Towers for Emergency Responder Radio and future communication upgrades. Tower locations are at Station 3-2 and Station 12-2. Project will be advertised this month and is expected to be complete by Aug 2019.



*Right: Communication tower*

**DSJ Finance Offices Painting:** A painting contract was awarded to paint the basement and first floor of the finance department. Work started Jan 5<sup>th</sup> and will continue through the end of the month on weekends.

**Big Lake Elementary Water System Phase II:** This project will separate the domestic water and fire suppression systems. A request for design proposals is currently advertised with construction expected summer 2019.

**Wasilla Middle School and Colony Middle School Roof Replacement:** This project includes a total roof replacement at Colony Middle School and a partial roof replacement at Wasilla Middle School. A request for design proposals will advertise this month, with work expected summer 2019.

### **Pre-Design and Engineering Division**

**Port MacKenzie Rail Extension (PMRE) Segments 2:** Construction of the rail embankment, ballast, ties and rail will move forward when funding is available. ROW activity on the rest of the 32-mile project continues with title and monumentation work. Security measures have been implemented and are being monitored to address trespass on the rail embankment.

**Reddane Avenue Extension (Port Mackenzie Rail Extension):** A construction contract was awarded to Jim Psenak Construction with road embankment and drainage work complete. Seeding of the embankment slopes will be completed spring of 2019. Project is currently in winter shutdown. This road extension will provide direct construction access to the southern portion of Segment 2 of the PMRE project as well as improved access to the southern portion of the Agricultural District.



*Left: Embankment construction nearing completion*

**W. Susitna Parkway Turn Lanes @ Jade Ln & S Burma Rd:** The purpose of this project was to add left turn lanes and improve safety sight distance. The project was awarded to Tutka LLC. Work has been complete as of October with one change order that increased the contract to \$862,933.50. A small area was disturbed by MTA relocations and Tutka will work to maintain seed growth on warranty in the spring of 2019.

**Bogard PH III – Resurfacing and Pedestrian Pathway:** The purpose of this project is to resurface the existing road and add a pedestrian pathway connection from Trunk Road to Colony Middle school. The project will be awarded to Northstar Paving and Excavation in January for \$450,890.92 for construction in spring of 2019 through July.

**Nelson Road – Pedestrian Pathway:** The purpose of this project is to add a pedestrian pathway connection from the Wasilla Creek Bridge west along Nelson Road to Machetanz School. Project will be bid in March for construction end of May through July.

**Willow Park Improvements Phase II:** Steppers Construction, Inc. completed construction of the picnic pavilion overlooking the lake. Electrical service was extended to the pavilion and near the parking lot for future use. Three regular 8 foot picnic tables and one handicap picnic table are being constructed to be added in the spring time.



*Left: Pavilion and fire ring.*

**Larry Trails System:** Larry, Darlene, Alice and Mabel Trails (Roads) project was awarded to Valley General Construction for \$339,888.60. Utilities relocation costs were as follows: MEA \$70,000, ENSTAR \$105,565.96 and MTA \$157,678. Construction was substantially complete as of end of October and punch list items and seed growth will be finished in the spring of 2019.

**Trunk Road Connector:** ROW acquisition is complete. The borough received, reviewed and accepted a cost proposal from the design engineering firm to complete design, and create a bid package for construction work mid-late winter.

**2018 Road Bond Package:** The Assembly met and approved a road bond package that will require a 50% non-borough match. The bond package was put before the voters and approved. An application was submitted for a federal “Build” grant for one of the bond package projects. The federal government released the results of the grant awards in December and unfortunately, the MSB project was not selected. Staff continue to look for other sources of funds.

**Wastewater & Septage:** Contracts for the initial phase of the project are in place and the design process began in July. The Preliminary Engineering Report is now complete and recommends a filtration system for leachate. Septage treatment by anaerobic digestion is being considered in conjunction with organic solid waste from the landfill.

**Leachate Treatment Facility:** The design project was awarded to Clark Engineering, who completed the Preliminary Engineering Report in early 2018. Clark conducted a pilot study of the proposed filtration treatment system in September-October 2018 and results have been positive. A report summarizing the pilot test is in development and due in January.



**Moose Meadows Bridge Armoring:** A design contract has been awarded to HDL Engineers for the hydraulic studies and armoring design. Design work is complete, ROW is in hand and a construction contract awarded to Western Construction. Work was completed in late summer of 2018.

*Left: Moose Meadows Bridge*

**Nelson Road Bridge:** The design for a new bridge across Wasilla Creek is near completion. Funding for construction has not been identified.

**Bradley Road Bridge:** A preliminary investigation and cost estimate is complete. Construction funding of approximately \$700K is needed to replace the bridge.

**Port MacKenzie Dock Repair:** Work to stabilize the damaged cells was completed in 2017. In 2018 a construction contract was awarded to Orion Marine to replace the damaged sheet piles. All of the sheet piles have been replaced and the repair is complete. The contractor will finish demobilizing the spring of 2019.

**Seldon Road Extension:** Phase II of this project is in ROW acquisition (currently at 90%). Design is holding at 75% complete. Construction funding is needed.

**Big Lake Trail Bridges:** A design-build contract for two bridges has been awarded to Diversified Contractors. Site investigations and bridge design is complete and are in review with the State Department of Natural Resources, who manages the land. Construction is expected to begin as soon as the river freezes, and equipment access is possible.

**Wasilla Creek Headwaters Trail:** Several meetings have occurred with state agencies including DNR and ADF&G, who co-manage the Moose Range and its trail system. Additional funding is

available through the USFWS. A field trip was conducted in June 2017 to further scope and discuss potential improvements.

**Lake Louise Boat Launch and Parking Improvements:** All fieldwork is complete. Consultants are revising the design to add a parking lot. Permitting thru DNR is complete. DOT&PF permitting for the parking lot expansion and restroom is pending redesign. Reconstruction of the boat launch was postponed in the summer of 2018 due to high water levels in the lake. Construction of the boat launch and parking lot is rescheduled for 2019.

**Cottonwood Creek Assessment:** This project is complete and presented to the Planning Commission on June 19th. The final report has been posted to the Borough website. Borough Staff also plan to work with the State and other organizations to investigate potential septic system sources along the creek.

**Vine Creek Drainage Analysis:** This project is complete and presented to the Planning Commission on June 19th. The final report has been posted to the Borough website. A design for one of the recommended improvements, a new culvert on Lucille Street, has been completed by The Boutet Company. Construction funding is needed.

**Wasilla Creek Stormwater Analysis:** This is a new grant opportunity from the state of Alaska Department of Environmental Conservation, who has offered a \$50k grant to complete a stormwater assessment of the Wasilla Creek drainage, similar to previous stormwater studies. DOWL Engineers was awarded the consulting contract in July and conducted fieldwork in the fall. A draft report was submitted in December.

**Cell 4 Construction:** The ADEC Clean Water Program provided a \$7 million loan to the borough to fund the project. HDR was awarded the design contract and the design is complete. The contract has been awarded to Southcentral Construction and construction has begun. Leachate lagoon and bottom liner installation is complete, along with a new high voltage power line. Final completion will be achieved in the spring of 2019.

## **Planning and Land Use Department**

### **Development Services (Code Compliance, Current Planning & Permitting)**

**Permit Center:** The Permit Center has regained credit card and eCommerce functions which means we are back to where we were before the cyber-attack. Work has begun for moving the remaining ROW permit types out of Govern and into the map based application. This will allow the ROW inspector(s) to consolidate their various jobs by location and create routes for much greater efficiency. Also coming soon is new reporting features that will allow the tracking of stats and productivity.

**Code Compliance Cases:** As of December 31, 2018, Code Compliance has 726 open cases. Of these, 357 are general complaints and 369 are junk and trash complaints. Between December 1 and December 31, 2018 – 18 cases have been closed.



**Current Planning:**

In the past 60 days, the following applications have been received for processing:

- Four (4) Marijuana Retail Conditional Use Permits;
- Seven (7) Marijuana Cultivation Conditional Use Permits;
- One (1) Junkyard Conditional Use Permit;
- Four (4) Legal Nonconforming Determinations for a Structure;
- One (1) Variance to the setback standards;
- One (1) Tall Structure Conditional Use Permit; and
- One (1) Special Event Permit.

**Floodplain Management**

**Hazard Mitigation Grant Program acquisition along Matanuska River:** During the months of November and December, each property identified in the acquisition received an environmental review and appraisal. A review of these documents will occur before offers for purchase will be completed and delivered. The anticipated timeline to present offers for purchase is February 2019.

**Flood Hazard Mapping Project:** We received notification of a delay in the final products and our anticipated completion date is now September 2019. However, we are uncertain if the current Federal government shutdown will influence that date in the future.

**Planning Division (Environmental, Comprehensive & Transportation Planning)**

**Air Quality:**

The Mat-Su Borough did not experience any days over the air quality national standard for PM<sub>2.5</sub> of 35 µg/m<sup>3</sup> in November or December. That leaves our September exceedance as our only exceedance for 2018. The preliminary annual data for 2018 brings our 3-year regulatory number (Design Value) down to 25 µg/m<sup>3</sup>, which is well below the national standard, giving the Mat-Su a nice buffer for the next few years. Since 2016, we saw a general reduction in the number of days that exceeded the standard, which can likely be attributed to periods of warmer-than-usual weather in the critical winter months and the MSB outreach and coordination with the community.

**Table 1 Butte PM<sub>2.5</sub> Design Values**

<b>2016 DV(2014-16)</b>	<b>2017 DV(2015-17)</b>	<b>2018 DV(2016-18) preliminary</b>
35	31	25

**Fish and Wildlife Commission:**

The FWC attended and presented at the 11<sup>th</sup> Annual Mat-Su Salmon and Science Symposium hosted in November at the Palmer Depot. Over 100 people participated in this two-day event, which included updates on current salmon research, habitat restoration efforts, and discussions about what it means to live alongside salmon in our community. The FWC presented a historical perspective of the FWC and a look forward at upcoming challenges and priorities as we move into another Board of Fish regulatory cycle.

Staff attended the first Salmon Stakeholder Committee for the North Pacific Fisheries Management Council (the Council) as the Council begins the process of updating the Fisheries Management Plan for federal waters. The FWC plans to attend and participate in upcoming meetings, which are expected to yield management recommendations for the Council.

The FWC is preparing proposals ahead of the April 2019 deadline for the 2020 BOF Regulatory meeting.

**Capital Improvement Program (CIP):**

The Capital Improvement Program (CIP) process is being re-evaluated.

**Coordinated Human Services Transportation Plan:**

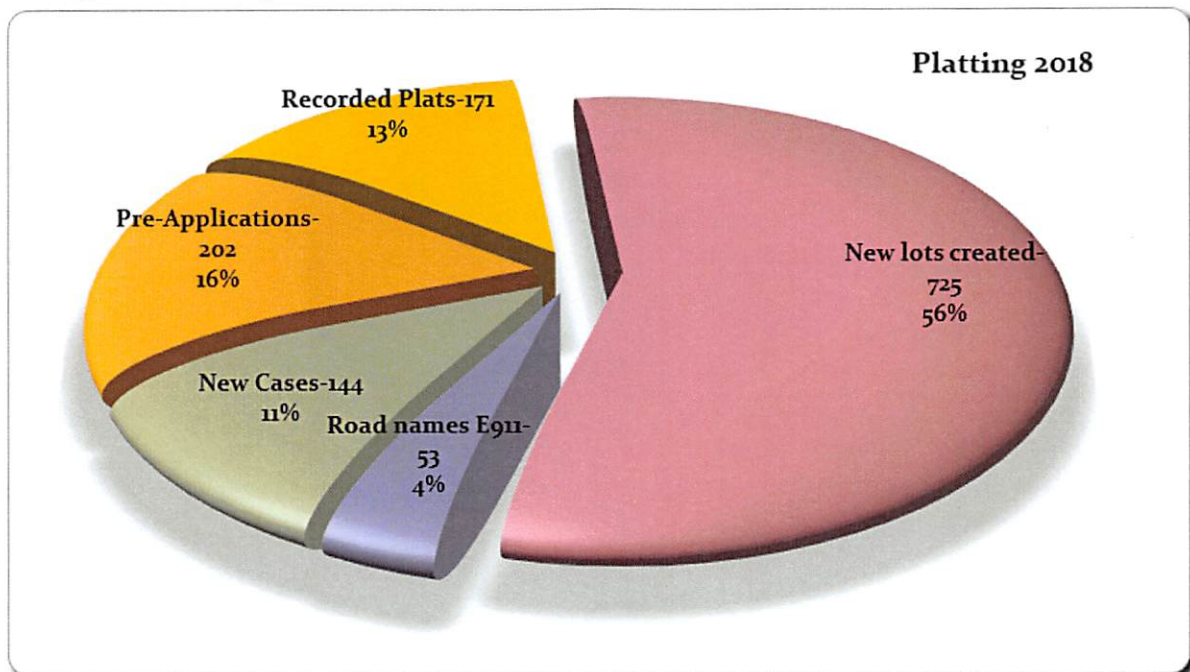
The Coordinated Human Services Transportation Plan has been adopted by the Assembly and is moving to the implementation phase.

**Census 2020 Preparations – Participant Statistical Areas Program (PSAP):**

The Participant Statistical Areas Program (PSAP) is the next phase of Census 2020 preparations the borough is participating in for census. This program allows the borough to submit requests for boundary changes to Census Designated Places, Census Tracts and Census Block Groups. Planning and GIS Staff have begun reviewing and compiling recommended changes in anticipation of receiving the Data in January 2019. This process may be delayed due to the government shutdown.

**Platting Division:**

**Platting Stats and Updates:**



## Public Works Department

### Operations and Maintenance

**November 30<sup>th</sup> Earthquake Damage and Emergency Repairs:** Since the November 30<sup>th</sup>, 2018 earthquake, more than 30 damaged sites have been identified among the MSB road system. The Public Works Department, Operations & Maintenance Division, got to work immediately following the 7.0 earthquake in order to assess damages, implement immediate safety measures, and begin planning and executing emergency repair work. Coordination and planning with the State of Alaska Division of Homeland Security & Emergency Management and the Federal Emergency Management Agency is ongoing to secure funding for permanent repairs. Immediate emergency repairs were estimated to cost about \$450,000, while permanent repair figures will likely range in the millions, but are still being figured with a wide range of real cost. State (25%) and Federal (75%) funding is expected to cover all repair costs. It is highly likely that additional damage will be identified in the spring, when the snow, ice, and ground thaw. The following are some areas that received major damage during the earthquake.



**Vine Rd.**

*A portion of Vine Rd. was destroyed during the November 30<sup>th</sup> earthquake. About one week later, the road was repaired by local maintenance contractors Northern Asphalt Construction and McKenna Brothers Paving, with help from the State of Alaska Dept. of Transportation.*



**Pt. MacKenzie Rd.**

*In part due to the road's close vicinity to the epicenter, numerous damage sites were identified on Pt. MacKenzie Rd., and one stretch was completely destroyed. Around mile post 15.5, the ground settled and shifted substantially, and the road opened up a crack about 3 feet wide and 6 feet deep. The road in this area was excavated and recompact immediately, and permanent repair funding is being pursued through State and Federal disaster relief.*



**Lu Young Rd.**

*Also in the Pt. MacKenzie area, Lu Young Rd. was hit hard by the quake. Like Pt. MacKenzie Rd., this road serves in part as access to the port. As was a common occurrence, the damage occurred in an area of the embankment that had been constructed near or over a wet underlying section of ground. This section of road was temporarily repaired, and like most damaged sites, will be reconstructed when relief funding is secured.*

**In-House Maintenance:** The Public Works Department, Operations & Maintenance Division contracts out most yearly road maintenance, but the in-house staff also maintains numerous assets on behalf of the public, including about 15 miles of pathway around the Mat-Su Valley. The O&M Division carefully utilizes the budget allocated toward equipment, staff, and facilities that support those maintenance activities. One effective tool utilized is the truck-mounted sweeper, which can be used year-round in the right conditions. Below it is shown clearing snow from a pathway along Bogard Rd.



**Truck-Mounted Sweeper**

To help track work orders and improve efficiency, the O&M Division is utilizing a newly implemented cost-tracking software called Cartegraph. A task can be generated remotely, and the crews can dispatch accordingly based on the issue at hand. The program helps track various aspects of our work orders including location, equipment used, labor hours, etc. All work is saved and logged for historical tracking purposes, and can also be viewed in real-time in order to make adjustments as needed during the work. Technology in general and software such as Cartegraph have helped improve efficiency in the O&M Division.

**New Subdivisions and Development:** The Public Works Department, Operations & Maintenance Division is responsible for monitoring and managing the construction activity of new subdivision road development in the Borough. In 2018, **24 new subdivisions** were accepted for maintenance, which included **8 miles of new roads**. To ensure that the public has adequate roads to utilize, and to prevent the need for costly future upgrades, the engineering staff, superintendents, and management of the O&M Division work diligently to ensure the newly platted subdivision roads are being built to the proper standards.

### **Solid Waste Division**

**Customers and Tonnages:** 99,501 customers have used the Solid Waste System this fiscal year (FY). 16,189 customers used the Central Landfill (CLF) in November and December for a FY total of 60,819. 10,531 customers used the Transfer Station system in November and December for a FY total of 38,682 customers. Finally, 226 customers used the Hazardous Waste Reuse Program and Remote Transfer Sites in November and December for a FY total of 747 customers.

Central Landfill accepted 10,663.94 tons of waste in November and December for a FY total of 38,039.68 tons of Municipal Solid Waste (MSW), Construction and Demolition (C&D) material, Brush or Grass, Scrap Metal, Asbestos and Medical Waste. The tonnage numbers include the tonnage hauled to the CLF from the Transfer Stations and Remote Sites, which required 177 trips in November and December for a FY total of 633 trips.

**Revenues:** The division has generated approximately \$4,852,140.62 in FY19 revenues, which includes other sources of income such as area-wide reimbursements for the coupon, community cleanup programs and gravel, scrap metal, battery and oil sales.

**Central Landfill Operations:**

*Cell 4:* The Cell 4 construction project is approximately 90% complete. The replacement of a system of two valves coming from the leachate systems in cell 2A and 3 will be completed next summer along with some fencing and other smaller tasks to close out the project. Loan repayment will begin in FY21.

*New C&D Cell Excavation/Gravel Sales:* The new C&D cell gravel extraction contract with AS&G has ended for the season. Operations will resume in the spring. This will be the second year of a four-year contract. The SWD has received \$25,740 in revenues to date.



**Operating Hours Changes:**

Early and late hours in the day receive few customers. Landfill operating hours changed from 7am-6pm M-F and 9:30am to 4:30pm Sat and Sunday to 8am-5pm 7 days a week on 1 August with no access to commercial haulers on Sundays. These changes along with some adjustments to our open and closed days at the Transfer Stations will result in over \$200,000 in savings annually.

**Environmental Operations:**

*Central Landfill:* The new 250,000-gallon leachate storage lagoons are operational. Anchorage Waste Water and Utility (AWWU) issued a permit variance to MSB to allow for increased leachate hauling to the AWWU treatment facility during the construction operation.

*Smith Ballfields:* The second of eight quarterly samples was collected from Smith Ballfields groundwater monitoring wells in September 2018. The first round of samples was submitted to ADEC in August. A complete trend analysis will be accomplished when additional data is gathered. Estimated additional cost over FY19 and FY20 amounts to approximately \$40,000. The analysis provides the data to determine a course of corrective action for constituent level mitigation that exceeds the groundwater standards in the area adjacent to the old landfill. This assessment is mandated by ADEC and is financially supported by MSB SWD customers.

**Transfer Stations Operations:**

*Operating Days*

*Changes:* The Solid Waste Division

Business Assessment evaluated days and times of operation at the Central Landfill and Transfer Stations. Several adjustments to operating days at the manned transfer sites are proposed. The Solid Waste Division Manager will attend

Community Council meetings in February and March to explain the logic behind the changes and receive community feedback. Changes would take place on July 1, 2019.

**Operating Hours and Days**

Current Hours for:	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total per Week	Total per Year	Staff Hours per Year
CLF	11	11	11	11	11	7	7	69	3588	7176
Big Lake	7	7	7	7	7	7	7	49	2,548	5,824 <sup>1</sup>
Willow	7	7				7	7	35	1,820	2,080
Talkeetna	7	7				7	7	28	1,456	1,456 <sup>2</sup>
Sutton						7	7	21	1,092	1,248
Butte	7.5			7.5	7.5	7.5	7.5	37.5	1,950	2,210

<sup>1</sup>Based on two full-time employees and one day per week from a landfill scale house employee.  
<sup>2</sup>Accounts for operating part of the year under summer hours and part of the year under winter hours.

Proposed Hours for:	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total per Week	Total per Year	Staff Hours per Year
CLF	8	8	8	8	8	8	8	56	2912	6552
Big Lake	7	7				7	7	35	1820	5252
Willow						7	7	21	1,092	2080
Talkeetna	7	7				7	7	28	1,456	1664
Sutton	7							7	14	728
Butte		7				7	7	21	1092	1248

<sup>1</sup>Based on two full-time employees, one Waste Disposal Technician and one Solid Waste Utility Worker.  
<sup>2</sup>Accounts for operating part of the year under summer hours and part of the year under winter hours.

There are some opportunities to reduce operating hours and days at several sites.

The potential cost savings is approximately \$260,000 per year.

**SWD Response:**  
 Compresses waste acceptance into a more sustainable schedule.  
 Saves 2,366 hours (\$260,000) annually.

*Big Lake Transfer Station Upgrade:* A preliminary design outline and estimate was prepared by PDC Engineers for site upgrades to include a new scale house, scales, hazardous materials storage building, recycling canopy, vehicle garage, and a designated areas for scrap metal, refrigerators, trees and brush. PDC is building the proposal for final design. The new design supports recycling and segregation to help drive down costs of landfilling and recover value where possible. The cost would amount to approximately \$2,000,000 and lead to about \$120,000 in annual savings. This is one of two options, the other being the leveling of charges to reduce the contentious nature of the methodology of “cubing” for fees. Both methods seek to increase revenue and reduce number of trips to haul waste

*Talkeetna Transfer Station Bailer:* A new structure at the Talkeetna Transfer Station to house a bailer donated by Talkeetna Community Council is complete. Training and education along with maintenance programs have been designed and are under review prior to putting the bailer into full time operation.

**Programs:**

*Recycling:* VCRS sold & shipped 253.10 tons of recovered resources (recyclables) to local businesses this FY, and 532.80 tons were sold and shipped out of state. VCRS currently has 223.80 tons of recovered resources in inventory as of December 31. 4,879 customers (resident/business) used the VCRS drive thru drop off for November and December for a FY total of 15,920 recycling customers.

952 Transfer Station customers dropped off 14.03 tons of recyclable materials in November and December for a FY total of 3,373 Transfer Station recycling customers and 62.72 tons of recyclable material diverted from the CLF this FY. This required four hauls in November and December for a total of 23 recycling can hauls to VCRS this FY through the recycling partnership containers.

*Illegal Dump Sites:* Seven dump sites were cleaned up by the Community Cleanup Coordinator in November and December which brought 0.73 tons of waste to the CLF and 22 cubic yards of waste taken to a Transfer Station. A total of 30 dump sites have been cleaned up this FY.

*Community Cleanups:* Four Community Cleanups have taken place so far this FY which brought 0.58 tons of waste to the CLF.

*Abandoned Vehicles:* 45 abandoned vehicles were tagged in November and December and 44 were towed making the FY total 72 tagged and 53 towed. The total FY towing cost of \$3,450.00 does not include December tows yet.

*Composting:* There were two composting classes offered free to MSB residents during November for a total of seven classes this FY. The compost instructor reports that nine MSB residents attended the free classes in November bringing the total number of class attendees to 48 this FY. The program is on hiatus until the spring.



## **Information Technology Department**

**July 2018 Cyber Attack:** On July 24, 2018 the Matanuska Susitna Borough was a victim of a Malware attack that affected most of its systems. The external website was not affected. The recovery effort has been divided into the following six focus areas as described below.

- *Computers/Printers/Phones:* All computers, printers, phones and one-off devices have been cleaned, reformatted and brought back into service. Since the attack, phone services and other functionality related to our IP phone system have been degraded. A project is currently underway to bring these services and functionality back to the level they were at prior to the cyber attack.
- *Infrastructure:* The nature of the attack required that all devices be removed from the network, scanned and rebuilt using enhanced security standards, software and practices. This includes servers, drives, backup devices, etc. A basic server infrastructure was rebuilt allowing applications and drives to be reinstalled and deployed. Many of our production systems have been rebuilt at this point. Prior to the attack there was infrastructure at remote locations supporting the IT environment. This remote infrastructure has been decommissioned and moved to the HQ datacenter. As noted in the previous report this was a major reconstruction of our foundation and will continue to evolve as we continue rebuilding. Additional security layers and capabilities are being built into the new infrastructure and will give us a much better security and recovery posture going forward.
- *Networking:* The nature of the attack required that the network be cleared of all activity, scanned and reconfigured. Initial reconfiguration has been completed. Long-term network hardening is underway and will continue until a complete solution is achieved.



- *Data Recovery*: All data that could be recovered has been scanned and re-provisioned for use. All removable media (thumb drives, etc.) received have been scanned and corrupted data has been removed. A process for the on-going scanning of removable drives has been developed.
- *eMail Recovery*: Most directors and managers lost their email in the Cyber Attack. The email for most other users has been recovered, scanned and loaded into their accounts. Loading of especially large accounts has not yet been completed since it requires special handling but this is limited to only a handful of accounts.
- *Applications*: The Borough has over 150 computer applications and drives that support its operations. As of this writing, approximately 98% are online and have been moved to their permanent locations. All priority applications such as TRIM, LOGOS, WasteWorks and Govern were restored in August and September.

### **Alaska Smart Community**

#### **Smart Community:**

- The most recent meeting was held November 13, 2018 in the Borough Assembly Chambers.
- Agenda includes:
  - Mobile Data Synced to GIS – AK Railroad
  - The Science of Where - ESRI
  - Partnerships that help the Public – MSB & MSBSD

Briefings for the Alaska Municipal League (AML) meeting in Anchorage, November 12th through the 15th include many Alaskan associations: Assessors, Legal, Clerks, Finance, and Leadership..

### **Systems Improvements Projects**

#### **Project Plastic [Financial Systems Enhancements, eCommerce, and Point of Sales (POS)]:**

- The Point of Sale system was restored at all key locations (Collections, Pools, Brett, etc.) in early October. New and more graphical devices were acquired as the old terminals would not function in the new environment. The added functionality of these machines allowed us provide more products in our point of sale system.
- The Campground, Pavilions, and Ballfields rental and scheduling project was staffed and work will begin just after the 1<sup>st</sup> of the year.
- All eCommerce data for Swim Lessons, Parking Passes and Business Licenses was recovered and restoral activities began. All eCommerce functionality with the exception of Driveway permits will be restored by the 1<sup>st</sup> week of November.
- December was a record month for eCommerce with over \$80,000 being processed through the Borough's systems, primarily for Business Licenses. When combined with Point of Sale systems, the total was over \$130,000 for the month

**SharePoint Management, Process Improvement:** This is the Borough's new Enterprise tool for the Borough Intranet, collaboration and system integration. This system supports the Intranet with collaboration, Portfolio & Project Management, Process Improvement, Strategic Planning and Training (4Ps), Records Management, Project Plastic (eCommerce), financial transparency, etc.

- A MyTasks function which summarizes tasks assigned to a persona across all projects was deployed.

**Configuration and Device Management:** The Borough recently completed an uplift of the enterprise licensing agreement in place with Microsoft which moves us to their M365 E3 level. With this comes software licensing to utilize a variety of Microsoft tools in the cloud or on premise. It also provides us with the ability to use the Microsoft toolset for managing software and operating systems in the environment. We recently began using their management products to patch operating systems that had been installed after the cyber security incident. Using Microsoft tools for the function is especially useful since we have mostly a Microsoft based environment. Software is also included with our new licensing that will allow us to better manage devices such as mobile phones. Previously we used a tool called KACE to manage the software in our environment but a project is underway to move away from this tool and utilize Microsoft's System Center Configuration Manager (SCCM) to perform this function.

**Govern Tax Billing and Upgrade:** This is the Borough's main source of revenue. We hired a PM/BA to understand and document our current process and assist in writing a SOW to have the processes improved.

- The project will continue to improve all processes that use Govern as their system of record, this includes Certification, LIDs, Bed Tax, Foreclosures, Permitting, Platting, Tax Sale and more. As part of the documenting and improving each of these processes, we will be updating the system, Govern 10.8, to the latest version, Open Forms 6.1
- Processes documented and improved so far include Foreclosures, Bed Taxes and Marijuana Sales Taxes, Talkeetna Water & Sewer Billing, LIDs and Self-Reported Taxes. Work continued documenting Tax Sales and Collections.
- The project will provide efficiency to the following departments: Finance, Planning, Community Development, Public Works, and Information Technology. It will potentially add value to Emergency Service and Capital Projects, as well.
- Procurement of consulting services from Harris to guide the project has been completed with the issuance of a PO on February 21, 2018.
- A Business Analyst has been engaged to document and improve the Collections and Delinquent Tax Billing processes.
- Govern data before the Cyber Attack has been recovered and the system has been restored. The exception is the viewing layer and the reports which were lost. The reports are being re-created.
- The Project Team resumed weekly meetings in October.

## **GIS Division**

### **Application Improvements Related to Cyber Attack Recovery:**

- **GIS Server Security Hardening** - GIS Staff is working with ESRI, our GIS vendor, to ensure that our GIS environment has current security best practices implemented. We have also re-implemented monitoring of GIS servers, services, etc. for any health or security alerts that may arise.
- **ArcMap (Desktop GIS)** - Upgraded to version 10.6 from the previous version prior to the cyber-attack. This upgrade provides improved tools and functionality to users.

- **GIS Database** - The GIS staff moved to an enterprise data model with improved editing capabilities and eliminating the need to copy data to various locations. The staff plans to start moving away from having users connect to legacy shapefile formats but rather use web services for their mapping needs. This also allows for efficiencies in data maintenance now that the core enterprise data is all located in one database.
- **ArcGIS Enterprise (Map Portal)** - Upgraded to version 10.6.1 from the previous version prior to the cyber-attack. This offers the most current technology to create, publish, collaborate and support online web mapping applications for both internal and external users.
- **Parcel Viewer** - Upgraded from prior to the cyber-attack to the most current technology available, providing improved tools for handling basemaps and other enhanced functions. Recent metrics show daily activity of nearly 700hits/day.

**Web Maps, Apps, and Data:** Web maps and apps provide simple access to information and tools, so that citizens can better understand their community and Borough employees can easily share data and processes with other organizations.

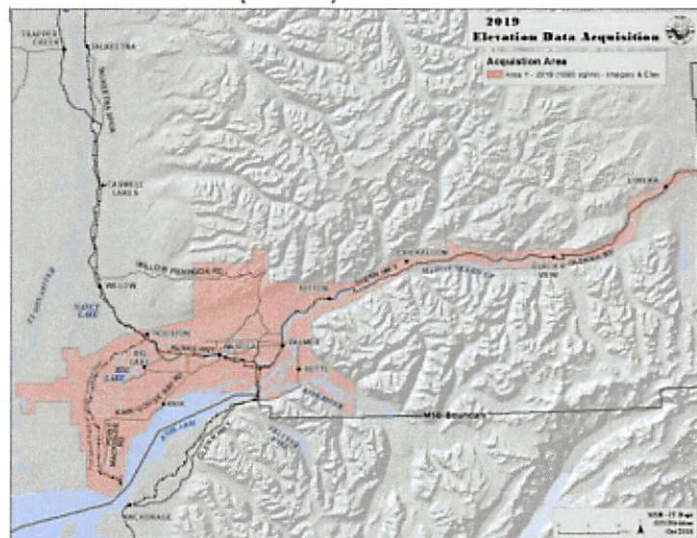
- **Mat-Su Problem Reporter** - A mobile web app allowing citizens to report problems to the Borough. Initial focus has been to allow Borough staff to coordinate reporting of abandoned vehicles and improper dump sites. The Solid Waste team has also been using the application internally to input complaints from the public. GIS continues to work integrating additional departments in working with the app. Ultimately this app will allow MSB citizens to easily report problems such as illegally dumped trash or abandoned vehicles from their mobile devices.
- **Driveway Permit Applications and ROW Inspections** – This application supports a full paperless workflow allowing applicants to apply and submit the fee online. Development Services staff uses the app for internal data entry and mobile ROW Inspection data collection. This application is now back up and fully operational as it was prior to the cyber-attack.
- **Transportation Portal** – A series of web apps showing the various road and other capital projects planned and under construction around the Borough and Public Works is now complete. Was demoed and made available to the public at the Mat-Su Borough Transportation fair. You can view the application here:
  - O&M: <https://msb.maps.arcgis.com/apps/webappviewer/index.html?id=e172dad43e5046cca8443b0796c83211>
  - Capital Projects: <https://msb.maps.arcgis.com/apps/webappviewer/index.html?id=dbd46f12631c4fb7bf3513bb8b29fb92>
- **Land Sales** - The next Land Sales will be spring of 2019. You can view the properties from the web application here: <https://maps.matsugov.us/portal/apps/webappviewer/index.html?id=611edfb8752543cfb582ef2fead35cc9>
- **Personal Use Areas** - This new viewer showcases the Personal use areas in the Borough, making it easier for the public to see what is available in Personal Use Areas for firewood and gravel. This directly supports the Land Management Division e-Commerce webpage.

<https://ecommerce.matsugov.us/Pages/CD/PersonalUse/AreaList.aspx> "Broad Area Map"

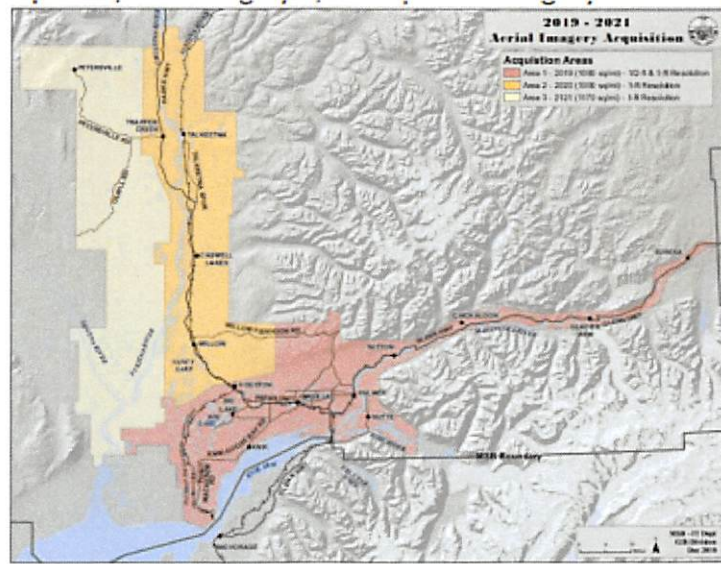
- **2018 Road Bond Package** - A Story Map that talks about the Bond Projects and contains a web map detailing their locations is available for the public to view. <https://msb.maps.arcgis.com/apps/Cascade/index.html?appid=519bc78845de47ba9e771e7ed5afaa8f>

**Recurring Imagery and Topographic Acquisition Program:** Imagery is a critical tool for making well-informed decisions and reducing field work for Borough citizens and staff. It supports government services as well as commercial and private endeavors. The Borough GIS team is developing an imagery program that includes a repeatable process, a clear understanding of customers' needs, identification of consistent funding and cost savings measures, an understanding of available technologies, and a clear implementation plan.

- A proposal was submitted to the USGS 3D Elevation Program (3DEP) in early Nov for updated LiDAR data for 1,080 sq-mi of the MSB. If the proposal is accepted, the USGS would cover up to 1/2 of the collection and data processing costs for LiDAR and digital elevation models (DEM's).



- Borough staff are working on a scope-of-work for updated 1/2-ft and/or 1-ft aerial imagery for just over 3,000 sq-mi of the MSB. This project would occur over a 3-year period, with roughly 1,000 sq-mi of imagery collected per year



**LUCA (2020 Census Local Update of Census Addresses Operation):** The 2020 census count is critical for federal funding and programs. This is especially true with the Borough potentially exceeding the 100,000 population milestone this census. The Census Bureau relies on a complete and accurate address list to reach every living quarters and associated population for inclusion in the census. Recent submittal of Census Address File with MSB corrections is being reviewed by Census Team.

**Cyber Security:** The Borough Cyber Security Portfolio item is being put together that includes a number of enhancements. These enhancements would have been projects in the coming years, and many are being started early.

- **Firewalls:** Our external firewall have been improved with additional monitoring software. Internal Firewalls have been added to separate servers from users and users from user in other areas. Firewall functionality has been added to internal servers and workstation. This concept is known as a Zero Trust Model and helps prevent the spread of malware if and when it gets into a network.
- **Email:** An external web filter has been employed that has more functionality then our old internal web filter. It not only blocks Spam and scans for and removes malware, but it has better malware scanning, and it also verifies hyperlinks in emails before they are sent to the end user. Additionally, we have added an internal 'sandbox'. This sandbox takes email attachments and opens them in a very controlled environment and looks for malicious behavior. This will help prevent more sophisticated phishing attacks from reaching the end users.
- **Multi-factor Authentication:** We are currently using Microsoft’s Azure AD MFA to add an additional layer of security to systems access. We are now using two factor which requires a user to authenticate themselves based on something they know and something they have. This is a critical layer of security to protect our environment that is highly recommended by many of the security experts we have consulted with. MFA is currently in place to

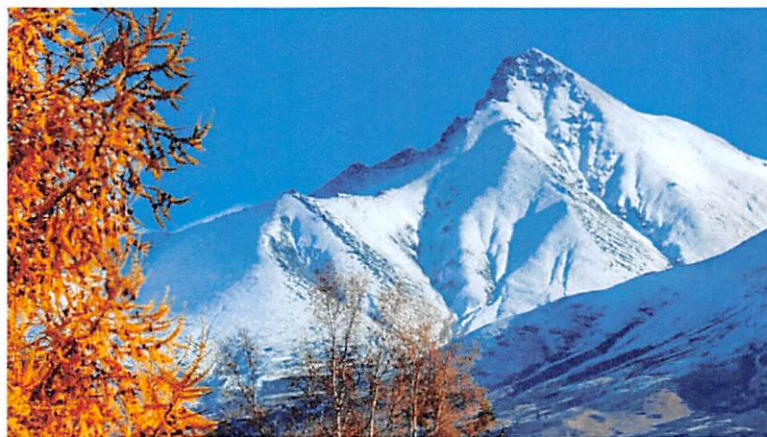
provide users with VPN access into our environment. Over time we will be implementing MFA access for other critical systems.

- Network Access Control: We are in the process of evaluating and choosing software that will ensure only authorized devices attach to our network internally.
- Logging, Monitoring and Alerting: We are improving the centralized logging and adding sophisticated and automated software that will analyze log activity and alerts IT staff when suspicious events occur.
- Policies: We are rewriting and implementing new policies that will guide behavior of users and It professionals.
- Training: We have licenses a service from KnowBe4 that will allow us to provide a much higher degree of security awareness education for Borough employees. This will be an ongoing security education program with various campaigns and training components.
- There are many more Cyber Security enhancements that the IT team is working on. Our new reality dictates that we have a layered approach and continuous improvement as the nature of the threats continue to become more sophisticated.

### **Finance Department**

#### **Revenue & Expenditure Summary:**

Please see attached Revenue and Expenditure Summary by Fund



**Pioneer Peak**

(Photo by: Stefan Hinman)

**MATANUSKA-SUSITNA BOROUGH**  
**REVENUE AND EXPENDITURE SUMMARY BY FUND**  
**JULY 1, 2018 - JUNE 30, 2019**

Report Date as of December 31, 2018

	<u>Annual Adopted</u>	<u>Annual Amended</u>	<u>Year to Date Rev./Exp./Enc.</u>	<u>% Used</u>
<b><u>Areawide</u></b>				
Revenues:				
Property Taxes	101,337,030	101,337,030	56,652,399	56%
Marijuana Sales Tax	300,000	300,000	-93,069	-31%
Excise Taxes	8,309,000	8,309,000	1,056	0.01%
Federal Payments	2,500,000	2,500,000	0	0%
State Grants & Shared Revenues	21,451,047	21,451,047	8,248,944	38%
Fees	7,407,900	7,407,900	2,738,128	37%
Interest Earnings & Other	475,000	475,000	851,553	179%
Recoveries & Transfers	1,403,266	1,403,266	1,128,416	80%
<b>TOTAL AREAWIDE REVENUES</b>	<b>143,183,243</b>	<b>143,183,243</b>	<b>69,527,427</b>	<b>49%</b>
Expenditures:				
Non Departmental	101,549,488	110,090,618	70,930,506	64%
Assembly	7,337,092	7,337,092	3,094,814	42%
Mayor	67,440	67,440	24,998	37%
Information Technology	5,727,880	5,727,880	3,129,027	55%
Finance	9,011,696	9,011,696	3,858,150	43%
Planning	4,380,315	4,380,315	1,684,415	38%
Public Safety	14,318,876	14,175,376	5,547,276	39%
Public Works	2,438,684	2,447,684	1,157,505	47%
Community Development	4,519,183	4,519,183	1,908,584	42%
Capital Projects	2,929,281	2,929,281	1,068,293	36%
<b>TOTAL AREAWIDE EXPENDITURES</b>	<b>152,279,935</b>	<b>160,686,565</b>	<b>92,403,566</b>	<b>58%</b>
	-9,096,692	-17,503,322	-22,876,139	
<b><u>Non-Areawide</u></b>				
Revenues:				
Property Taxes	4,181,700	4,181,700	2,443,405	58%
State Grants & Shared Revenues	785,000	785,000	40,536	5%
Fees & Other Miscellaneous Income	253,100	253,100	105,201	42%
Interest Earnings & Miscellaneous	11,500	11,500	9,084	79%
Recoveries	50,000	50,000	556	1%
<b>TOTAL NON-AREAWIDE REVENUES</b>	<b>5,281,300</b>	<b>5,281,300</b>	<b>2,598,783</b>	<b>49%</b>
Expenditures:				
Non Departmental	1,947,100	1,947,100	1,947,100	100%
Assembly	2,902,395	2,902,395	1,371,702	47%
Information Technology	213,085	213,085	94,572	44%
Finance	1,000	1,000	0	0%
Public Works	68,866	68,866	27,311	40%
Community Development	1,733,695	1,733,695	869,576	50%
<b>TOTAL NON-AREAWIDE EXPENDITURES</b>	<b>6,866,141</b>	<b>6,866,141</b>	<b>4,310,260</b>	<b>63%</b>
	-1,584,841	-1,584,841	-1,711,478	

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<b><u>Land Management</u></b>				
Revenues:				
State Grants & Shared Revenues	0	0	0	0%
Fees	80,750	80,750	5,155	6%
Interest Earnings	23,000	23,000	17,745	77%
Property Sales & Uses	850,000	850,000	185,719	22%
Miscellaneous	1,500	1,500	630	42%
Recoveries & Transfers	0	0	0	0%
<b>TOTAL LAND MANAGEMENT REVENUES</b>	<b>955,250</b>	<b>955,250</b>	<b>209,249</b>	<b>22%</b>
Expenditures:				
Non Departmental	275,000	275,000	275,000	100%
Community Development	1,484,932	1,484,932	564,780	38%
<b>TOTAL LAND MGMT. EXPENDITURES</b>	<b>1,759,932</b>	<b>1,759,932</b>	<b>839,780</b>	<b>48%</b>
	-804,682	-804,682	-630,531	
Budgeted Contribution to Permanent Fund	165,188	165,188	33,032	
<b><u>Enhanced 911</u></b>				
Revenues	2,381,500	2,381,500	3,799,822	160%
Expenditures	1,620,283	1,620,283	1,227,932	76%
	761,217	761,217	2,571,890	
<b><u>Fire Fleet Maintenance</u></b>				
Revenues	376,200	376,200	376,200	100%
Expenditures	376,110	376,110	152,262	40%
	90	90	223,938	
<b><u>Caswell Lakes FSA</u></b>				
Revenues	348,470	348,470	197,104	57%
Expenditures	376,373	376,373	194,027	52%
	-27,903	-27,903	3,078	
<b><u>West Lakes FSA</u></b>				
Revenues	3,277,966	3,277,966	2,032,983	62%
Expenditures	3,689,677	3,739,677	2,293,999	61%
	-411,711	-461,711	-261,016	
<b><u>Central Mat-Su FSA</u></b>				
Revenues	10,508,730	10,508,730	5,926,130	56%
Expenditures	10,728,746	10,728,746	6,197,587	58%
	-220,016	-220,016	-271,457	
<b><u>Butte FSA</u></b>				
Revenues	923,590	923,590	543,765	59%
Expenditures	1,247,823	1,247,823	843,243	68%
	-324,233	-324,233	-299,478	
<b><u>Sutton FSA</u></b>				



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Revenues	231,530	231,530	133,125	57%
Expenditures	368,021	368,021	225,202	61%
	-136,491	-136,491	-92,077	
<b><u>Talkeetna FSA</u></b>				
Revenues	386,970	386,970	364,228	94%
Expenditures	606,253	606,253	418,230	69%
	-219,283	-219,283	-54,002	
<b><u>Willow FSA</u></b>				
Revenues	850,190	850,190	548,930	65%
Expenditures	899,712	899,712	600,291	67%
	-49,522	-49,522	-51,362	
<b><u>Greater Palmer Consolidated FSA</u></b>				
Revenues	1,322,200	1,322,200	1,655,188	125%
Expenditures	596,006	676,006	646,512	96%
	726,194	646,194	1,008,676	
<b><u>Road Service Administration</u></b>				
Revenues	2,673,479	2,673,479	2,673,483	100%
Expenditures	2,667,279	2,667,279	1,346,905	50%
	6,200	6,200	1,326,577	
<b><u>RSA Grid Roller Maintenance</u></b>				
Revenues	0	0	0	
Expenditures	0	0	0	
	0	0	0	
<b><u>Midway RSA</u></b>				
Revenues	1,716,380	1,716,380	984,646	57%
Expenditures	1,714,325	1,714,325	1,564,256	91%
	2,055	2,055	-579,610	
<b><u>Fairview RSA</u></b>				
Revenues	1,158,050	1,158,050	687,535	59%
Expenditures	1,156,853	1,156,853	1,098,201	95%
	1,197	1,197	-410,667	
<b><u>Caswell Lakes RSA</u></b>				
Revenues	638,190	638,190	407,205	64%
Expenditures	638,174	638,174	593,754	93%
	16	16	-186,550	
<b><u>South Colony RSA</u></b>				
Revenues	1,531,200	1,531,200	908,380	59%
Expenditures	1,526,849	1,526,849	1,448,767	95%
	4,351	4,351	-540,387	
<b><u>Knik RSA</u></b>				
Revenues	2,884,660	2,884,660	1,677,323	58%

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Expenditures	2,884,622	2,884,622	2,848,515	99%
	38	38	-1,171,193	
<b><u>Lazy Mountain RSA</u></b>				
Revenues	253,510	253,510	157,093	62%
Expenditures	253,473	253,473	159,402	63%
	37	37	-2,309	
<b><u>Greater Willow RSA</u></b>				
Revenues	946,750	946,750	608,599	64%
Expenditures	946,737	946,737	900,925	95%
	13	13	-292,326	
<b><u>Big Lake RSA</u></b>				
Revenues	1,278,660	1,278,660	851,391	67%
Expenditures	1,278,651	1,278,651	860,230	67%
	9	9	-8,839	
<b><u>North Colony RSA</u></b>				
Revenues	188,510	188,510	123,416	65%
Expenditures	198,079	198,079	143,414	72%
	-9,569	-9,569	-19,997	
<b><u>Bogard RSA</u></b>				
Revenues	1,724,620	1,724,620	1,023,914	59%
Expenditures	1,720,593	1,720,593	1,434,303	83%
	4,027	4,027	-410,389	
<b><u>Greater Butte RSA</u></b>				
Revenues	936,290	936,290	562,511	60%
Expenditures	936,049	936,049	828,936	89%
	241	241	-266,425	
<b><u>Meadow Lakes RSA</u></b>				
Revenues	1,939,460	1,939,460	1,176,329	61%
Expenditures	1,939,400	1,939,400	1,832,806	95%
	60	60	-656,477	
<b><u>Gold Trails RSA</u></b>				
Revenues	1,769,490	1,769,490	1,027,827	58%
Expenditures	1,767,068	1,767,068	1,681,998	95%
	2,422	2,422	-654,171	
<b><u>Greater Talkeetna RSA</u></b>				
Revenues	619,040	619,040	425,736	69%
Expenditures	619,031	619,031	565,292	91%
	9	9	-139,557	
<b><u>Trapper Creek RSA</u></b>				
Revenues	230,660	230,660	163,403	71%
Expenditures	230,660	230,660	172,079	75%

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	0	0	-8,676	
<b><u>Alpine RSA</u></b>				
Revenues	259,150	259,150	158,474	61%
Expenditures	300,340	300,340	211,099	70%
	-41,190	-41,190	-52,625	
<b><u>Talkeetna Flood Control Service Area</u></b>				
Revenues	30,010	30,010	23,446	78%
Expenditures	42,796	42,796	7,722	18%
	-12,786	-12,786	15,725	
<b><u>Point MacKenzie Service Area</u></b>				
Revenues	57,500	57,500	16,267	28%
Expenditures	83,429	83,429	43,712	52%
	-25,929	-25,929	-27,445	
<b><u>Talkeetna Water/Sewer Service Area</u></b>				
Revenues	415,000	415,000	193,943	47%
Expenditures	518,130	518,130	262,768	51%
	-103,130	-103,130	-68,824	
<b><u>Freedom Hills Subd. RSA</u></b>				
Revenues	0	0	0	
Expenditures	15,000	15,000	0	0%
	-15,000	-15,000	0	
<b><u>Circle View / Stampede Est.</u></b>				
Revenues	21,990	21,990	16,492	75%
Expenditures	5,255	5,255	0	0%
	16,735	16,735	16,492	
<b><u>Chase Trail Service Area</u></b>				
Revenues	620	620	306	49%
Expenditures	7,073	7,073	0	0%
	-6,453	-6,453	306	
<b><u>Roads Outside Service Areas</u></b>				
Revenues	0	0	0	0%
Expenditures	233	233	0	0%
	-233	-233	0	
<b><u>Solid Waste</u></b>				
Revenues	9,749,250	9,749,250	2,419,192	25%
Expenditures	9,526,606	9,526,606	8,142,611	85%
	222,644	222,644	-5,723,418	
<b><u>Port</u></b>				
Revenues	1,473,513	1,473,513	1,414,710	96%
Expenditures	2,913,444	2,913,444	1,248,824	43%
	-1,439,931	-1,439,931	165,885	