



## MATANUSKA-SUSITNA BOROUGH

### Office of the Borough Manager

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### MEMORANDUM

DATE: January 27, 2021  
TO: Mayor and Assembly  
FROM: Michael Brown, Borough Manager  
RE: Manager's Weekly Post

**Matanuska-Susitna Hazard Mitigation Plan:** The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) legally requires state, local, tribal, and territorial governments to develop and adopt FEMA-approved hazard mitigation plans as a condition for receiving certain types of non-emergency disaster assistance.

In 2004, the Borough Assembly adopted our first Hazard Mitigation Plan. The Hazard Mitigation Plan is a key component to reducing the amount of damage experienced from a disaster by breaking the cycle of disaster damage and reconstruction. During the life cycle of the Hazard Mitigation Plan, an update is required every five years (44 CFR 201.6), and was accomplished in 2008 and 2013. Two amendments were included when the City of Wasilla and the City of Houston completed their respective plans.

The State Division of Homeland Security and Emergency Management (DHS&EM) provided contract support for the Hazard Mitigation Plan 2020 update through LeMay Engineering LLC.

The plan includes the following items:

- Identification of Hazards that may impact Matanuska-Susitna Borough
- Risk Assessment
- Mitigation Strategy
- Implementation Strategy
- Public Involvement
- Monitor, Evaluate, and Plan Maintenance

DHS&EM notified the Borough that a preliminary approval letter for the plan was received following FEMA's initial review. A final approval is pending after adoption by the Assembly. There is additional information in IM 21-011 and the attached PowerPoint presentation in the Assembly packet for the February 2, 2021 Assembly meeting, along with the Hazard Mitigation Plan 2020 Update.

In the past, the Borough received nearly \$4.5 million in funding to mitigate flood risk. Once this plan is adopted, the Borough is on target to receive over \$8.7 million in earthquake mitigation funding for projects to including retrofitting of gas shut-off valves for the Matanuska-Susitna School District facilities from FEMA.

Additionally, the Department of Housing and Urban Development (HUD) also reviews the Hazard Mitigation Plan when developing criteria for the Community Development Block Grant-Disaster Recovery (CDBG-DR) program. The Department of Housing and Urban Development (HUD) provided the Borough with information on anticipated funding of over \$7 million toward recovery efforts from the November 2018 Earthquake following the adoption of the Hazard Mitigation Plan 2020 Update. The criteria is still under development and as more information becomes available, the Planning Department can provide updates.

**Jonesville Public Use Area Management Plan Follow-Up:** After Assembly action on January 19, 2021 to postpone the plan for six months to allow for more community consideration, Community Development staff reached out to members of the Jonesville planning committee and the Sutton Community Council. They discussed the possibility of having these entities continue to gather community input on the plan for the next several months so they can re-evaluate to see if they want to make any changes. They have indicated a willingness to gather additional input. In addition, they may make a request to shorten the six-month timeframe proposed by the Assembly. Any changes to the plan will be reviewed by the Borough Legal Department to determine if they trigger a requirement for additional action by the Planning Commission.

**Transfer Sites and Stations Cost Reduction Options:** A few Assembly members have requested cost reduction options for waste hauling and transfer site operations. The attached presentation includes five cost reduction options. Option 1, close select transfer stations, is developed in detail. The exact savings for options 2-5 vary depending on what parameters are selected (e.g. hours of operation, etc.).

**Wetland Mitigation Overview:** The Borough Attorney's office has prepared a quick write-up about Wetland Mitigation. See attached.

**Committee on Commercial Insurance:** This committee met on January 20, 2021 and included Assembly members McKee and Sumner, the Borough Manager, the Borough Attorney, the Borough Finance Director, and the Finance Department Administrative Specialist. The committee met with Marsh & McLennan, the Borough's insurance broker, to review the Borough's insurance program. This discussion included a review of coverages, premiums, loss estimates, and deductibles. The committee did not recommend any adjustments to the program.

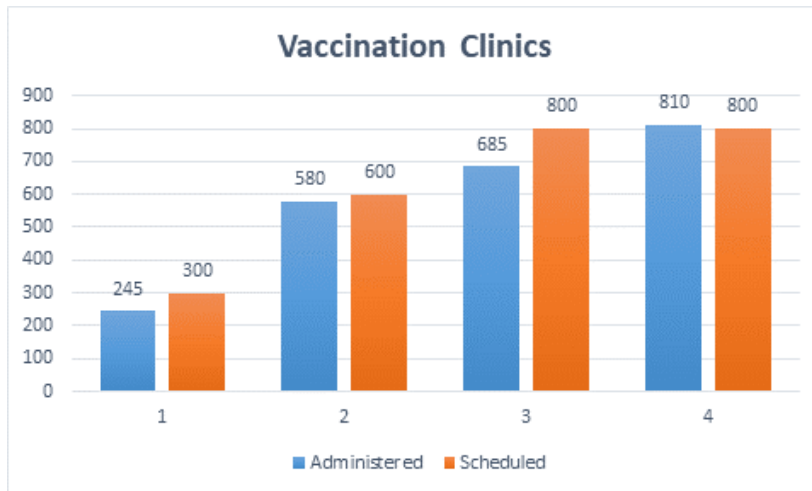
**Vaccination Weekly Update:**

162 people in DES have been vaccinated.

- 130 are complete (two doses), 32 will get boosters the week of Feb 8, 2021.
- Next order will be placed on Feb 2, 2021.
- Obtaining both doses will be dependent on supply chain.
- EMS FT Staff Vaccination Acceptance: 68%

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- Number of allergic reactions: 0
- Number of EMS shifts missed due to vaccine response: 1
- Number of EMS COVID cases in January: 0



*Note: There were several cancellations for the third clinic held on January 19, due to poor road conditions that morning.*

### **Public Affairs Media Flyover:**

#### **COVID-19**

- Fewer than 100 new cases reported  
<https://ktna.org/2021/01/alaska-reports-fewer-than-100-new-covid-cases-for-the-first-time-in-months/>
- First case of variant SARS-CoV-2 strain in Alaska  
[http://dhss.alaska.gov/News/Documents/press/2021/DHSS\\_PressRelease\\_Variant\\_20210126.pdf](http://dhss.alaska.gov/News/Documents/press/2021/DHSS_PressRelease_Variant_20210126.pdf)

#### **Mayor/Assembly Actions**

- Jonesville Management Plan postponed  
<https://ktna.org/2021/01/alaska-reports-fewer-than-100-new-covid-cases-for-the-first-time-in-months/>
- Sutton residents react to Jonesville Management Plan  
[https://www.frontiersman.com/news/sutton-residents-react-to-jonesville-management-plan/article\\_0f80b3f4-5b16-11eb-92b6-6b599e38b819.html](https://www.frontiersman.com/news/sutton-residents-react-to-jonesville-management-plan/article_0f80b3f4-5b16-11eb-92b6-6b599e38b819.html)
- Mayor vetoes wetland mitigation program  
<https://ktna.org/2021/01/mayors-veto-of-wetlands-mitigation-program-stands/>
- Assembly passes resolution supporting Governor's budget  
[https://www.frontiersman.com/news/assembly-passes-resolution-supporting-governors-budget/article\\_71ca89c8-5fbb-11eb-8f3a-6318cc400f7f.html](https://www.frontiersman.com/news/assembly-passes-resolution-supporting-governors-budget/article_71ca89c8-5fbb-11eb-8f3a-6318cc400f7f.html)

#### **Fisheries**

- Angry Commercial Fisherman called to action against Governor Dunleavy

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<https://craigmedred.news/2021/01/19/reload-attack/>

- Another poor year predicted for Cook Inlet  
<https://www.ktoo.org/2021/01/25/another-poor-sockeye-season-predicted-for-cook-inlet/>

### **State Legislature**

- Key Committee assignments for Valley Senators  
[https://www.frontiersman.com/news/valley-senators-receive-key-committee-assignments-for-32nd-legislature/article\\_53574dbe-5d45-11eb-a39b-dbc5d882f3da.html](https://www.frontiersman.com/news/valley-senators-receive-key-committee-assignments-for-32nd-legislature/article_53574dbe-5d45-11eb-a39b-dbc5d882f3da.html)
- Redistricting  
[https://www.frontiersman.com/news/assembly-hears-redistricting-presentation/article\\_b3c388d6-5fbe-11eb-a318-03b2718ae22f.html](https://www.frontiersman.com/news/assembly-hears-redistricting-presentation/article_b3c388d6-5fbe-11eb-a318-03b2718ae22f.html)

# **ATTACHMENTS**



# Transfer Sites and Stations Cost Reduction Options



# Cost Reduction Options

- Option 1: Close select transfer stations
- Option 2: Modify sequence and timing of closures presented in option 1
  - Close all sites in first year
  - Close the highest costing sites first
- Option 3: Add Transportation Fees at Transfer sites
  - Encourages use of residential service
  - Eliminates private hauling of waste in core area to transfer stations
- Option 4: Reduce days and hours of service
  - Saves manpower costs
  - Encourages use of residential service
- Option 5: Privatize transfer station operations
  - Develop RFP to solicit for operators
  - Not seen as viable if charging haulers for waste when entering landfill
  - Most efficient mechanism is residential pick-up in lieu of centralized drop-off





# Option #1: Close select transfer stations

## Close transfer sites where residential service is available

- Big Lake
- Butte
- Talkeetna
- Willow
- Sutton
- Point MacKenzie

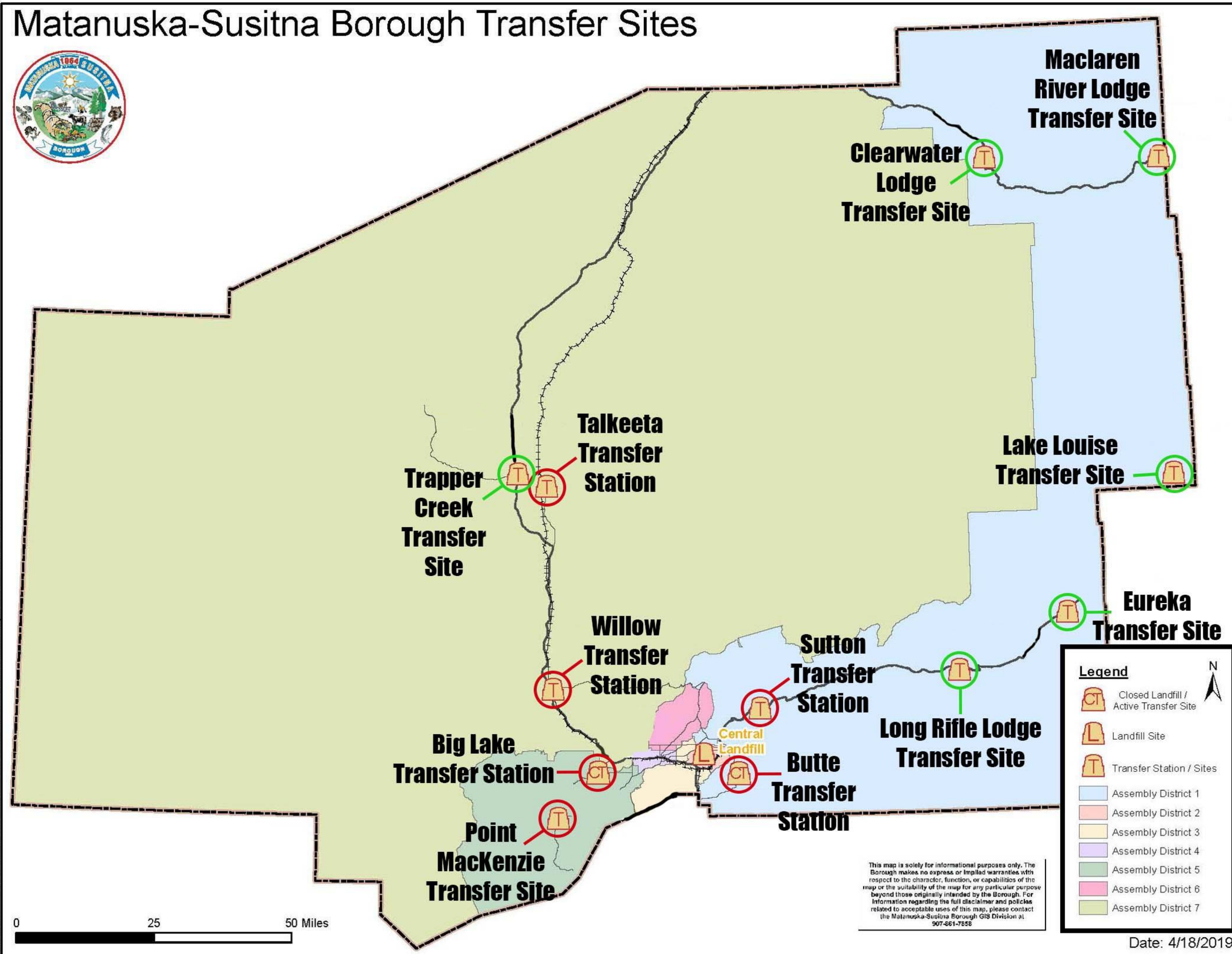
## Retain Borough facility where no residential service is available

- Skwentna
- Long Rifle
- Trapper Creek
- Eureka
- Lake Louise
- Clearwater
- MacLaren





# Transfer Sites



- The Borough operates a system with 13 locations
- Close Sites in **Red**
- Retain Sites in **Green**





# Cost Summary

## FY2020 Transfer Station Cost Data Overview

Location	Tonnage FY 20	Gate Fees	Employee Costs	Transfer Operational Costs	Landfill Operations, Hauling and Disposal	Cost to Operate Transfer Sites	Cost Savings and Rate Improvement
<i>Big Lake</i>	3,112	\$421,974	(\$198,925)	(\$143,488)	(\$453,876)	(\$374,315)	\$394,292
<i>Butte</i>	646	\$86,889	(\$57,468)	(\$37,345)	(\$94,177)	(\$102,100)	\$106,913
<i>Talkeetna</i>	688	\$114,040	(\$34,271)	(\$177,455)	(\$100,395)	(\$198,081)	\$181,798
<i>Willow</i>	655	\$114,126	(\$72,903)	(\$116,418)	(\$95,520)	(\$170,715)	\$149,599
<i>Sutton</i>	273	\$38,351	(\$37,750)	(\$85,919)	(\$39,755)	(\$125,073)	\$125,433
<i>Long Rifle</i>	139	\$11,637	\$0	(\$35,603)	(\$20,220)	(\$44,186)	\$0
<i>Point MacKenzie</i>	83	\$10,546	\$0	(\$22,200)	(\$12,079)	(\$23,733)	\$24,949
<i>Trapper Creek</i>	195	\$22,956	\$0	(\$42,775)	(\$28,393)	(\$48,212)	\$0
<i>Eureka</i>	59	\$0	\$0	(\$11,800)	(\$8,585)	(\$20,385)	\$0
<i>Lake Louise</i>	96	\$0	\$0	(\$33,600)	(\$14,048)	(\$47,648)	\$0
<i>Clearwater</i>	18	\$0	\$0	(\$10,800)	(\$2,613)	(\$13,413)	\$0
<i>MacLaren</i>	16	\$0	\$0	(\$9,400)	(\$2,285)	(\$11,685)	\$0
<b>Totals</b>	<b>5,979.13</b>	<b>\$820,519</b>	<b>(\$401,316)</b>	<b>(\$726,803)</b>	<b>(\$871,946.33)</b>	<b>(\$1,179,546)</b>	<b>\$982,983</b>



# Additional Cost Reductions

<u>Description</u>	<u>FY 21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>Total</u>
Gate House all Sites	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Safety Wire to reduce Trespassing and Burglary	\$26,500					\$26,500
Vehicle Storage Big Lake		\$200,000				\$200,000
Big Lake Transfer Site Upgrades		\$450,000				\$450,000
Upgrade HHW storage at each site			\$75,000	\$75,000		\$150,000
Willow Fencing for child safety		\$75,000				\$75,000
Concrete Pads for Recycling containers		\$25,000	\$25,000			\$50,000
3 On Call Utility Workers II's (As sites Close)						\$63,855
Recommended Upgrades at Big Lake over the next 5 years not listed						\$2,500,000
<b>Total Savings</b>						<b>\$3,765,355</b>



# Option #1: 4 Year Plan Concept

- Year 1 – Close Sutton, Butte and Point MacKenzie
  - Include transportation costs in rates at other transfer sites
  - Reduce hours at all sites to be closed
- Year 2 – Close Big Lake
  - Retain volunteer recycling if no commercial recycling is available
- Year 3 – Close Willow
  - Retain volunteer recycling if no commercial recycling is available
- Year 4 – Close Talkeetna
  - Retain volunteer recycling if no commercial recycling is available





# Residential Pick-up Services Available

- Alaska Waste
  - Big Lake, Butte, Sutton and Willow
  - Willing to look at Talkeetna to provide service
  - Rate for 96 Gallon cart - \$104 per quarter (\$34.67 per month)
- Denali Refuse
  - Butte and Willow
  - Willing to service Big Lake for same rate
  - Rate 96 gallon can - \$90 per quarter (\$30 per month)
- Raven Valley Refuse
  - Big Lake, Butte, Sutton and Willow
  - Rate 96 gallon can - \$101 per quarter (\$33.67 per month)
- Talkeetna Refuse
  - Talkeetna and part of Trapper Creek area
  - Rate 96 Gallon Equivalent - \$235.50 per quarter (\$79 per month)
  - Willing to reopen transfer site in Talkeetna and provide recycling with VCRS

## Wetland Mitigation Overview

The Clean Water Act (CWA) prohibits the discharge of dredged or fill material into Waters of the United States unless a permit issued under CWA Section 404 authorizes such a discharge.

The term Waters of the United States is defined broadly to include waters which can be used in commerce, waters which could affect those used in commerce, interstate waters, seas, and also adjoining wetlands. Wetlands are areas where water covers soil, or is present near the surface of the soil, all or part of the time. According to the United States Environmental Protection Agency, wetlands are important because they protect and improve water quality, provide fish and wildlife habitats, store floodwaters, and maintain surface water flow during dry periods.

For every authorized discharge, the adverse impacts to wetlands, streams, and other aquatic resources must be avoided to the extent practicable. If adverse impacts cannot be avoided, then they must be minimized. For the unavoidable adverse impacts which remain, compensatory mitigation is required to replace the loss of wetland and aquatic resource functions in the watershed. Compensatory mitigation refers to the restoration, establishment, enhancement, or preservation of wetlands, streams, or other aquatic resources for the purpose of offsetting unavoidable adverse impacts.

This compensatory mitigation may be accomplished in different ways:

- 1) "Permittee Responsible Mitigation" is when the permittee performs the mitigation after the permit is issued and is ultimately responsible for implementation and success of the mitigation. Permittee-responsible mitigation may occur on-site where the impacts occur, or at an off-site location within the same watershed.
- 2) "Mitigation Banking" is when the permittee purchases credits from a mitigation bank to meet the permittee's requirements for compensatory mitigation. A mitigation bank is a wetland area that has been restored, established, enhanced, or preserved, which is then set aside to compensate for future adverse impacts of wetlands. The bank sponsor is ultimately responsible for the success of the mitigation. Mitigation banking is performed off-site, meaning it is at a location not on or immediately adjacent to the site of impacts, but within the same watershed. Federal regulations establish a flexible preference for using credits from a mitigation bank over the other compensation mechanisms.
- 3) "In-Lieu Fee Mitigation" is when the permittee provides funds to an in-lieu-fee sponsor (such as a public agency or non-profit organization). Usually, the sponsor collects funds from multiple permittees in order to pool the financial resources necessary to build and maintain the mitigation site. The in-lieu fee sponsor is responsible for the success of the mitigation. Like banking, in-lieu fee mitigation is also "off-site," but unlike mitigation banking, it typically occurs after the permitted impacts.

## Mitigation Banking

A mitigation bank is a wetland, stream, or other aquatic resource area that has been restored, established, enhanced, or preserved for the purpose of providing compensation for unavoidable adverse impacts to aquatic resources permitted under Section 404 of the CWA. A mitigation bank is created when someone undertakes these activities under a formal agreement with a regulatory agency. Mitigation banks have four distinct components:

- **Bank Site:** the physical acreage restored, established, enhanced, or preserved;
- **Bank Instrument:** the formal agreement between the bank owners and regulators establishing liability, performance standards, management and monitoring requirements, and the terms of bank credit approval;
- **Interagency Review Team (IRT):** the interagency team that provides regulatory review, approval, and oversight of the bank; and
- **Service Area:** the geographic area in which permitted impacts can be compensated for at a given bank.

The value of a bank is defined in “compensatory mitigation credits.” A Bank’s Instrument identifies the number of credits available for sale. Mitigation banks are a form of “third party” compensatory mitigation, in which the responsibility for compensatory mitigation implementation and success is assumed by a party other than the permittee.

\*The Matanuska-Susitna Borough Attorney’s Office prepared this overview and plagiarized heavily from materials published by the EPA