



City of Whittier

Port and Harbor Advisory Commission

Regular Meeting



Picture by Jamie Loan

November 3, 2022 @ 6pm



City of Whittier

GATEWAY TO WESTERN PRINCE WILLIAM SOUND

P.O. Box 608 WHITTIER, ALASKA 99693 (907) 472-2327 FAX (907) 472-2404

November 3, 2022

6:00 p.m.

Council Chambers

Nic Olzenak

Chair- Seat A

Term Expires 2024

Grover "Trey" Hill

Vice Chair- Seat C

Term Expires 2024

Jim Morrison

Commissioner Seat B

Term Expires 2023

Steven Bender

Commissioner Seat D

Term Expires 2024

Vacant – Seat E

Commissioner

Term Expires 2023

Arnie Arneson

Commissioner Seat F

Term Expires 2024

David Goldstein

Commissioner

Term Expires 2023

Jackie C. Wilde

Assistant City

Manager

Dave Borg

Harbormaster

Shelby Carlson

City Clerk

Holly Wells

City Attorney

1. CALL TO ORDER

2. OPENING CEREMONY

3. ROLL CALL

4. CITIZEN COMMENTS

5. APPROVAL OF AGENDA AND CONSENT AGENDA *[Approval of Consent Agenda passes all routine items indicated by asterisk (*). Consent Agenda items are not considered separately unless a commissioner so requests. In the event of such a request, the item is returned to the Regular Agenda]*

6. PRESENTATIONS AND REPORTS

A. Certificate of Appreciation for Mark Mitchell

B. Chair Report

C. Vice Chair Report

D. Harbormaster Report

7. PUBLIC HEARINGS – *[Public hearing comments are limited to five (5) minutes per person. After all speakers have spoken, a person may speak for a second time for no more than one (1) minute.]*

8. NEW BUSINESS

A. RESOLUTIONS

1. **RESOLUTION 2022-002** - A Resolution of The Port and Harbor Advisory Commission Whittier Alaska, Recommending Whittier City Council Approve a 4.9% Increase to Preferential, Annual, Monthly, Daily, Winter Moorage, Hoist, Grid, Monthly/Daily Dry Storage, a \$2.00 Increase to Daily Launch Ramp Fee and a \$36.50 Monthly Service Charge for Electrical on the Delong Dock on updating the Harbor portion of the 2023 Whittier Fee Schedule.....**Pg 4**

2. **RESOLUTION 2022-003** A Resolution of the Port and Harbor Advisory Commission Whittier Alaska, Recommending Whittier City Council Adoption of the Proposed 2023 Harbor and Delong Dock Enterprise Fund Operating and Capital Budgets.....**Pg 12**

9. INFORMATIONAL ITEMS AND REPORTS *(No Action Required)*
1. Three Essential Questions for Better Planning.....Pg 41

10. COMMISSION COMMENTS

11. CITIZEN COMMENTS *[Those who have signed in will be given the first opportunity to speak. Time is limited to 5 minutes per speaker]*

12. COMMISSION AND ADMINISTRATION RESPONSE TO CITIZEN COMMENTS

13. ADJOURNMENT



CERTIFICATE OF APPRECIATION

CITY OF WHITTIER

Thanks

MARK MITCHELL

FOR YEARS OF SERVICE ON THE
CITY OF WHITTIER'S
PORT AND HARBOR ADVISORY COMMISSION

Nick Olzenak, Port and Harbor Advisory Commission Chair

Date

Dave Borg, Harbormaster

Date



**CITY OF WHITTIER, ALASKA
PORT AND HARBOR ADVISORY BOARD
RESOLUTION NO 2022-002**

A RESOLUTION OF THE PORT AND HARBOR ADVISORY COMMISSION WHITTIER ALASKA, RECOMMENDING WHITTIER CITY COUNCIL APPROVE A 4.9% INCREASE TO PREFERENTIAL, ANNUAL, MONTHLY, DAILY, WINTER MOORAGE, HOIST, GRID, MONTHLY/DAILY DRY STORAGE, A \$2.00 INCREASE TO DAILY LAUNCH RAMP FEE AND A \$36.50 MONTHLY SERVICE CHARGE FOR ELECTRICAL ON THE DELONG DOCK UPDATING THE HARBOR SECTION OF THE 2023 WHITTIER FEE SCHEDULE.

WHEREAS, during the city budget work sessions October 12 and 13, 2022 the council recommended fee increases to certain harbor services; and

WHEREAS, the City of Whittier Harbor provides certain services for customers using City facilities; and

WHEREAS, a fee schedule is necessary to ensure fees are being charged appropriately and fairly; and

WHEREAS, at the November 14, 2022 City Council meeting the 2023 Whittier Fee Schedule will be introduced by Non-Code Ordinance; and

NOW, THEREFORE, BE IT RESOLVED AND RECOMMENDED BY THE PORT AND HARBOR ADVISORY COMMISSION OF THE CITY OF WHITTIER, ALASKA, that:

Section 1. The City Council of the City of Whittier, Alaska, approve the 4.9% Increase to Preferential, Annual, Monthly, Daily, Winter Moorage, Hoist, Grid, Monthly/Daily Dry Storage, a \$2.00 Increase to Daily Launch Ramp Fee and a \$36.50 Monthly Service Charge for Electrical on the Delong Dock updating the harbor section of the 2023 Whittier Fee Schedule.

Section 2. The changes to take effect on January 1, 2023.

PASSED AND APPROVED by the City of Whittier, Alaska, Port and Commerce Advisory Board this 3rd day of November 2022.

THE CITY OF WHITTIER, ALASKA

Nick Olzenak,
Port and Harbor Commission Chair

AYES:
NOES:
ABSENT:
ABSTAIN:
VACANT: Seat E

ATTEST:

Shelby Carlson
City Clerk



Port and Harbor Advisory Commission

Agenda Statement

Meeting Date: November 3, 2022

To: Port and Harbor Advisory Board

From: David Borg Harbormaster

Agenda Item: A Resolution of The Port And Harbor Advisory Commission Whittier Alaska, Recommending Whittier City Council Approve A 4.9% Increase To Preferential, Annual, Monthly, Daily, Winter Moorage, Hoist, Grid, Monthly/Daily Dry Storage, A \$2.00 Increase To Daily Launch Ramp Fee And A \$36.50 Monthly Service Charge For Electrical On The Delong Dock Updating The Harbor Section Of The 2023 Whittier Fee Schedule.

BACKGROUND JUSTIFICATION & INTENT:

This statement is requesting a 4.9% increase to specific harbor related fees. Specifically, preferential, annual, monthly, daily and winter moorage, hoist, grid, monthly/daily dry storage. Addition of a \$36.50 monthly service charge for electrical on the Delong Dock. A \$2.00 increase to daily launch ramp fee. The monthly trash fee is open for discussion.

<u>CONSISTENCY CHECKLIST:</u>		Yes	No	N/A
1.	Resolution request	X		
2.	Whittier Code:			X
3.	Other (<i>list</i>):			

ATTORNEY REVIEW: Yes____ No X

RECOMMENDATION: Port and Harbor Advisory Commission Approve Resolution 2022-002 Recommending Whittier City Council Approve A 4.9% Increase To Preferential, Annual, Monthly, Daily, Winter Moorage, Hoist, Grid, Monthly/Daily Dry Storage, A \$2.00 Increase To Daily Launch Ramp Fee And A \$36.50 Monthly Service Charge For Electrical On The Delong Dock Updating The Harbor Section Of The 2023 Whittier Fee Schedule.



2023 WHITTIER FEE SCHEDULE

ALL DEPARTMENTS

* means any applicable taxes are included



SERVICE	DESCRIPTION	RATE		PER
Bad Check (NSF)		\$ 39.00		Each NSF *
Late Interest	.875%/mo. or 10.5%/annum	0.875%		
Late Fee	\$4.99 per month for billing	4.95		
Copies 8.5" x 11"	per page / per side	0.25		Each Page *
Color Copies 8.5" x 11"	per page / per side	1.00		Each Page *
Copies 8.5" x 14"	per page / per side	0.35		Each Page *
Color Copies 11" x 17"	per page / per side	1.50		Each Page *
CDs	Electronic files provided on CD	5.00		Each CD *
DVDs	Electronic files provided on DVD	10.00		Each DVD *
Emailed electronic records	electronic files provided by email	5.00		Each email *
Fax 1st Page	First page	1.50		Each *
Fax Each Additional Page	Additional Pages	0.50		Each Page *
Labor Fee	1 hr Per Staff min.	75.00		Hour
Labor Overtime fee (or after Hours)	2 hr Per Staff min. (if call out)	112.50		Hour
Labor Holiday Pay	2 hr Per Staff min. (if call out)	150.00		Hour
Penalty for storage on City property (non-leased land)	\$0.25 per sq ft per month	0.25		Per month
Plating and recording fees per WMC 16.04.080				
Notary	per document	10.00		Each Stamp *

HARBOR

SERVICE	DESCRIPTION	Current RATE	4.90%	PER
Preferential Moorage	JAN through DEC	\$ 70.49	\$ 73.94	ft./year
Annual Transient Moorage (For Qualifying Patrons)	JAN through DEC	\$ 70.49	\$ 73.94	ft./year
Transient Moorage (Summer Rate)	Daily	\$ 1.12	\$ 1.17	ft./day
Transient Moorage (Summer Rate)	Monthly (Eff. Apr 1 - Sept. 30)	\$ 16.07	\$ 16.86	ft./monthly
Transient Moorage (Winter)	Eff Oct 1 - March 31	\$ 47.25	\$ 49.57	ft./season
Launch Ramp (Rec/Comm Fishing)	Round Trip	\$ 20.00	\$ 22.00	Each *
Launch Ramp (Rec/Comm Fishing)	Annual Launch Permit	\$ 160.00		Year *
Launch Ramp Commercial Use	Annual Permit	\$ 500.00		Year *
Launch Ramp Freight Landing Fee	Each Use	\$ 125.00		Each Time *
Wharfage	Freight (per ton)	\$ 14.29		Ton
Wharfage	Raw Fish (per ton)	\$ 19.05		Ton
Delong Dock Wharfage - Freight	Freight (Per pounds)	\$ 0.03		LBS
Delong Dock Wharfage - Raw Fish	Raw Fish (Per pounds)	\$ 0.02		LBS

Hoist	Min. 1 hr	\$	41.50	\$	43.53	1 hr
Grid	Per Foot per Tide	\$	2.42	\$	2.54	ft./tide
STORAGE / MAINTENANCE						
Dry Storage -- Winter, Per Ft./Month	Vessel (Oct 1-April 1)	\$	4.00	\$	4.20	ft./Month
Dry Storage -- Winter, Per Day	Vessel (Oct 1-April 1)	\$	6.00	\$	6.29	Day
Penalty for storage on City property (non-leased land)	\$0.25 per sq ft per month	\$	0.25			Per month
Boat Maintenance (5 hours) **	Vessel	\$	25.00			5 Hour Max
** Boat must remain on trailer. Work limited						
PARKING (daily rates are midnight-midnight) [Kiosk or Passport Pay App]						
Single Vehicle Parking (up to 24ft.) No campers	Daily - flat rate per day	\$	11.00			Day *
Parking (January Through December) Per Car	Annual - Flat rate per year (a)	\$	250.00			Year *
Parking - Truck & Trailer (when available)	Daily - flat rate per day	\$	22.00			Day *
KWH Whittier Harbor		\$	0.19			Per KWH
KWH DeLong Dock		\$	0.34			Per KWH
Monthly Service Charge - Whittier Harbor	Only if elec. Used	\$	13.20			Monthly
Monthly Service Charge - DeLong Dock	Only if elec. Used	\$	36.50			
Unmetered Electric		\$	12.00			Day
USED OIL AND WATER COLLECTION FEES						
Absorbent Pads	Each	\$	2.25			Each
CAMPING (rates are noon-noon) [Kiosk or Mackay Pay App]						
Tent Site + Vehicle	Primitive w/fire ring	\$	11.00			Day *
Tent Site + Vehicle (Week)	Primitive w/fire ring	\$	65.00			Week (7days) *
RV/Trailer/Motorhome	Primitive w/fire ring	\$	20.00			Day *
RV/Trailer/Motorhome (Week)	Primitive w/fire ring	\$	120.00			Week (7days) *
MISCELLANEOUS						
Owner/Agent Assist		\$	75.00			Hour
Blige Pump Out	Min. 1 hour	\$	75.00			Hour
Emergency snow removal	Each occurrence	\$	250.00			Each
Sewer Pump Out		\$	10.00			Each
Blige Pump Rental	Min. 1 hour	\$	40.00			Hour
Shower		\$	4.76			Time
Monthly trash service charge for each Harbor business/leaseholder/private parking lot (b)		\$	75.00			Per mo; April thru Oct
Monthly trash service for hotels and restaurants						Per mo; April thru Oct
Tow (boat rate)(plus labor charged per hour)	min. 1 hour, Plus labor	\$	75.00			Hour
Harbor Wait List		\$	50.00			Year *

a) Effective 1/1/22 special parking arrangements no longer allowed. Stall holders, business owners, individuals will pay for each individual parking permit with no additional free parking passes allowed, and each parking space that is used will require a parking permit if not paid at the daily rate.

b) Effective April 1 through November 1, applies to all businesses, leaseholders and commercial vessels subject to business license requirements, including Passage Canal private parking lot.

PUBLIC WORKS

All Equipment and Vehicles will be billed at current Blue Book Rates.
All Labor will be billed at applicable City rates (see All Departments).

PUBLIC SAFETY					
SERVICE	DESCRIPTION	RATE			PER
Requests for Police Records on paper		\$ 20.00			Each
Request for accident report on paper		\$ 20.00			Each
Civil Paper Service		\$ 50.00			Each
Records or reports on CD		\$ 20.00			Each
Records or reports on DVD		\$ 25.00			Each
Burn Permit - One Time		\$ 25.00			Each
Burn Permit - Commercial		\$ 100.00			Each
First Aid/CPR Class		\$ 50.00			Each
Ambulance fees	see WMC 13.16.010; based on actual costs + O/H				
Towing and storage fees	see WMC 10.24.200				
Civil penalties for parking violations	See WMC 10.24.230				
Fire fees	See WMC 2.27.200; based on actual costs + O/H				
All Equipment and Vehicles will be billed at current Blue Book Rates.					
All Labor will be billed at applicable City rates (see All Departments).					

Sponsored by: Hunt

**CITY OF WHITTIER, ALASKA
RESOLUTION 044- 2021**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
WHITTIER ALASKA, ADOPTING A 2022 WHITTIER FEE SCHEDULE
FOR ALL CITY DEPARTMENTS, INCLUDING THE HARBOR**

WHEREAS, the City of Whittier is the municipal government for Whittier, Alaska and provides a variety of services for customers utilizing City facilities, including the City-owned harbor and port infrastructure; and

WHEREAS, the City administration annually examines the fee schedule and makes recommendations to the City Council to establish adequate fees to be charged appropriately and fairly; and

WHEREAS, the City Council has reviewed and approved the 2022 Fee Schedule as attached hereto; and

WHEREAS, the 2022 Fee Schedule will be effective beginning January 1, 2022, and the rates contained herein may be billed in advance of January 1 for fees for services received by customers on or after January 1, 2022.

NOW, THEREFORE, BE IT RESOLVED; that the Whittier City Council hereby adopts the attached Exhibit A as the 2022 Fee Schedule.

**PASSED AND APPROVED BY A DULY CONSTITUTED QUORUM OF THE
WHITTIER CITY COUNCIL** this 16th day of November 2021.

THE CITY OF WHITTIER, ALASKA


Dave Dickason, Mayor

AYES: McCord, Wagner, Shen Dickason

NAYS: Blair, Pinqouch, Denmark

ABSENT:

ABSTAIN:

ATTEST:



Jackie C. Wilde

Assistant City Manager/Acting City Clerk



2022 WHITTIER FEE SCHEDULE

ALL DEPARTMENTS

* means any applicable taxes are included

Exhibit A
Approved by City
Resolution 2021-044



SERVICE	DESCRIPTION	RATE	W/TAX	PER
Bad Check (NSF)		\$ 39.00		Each NSF *
Late Interest	.875% of unpaid balance		0.00875	Per Month *
Late Fee	\$4.95 per month for billing	\$ 4.95		Per Month *
Copies 8.5" x 11"	per page / per side	\$ 0.25		Each Page *
Color Copies 8.5" x 11"	per page / per side	\$ 1.00		Each Page *
Copies 8.5" x 14"	per page / per side	\$ 0.35		Each Page *
Color Copies 11" x 17"	per page / per side	\$ 1.50		Each Page *
CDs	Electronic files provided on CD	\$ 5.00		Each CD *
DVDs	Electronic files provided on DVD	\$ 10.00		Each DVD *
Emailed electronic records	electronic files provided by email	\$ 5.00		Each email *
Fax 1st Page	First page	\$ 1.50		Each *
Fax Each Additional Page	Additional Pages	\$ 0.50		Each Page *
Labor Fee	1 hr Per Staff min.	\$ 75.00	\$ 78.75	Hour
Labor Overtime fee (or after Hours)	2 hr Per Staff min. (if call out)	\$ 112.50	\$ 118.13	Hour
Labor Holiday Pay	2 hr Per Staff min. (if call out)	\$ 150.00	\$ 157.50	Hour
Penalty for storage on City property (non-leased land)	\$0.25 per sq ft per month	\$ 0.25	\$ 0.2625	Per Month *
Platting and recording fees per WMC 16.04.080				
Notary	per document	\$ 10.00		Each Stamp *

HARBOR

SERVICE	DESCRIPTION	RATE	W/TAX	PER
Preferential Moorage	JAN through DEC	\$ 70.49	\$ 74.01	ft./year *
Annual Transient Moorage (For Qualifying Patrons)	JAN through DEC	\$ 70.49	\$ 74.01	ft./year *
Transient Moorage (Summer Rate)	Daily	\$ 1.12	\$ 1.18	ft./day
Transient Moorage (Summer Rate)	Monthly (Eff. Apr 1 - Sept. 30)	\$ 16.07	\$ 16.87	ft./monthly
Transient Moorage (Winter)	Eff Oct 1 - March 31	\$ 47.25	\$ 49.61	ft./season *
Launch Ramp (Rec/Comm Fishing)	Round Trip	\$ 20.00	\$ 20.00	Each *
Launch Ramp (Rec/Comm Fishing)	Annual Launch Permit	\$ 160.00	\$ 160.00	Year *
Launch Ramp Commercial Use	Annual Permit	\$ 500.00	\$ 500.00	Year *
Launch Ramp Freight Landing Fee	Each Use	\$ 125.00	\$ 125.00	Each Time *
Wharfage	Freight (per ton)	\$ 14.29	\$ 15.00	Ton
Wharfage	Raw Fish (per ton)	\$ 19.05	\$ 20.00	Ton
Delong Dock Wharfage - Freight	Freight (Per pounds)	\$ 0.03	\$ 0.04	LBS
Delong Dock Wharfage - Raw Fish	Raw Fish (Per pounds)	\$ 0.040	\$ 0.05	LBS
Hoist	Min. 1 hr	\$ 41.50	\$ 43.58	1 hr
Grid	Per Foot per Tide	\$ 2.42	\$ 2.54	ft./tide
STORAGE / MAINTENACE				
Dry Storage -- Winter, Per Ft/Month	Vessel (Oct 1-April 1)		\$ 4.00	ft./Month *
Dry Storage -- Winter, Per Day	Vessel (Oct 1-April 1)	\$ 6.00	\$ 6.30	Day *
Penalty for storage on City property (non-leased land)	\$0.25 per sq ft per month	\$ 0.25	\$ 0.2625	Per Month *
Boat Maintenance (5 hours)	Vessel	\$ 25.00		5 Hour Max
PARKING (daily rates are midnight-midnight) [Kiosk or MacKay Pay App]				
Single Vehicle Parking (up to 24ft.) No campers	Daily - flat rate per day		\$ 11.00	Day *
Parking (January Through December) Per Car	Annual - Flat rate per year (a)	\$ 250.00	\$ 262.50	Year *
Parking - Truck & Trailer (when available)	Daily - flat rate per day		\$ 22.00	Day *
ELECTRIC USAGE				
KWH - Small Boat Harbor		\$ 0.19	\$ 0.20	Per KWH
Monthly Service Charge - Small Boat Harbor	Only if elec. Used	\$ 13.20	\$ 13.86	Monthly
Unmetered Electric		\$ 12.00	\$ 12.60	Day
KWH - Delong Dock		\$ 0.29	\$ 0.30	Per KWH
Monthly Service Charge - Delong Dock	Only if elec. Used	\$ 36.50	\$ 38.33	Monthly

USED OIL AND WATER COLLECTION FEES

Absorbent Pads	Each	\$ 2.25	\$ 2.36	Each
CAMPING (rates are noon-noon) [Kiosk or MacKay Pay App]				
Tent Site + Vehicle	Primitive w/fire ring		\$ 11.00	Day *
Tent Site + Vehicle (Week)	Primitive w/fire ring		\$ 65.00	Week (7days) *
RV/Trailer/Motorhome	Primitive w/fire ring		\$ 20.00	Day *
RV/Trailer/Motorhome (Week)	Primitive w/fire ring		\$ 120.00	Week (7days) *
MISCELLANEOUS				
Late Interest	.875% of unpaid balance		0.00875	Per Month *
Late Fee	\$4.95 per month for billing	\$ 4.95		Per Month *
Ower/Agent Assist		\$ 75.00	\$ 78.75	Hour
Bilge Pump Out	Min. 1 hour	\$ 75.00	\$ 78.75	Hour
Emergency snow removal	Each occurrence	\$ 250.00	\$ 262.50	Each
Sewer Pump Out		\$ 10.00	\$ 10.50	Each
Bilge Pump Rental	Min. 1 hour	\$ 40.00	\$ 42.00	Hour
Shower		\$ 4.76	\$ 5.00	Time
Annual Trash Dump Fee for each Harbor business/leaseholder on April 1		\$ 275.00		Year
Monthly trash service charge for each Harbor business/leaseholder (b)		\$ 75.00		Per Month
Tow (boat rate)(plus labor charged per hour)	min. 1 hour, Plus labor	\$ 75.00	\$ 78.75	Hour
Harbor Wait List			\$ 50.00	Year *

(a) Effective January 1, 2022, special parking arrangements are no longer allowed. Stall holders, business owners, individuals will pay for each individual parking permit with no additional free parking passes allowed, and each parking space that is used will require a parking permit if not paid at the daily rate..

(b) Effective April 1 through November 1, applies to Harbor businesses, leaseholders, and commercial vessels subject to business license requirements.

PUBLIC WORKS

All Equipment and Vehicles will be billed at current Blue Book Rates.

All Labor will be billed at applicable City rates (see All Departments).

PUBLIC SAFETY

SERVICE	DESCRIPTION	RATE	W/TAX	PER
Requests for Police Records on paper		\$ 20.00	\$ 21.00	Each
Request for accident report on paper		\$ 20.00	\$ 21.00	Each
Civil Paper Service		\$ 50.00	\$ 52.50	Each
Records or reports on CD		\$ 20.00	\$ 21.00	Each
Records or reports on DVD		\$ 25.00	\$ 26.25	Each
Burn Permit - One Time		\$ 25.00	\$ 26.25	Each
Burn Permit - Commercial		\$ 100.00	\$ 105.00	Each
First Aid/CPR Class		\$ 50.00	\$ 52.50	Each
Ambulance fees	See WMC 13.16.010; based on actual costs + O/H			
Towing and storage fees	See WMC 10.24.200			
Civil penalties for parking violations	See WMC 10.24.230			
Fire fees	See WMC 2.27.200; based on actual costs + O/H			

All Equipment and Vehicles will be billed at current Blue Book Rates.

All Labor will be billed at applicable City rates (see All Departments) plus 15% overhead.

** Boat must remain on trailer. Work limited

**CITY OF WHITTIER, ALASKA
PORT AND HARBOR ADVISORY COMMISSION
RESOLUTION 2022-003**

**A RESOLUTION OF THE PORT AND HARBOR ADVISORY
COMMISSION WHITTIER ALASKA, RECOMMENDING WHITTIER
CITY COUNCIL ADOPTION OF THE PROPOSED 2023 HARBOR AND
DELONG DOCK ENTERPRISE FUND OPERATING AND CAPITAL
BUDGETS**

WHEREAS, on September 8, 2022 the Port and Harbor Advisory Commission reviewed the 2023 Operating and Capital Budgets for the Harbor and Delong Dock Enterprise Funds; and

WHEREAS, the Commission recommended adding Harbor Float Lighting to the Capital Budget; and

WHEREAS, the Commission requested the Council address the issue of trash disposal on a holistic community-wide basis seeking to apportion costs to entities identified as contributing most to the trash problem; and

WHEREAS, the Commission has reviewed both the Harbor Capital and Operating Budgets prior to approval by the Whittier City Council.

NOW, THEREFORE, BE IT RESOLVED AND RECOMMENDED BY THE PORT AND HARBOR ADVISORY COMMISSION OF THE CITY OF WHITTIER, ALASKA, that:

Section 1. The City Council of the City of Whittier, Alaska, approve the adoption of the proposed 2023 Harbor and Delong Dock Enterprise Fund Operating and Capital Budgets

Section 2. The changes to take effect on January 1, 2023.

PASSED AND APPROVED by the City of Whittier, Alaska, Port and Commerce Advisory Board this 3rd day of November 2022.

Nic Olzenak
Port and Harbor Commission Chair

AYES:
NAYS:
ABSENT:
ABSTAIN:
VACANT: Seat E

ATTEST:

Shelby Carlson-City Clerk

Port and Harbor Agenda Statement



Meeting Date: November 3, 2022

To: Port & Harbor Advisory Commission

From: David Borg, Harbormaster

Agenda Item: A Resolution Of The Port And Harbor Advisory Commission Whittier Alaska, Recommending Whittier City Council Adoption Of The Proposed 2023 Harbor And Delong Dock Enterprise Fund Operating And Capital Budgets

BACKGROUND JUSTIFICATION & INTENT:

The City of Whittier Finance Director is presenting the proposed 2023 Harbor and Delong Dock budget to the Ports and Harbor Advisory Board for their recommendation for City Council approval.

<u>CONSISTENCY CHECKLIST:</u>		Yes	No	N/A
1.	2020 Comprehensive Plan (<i>document source here</i>):			X
2.	Whittier Code: 2.54.040	X		
3.	Other (<i>list</i>):			X

ATTORNEY REVIEW: Yes ____ No X

RECOMMENDATION: Port and Harbor Advisory Commission Approve Resolution 2022-003 Recommending Whittier City Council Adoption of the Proposed 2023 Harbor and Delong Dock Enterprise Fund Operating and Capital Budgets

City of Whittier, Alaska



2023 Preliminary **Operating Budget**

January 1, 2023 – December 31, 2023

CITY OF WHITTER
2023 BUDGET
BUDGETED REVENUE AND TRANSFERS-IN - HARBOR ENTERPRISE FUND (F51)

		ACTUAL				BUDGET	
						2022	2023
		Thru 9/30					Preliminary
Account No.	Description:	2019	2020	2021	2022	Budget	Budget
REVENUE:							
CHARGES FOR SERVICES:							
L-340-4251	User Fees and Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
L-340-4399	Moorage - Transient Winter	-	20,157	24,984	1,641	20,000	25,408
L-340-4401	Moorage - Preferential	470,628	487,073	508,314	484,091	545,000	518,670
L-340-4402	Moorage - Transient	327,867	452,891	504,915	475,238	425,000	508,500
L-340-4403	Boat Lift Fees	21,176	34,148	2,439	3,756	-	-
L-340-4404	Utility Fees	53,915	67,321	54,581	41,968	60,000	60,000
L-340-4406	Wharfage Fees (includes hoist)	89,184	25,547	15,180	3,353	15,000	15,000
L-340-4407	Vessel Towing Fees	-	-	-	-	1,000	1,000
L-340-4408	Used Oil Collection Fees	1,220	818	560	-	-	-
L-340-4409	Waiting List Fees	14,881	900	17,058	16,500	16,000	16,500
L-340-4410	Pump Out Fees	270	855	860	525	500	500
L-340-4411	Launch Fees	93,343	147,579	82,127	113,300	150,000	130,000
L-340-4412	Shower Fees	2,336	65	1,605	3,235	3,000	4,500
L-340-4413	Grid	939	1,307	1,843	2,011	2,000	2,500
L-340-4414	Vessel Maintenance	20,166	9,140	5,480	325	7,000	2,500
L-340-4415	Dry Storage Fees	8,331	5,729	4,027	1,913	5,000	5,000
L-340-4416	Parking - Annual	49,800	41,200	36,314	49,250	45,000	50,000
L-340-4426	Parking - Daily	82,800	56,586	52,433	101,761	60,000	85,000
L-340-4445	Miscellaneous Services	5,181	7,385	2,638	4,417	3,000	5,000
TOTAL CHARGES FOR SERVICES:		\$ 1,242,038	\$ 1,358,700	\$ 1,315,358	\$ 1,303,284	\$ 1,357,500	\$ 1,430,078
LEASES:							
L-345-4512	Lease Income	\$ 100,000	\$ 63,382	\$ 86,273	\$ 129,490	\$ 95,000	\$ 100,000
L-345-4513	Lease Credits (contra)	(95,647)	-	(54,768)	(82,573)	-	(40,000)
L-345-4515	Garbage Revenue	-	360	40	27,425	30,000	40,000
TOTAL LEASES:		\$ 4,353	\$ 63,742	\$ 31,545	\$ 74,342	\$ 125,000	\$ 100,000
MISCELLANEOUS:							
L-360-4020	PERS On-Behalf paid by State	\$ 17,068	\$ 26,294	\$ 29,491	\$ -	\$ -	\$ -
L-360-4416	Storage fees in lieu of lease .25	-	-	-	-	25,000	25,000
L-360-4417	Fuel Float Income	27,558	37,757	42,523	19,843	25,000	30,000
L-360-4430	Camping	18,168	8,957	14,622	23,416	12,000	23,000
L-360-4900	Late Fees on AR	2,309	94	406	50	1,500	250
L-360-4901	Investment Income	26,584	15,219	894	-	10,000	15,000
L-360-4905	Collection of Bad Debts	-	-	2,346	-	-	-
L-360-4910	Miscellaneous Revenue	-	20,434	-	-	15,000	-
L-360-4957	Amortize Bond Premium	8,843	8,843	8,843	-	8,843	8,843
TOTAL MISCELLANEOUS:		\$ 100,530	\$ 117,598	\$ 99,125	\$ 43,309	\$ 97,343	\$ 102,093
TOTAL HARBOR REVENUE:		\$ 1,346,921	\$ 1,540,041	\$ 1,446,028	\$ 1,420,934	\$ 1,579,843	\$ 1,632,171
TRANSFERS-IN:							
L-390-4991	From CPV for Harbor Bonds	\$ 105,750	\$ 157,275	\$ 153,775	\$ 215,150	\$ 221,050	\$ 156,275
TOTAL REVENUE PLUS TRANSFERS-IN:		\$ 1,452,671	\$ 1,697,316	\$ 1,599,803	\$ 1,636,084	\$ 1,800,893	\$ 1,788,446

CITY OF WHITTER
2023 BUDGET
BUDGETED EXPENSES AND TRANSFERS-OUT - HARBOR ENTERPRISE FUND (F51)

HARBOR ENTERPRISE FUND - EXPENSES - 51-800-XXXX

		ACTUAL				BUDGET	
						2022	2023
		Thru 9/30				Preliminary	
Account No.	Description:	2019	2020	2021	2022	Budget	Budget
ENSE:							
000-6000	Salaries and Wages	\$ 380,648	\$ 391,374	\$ 461,065	\$ 353,289	494,503	559,716
000-6030	FICA / Medicare	9,911	6,624	8,025	7,888	11,291	11,451
000-6040	Workers' Comp	11,984	15,790	20,328	7,985	20,584	10,567
000-6050	ESC/SUTA	3,433	2,210	3,549	4,183	4,888	5,778
000-6060	Insurance: Health/Life/Disab.	65,862	70,379	97,857	60,700	103,264	106,963
000-6070	PERS Retirement	73,950	93,798	110,765	63,898	96,561	98,500
000-6205	Advertising	94	1,912	1,000	-	500	500
000-6215	Collection Expense	-	-	-	-	-	-
000-6220	Bank Service Charges	30,584	37,793	48,354	41,056	38,000	42,000
000-6260	Bad Debt Expense	132,189	-	-	-	10,000	7,500
000-6265	Debt Service - Interest Expense	105,163	86,692	83,192	41,013	(a) 80,150	76,275
000-6270	Depreciation	938,617	919,927	917,144	-	(c) 940,000	940,000
000-6280	Dues and Subscriptions	450	265	415	519	500	500
000-6410	Insurance - Liability	33,941	30,802	38,933	47,606	32,000	50,000
000-6420	Insurance - Auto	1,542	1,094	861	752	1,000	1,260
000-6430	Insurance - Mobile Equipment	635	509	505	815	600	811
000-6440	Insurance - Property	42,994	35,345	41,291	44,432	40,000	58,125
000-6490	Insurance - Claims Deductible	-	-	-	-	5,000	-
000-6540	Licenses and Permits	10	125	-	60	125	125
000-6565	Contracted Services - Outside	33,103	7,012	52,894	36,893	49,046	45,000
000-6570	Physical Exams	620	654	234	276	500	500
000-6580	Postage	994	4,633	3,763	1,500	2,500	2,500
000-6635	Prof. Fees - Computer Support	2,815	2,139	-	869	3,000	6,000
000-6636	Prof. Fees - Website Support	-	-	-	-	250	250
000-6650	Prof. Fees - Legal	2,057	65	19,257	-	2,000	2,000
000-6700	Publications and Subscriptions	-	195	519	195	350	350
000-6730	Equipment Rental	172	87	85	-	1,000	2,000
000-6740	Small Tools	1,758	2,475	4,147	-	2,500	3,500
000-6770	Travel, Training and Development	6,163	1,853	80	943	3,000	3,000
000-6780	Waste Disposal - EVOS	-	1,635	420	2,400	4,000	500
000-7100	Repairs - Buildings	573	307	2,665	52	6,000	17,000
000-7350	Repairs - Equipment	1,350	12,068	3,384	894	15,000	5,000
000-7400	Repairs - Vehicles	1,767	273	-	399	2,000	1,000
000-7500	Parking Lot Maintenance	266	11	-	154	1,000	1,000
000-7610	Repairs - Utilities	-	13,109	2,578	-	10,000	5,000
000-7750	Gas and Oil - Vehicles	8,791	4,087	5,663	4,878	6,000	5,000
000-7800	Repairs - Facilities	280	117	-	-	-	5,000
000-7820	Repairs - Docks	-	1,706	445	77	20,000	10,000
000-8150	Supplies - Consumables	29,150	8,134	14,782	16,416	30,000	21,500
000-8200	Supplies - Parking	3,141	-	653	-	1,000	1,000
000-8400	Supplies - Fire Suppression	-	6,071	914	555	3,000	1,000
000-8550	Supplies - Office	6,276	2,757	5,341	606	6,000	7,500
000-8800	Supplies - Resale Items	2,638	-	-	-	-	-
000-8950	Uniforms	1,670	673	228	842	2,500	3,000
000-8970	Supplies - Safety	387	4,071	1,131	1,920	5,000	5,000
000-9000	Utilities - Internet Service	7,709	16,916	14,155	17,566	17,000	35,000
000-9010	Utilities - Electricity	91,017	81,788	78,369	48,180	83,000	85,000
000-9040	Utilities - Heating Fuel	3,447	6,108	4,106	2,078	7,000	7,000

Account No.	Description:	ACTUAL				BUDGET	
		2019	2020	2021	Thru 9/30 2022	2022	2023
						Budget	Preliminary Budget
51-800-9050	Utilities - Solid Waste	99,977	94,919	120,871	92,305	108,000	110,000
51-800-9070	Utilities - Telephone	2,313	2,005	3,850	1,521	2,400	2,400
51-800-9095	Utilities - Water and Wastewater	34,287	37,508	33,307	29,164	35,000	35,000
51-800-9213	Harbor Emergency Repair	-	7,894	-	481	10,000	10,000
51-800-9510	Snow Removal	37,369	35,000	35,000	35,000	35,000	39,200
51-800-9515	Capital - Parking Meters	-	1,250	-	-	2,000	-
51-800-9550	Capital - Head of Bay Proj	-	-	-	-	-	-
51-900-9510	Capital - Bldgs /Facilities	-	-	-	-	31,000	-
51-900-9520	Capital - Equipment	22,788	15,599	8,000	65,400	65,900	-
51-900-9530	Capital - Office Equip	-	-	-	-	2,000	-
51-900-9575	Debt Principal	65,000	70,000	70,000	75,000	75,000	80,000
TOTAL HARBOR EXPENSES:		\$ 2,299,883	\$ 2,137,757	\$ 2,320,123	\$ 1,110,759	\$ 2,527,912	\$ 2,527,271
TRANSFERS-OUT:							
51-800-9900	Transfers-Out to General Fund	\$ 150,000	\$ 149,269	\$ 137,250	\$ 117,825	\$ 157,100	\$ 162,333
51-800-9901	Transfers-Out to Other Funds	366,537	-	750,000	60,000	60,000	30,000
TOTAL EXPENSE PLUS TRANSFERS-OUT:		\$ 2,816,421	\$ 2,287,026	\$ 3,207,373	\$ 1,288,584	\$ 2,745,012	\$ 2,719,604
Change in Net Position:							
HARBOR REVENUE AND TRANSFERS-IN							
LESS EXPENSE AND TRANSFERS-OUT:		\$ (1,363,749)	\$ (589,710)	\$ (1,607,571)	\$ 347,500	\$ (944,119)	\$ (931,157)
Adjust for Non-Cash Items:							
Add-back Depreciation		938,617	919,927	917,144	-	940,000	940,000
Subtract Amortization of Bond Premium		-	-	-	-	(8,843)	(8,843)
Subtract State PERS Payment		(17,068)	(26,294)	(29,491)	-	-	-
Net Non-Cash Adjustments		\$ 921,549	\$ 893,633	\$ 887,652	\$ -	\$ 931,157	\$ 931,157
Net increase (decrease) in cash:		\$ (442,200)	\$ 303,923	\$ (719,918)	\$ 347,500	\$ (12,962)	\$ (0)

**CITY OF WHITTER
HARBOR ENTERPRISE FUND (Fund 51)
BUDGETED STATEMENT OF CASH FLOW**

	2022 Budget	2023 Budget (c)
Beginning Cash Balance at 1/1/22:	(a) \$ 1,278,653	\$ 1,320,691
Cash is provided by (used for):		
Change in net position	(b) (944,119)	(931,157)
Add expense items not affecting Cash		
Depreciation	940,000	940,000
Subtract revenue items not affecting Cash		
Amortized bond issue costs	(8,843)	(8,843)
Net Cash provided by (used for) operations	\$ (12,962)	\$ (0)
Other sources (uses) of Cash:		
Estimated 2022 Revenue Over (Under) Budget	(25,000)	0
Estimated 2022 Increase (Reduction) in Transfers	-	0
Estimated 2022 Expenses Under (Over) Budget	80,000	0
Net Increase (Decrease) in Cash	\$ 42,038	\$ (0)
Estimated Ending Cash Balance	\$ 1,320,691	\$ 1,320,690

a) Includes only Harbor Enterprise Fund; excludes Harbor MRRF Fund.

Note: Cruise Ship Tax is recorded in a Special Revenue Fund and is not included in the Harbor.

**CITY OF WHITTER
HARBOR MAJOR REPAIR AND REPLACEMENT (MRRF) FUND (Fund 73)
BUDGETED STATEMENT OF CASH FLOW**

	2022 Budget	2023 Budget
Beginning Cash Balance at 1/1/22:	\$ 1,154,186	\$ 1,214,186
Cash is provided by (used for):		
Transfers-In from Harbor Enterprise Fund	60,000	30,000
Add expense items not affecting Cash		
Depreciation	-	-
Net Cash provided by (used for) operations	\$ 60,000	\$ 30,000
Other sources (uses) of Cash:		
Harbormaster Building Replace Doors; repair floor/restroom	-	(50,000)
	-	(50,000)
Net Increase (Decrease) in Cash	\$ 60,000	\$ (20,000)
Estimated Ending Cash Balance	<u>\$ 1,214,186</u>	<u>\$ 1,194,186</u>

**CITY OF WHITTER
2023 BUDGET
BUDGETED REVENUE AND EXPENSE - DELONG DOCK**

		ACTUAL					
						2022	2023
Account No.	Description:	2019	2020	2021	Thru 9/30 2022	Budget	Approved Budget
REVENUE:							
53-340-4015	Legal Settlement	0	750,000	-	-	0	0
CHARGES FOR SERVICES:							
53-341-4251	User Fees and Permits	12,000	3,000	3,000	11,000	9,000	6,000
53-341-4402	Moorage - Transient	26,524	3,861	2,339	29,748	5,000	5,000
53-341-4404	Utility Fees	1,000	3,167	4,652	13,048	15,000	15,000
53-341-4406	Wharfage Fees (includes hoist)	210,297	349,207	454,513	1,500	360,000	366,120
53-341-4408	Used Oil Collection Fees	-			-	-	
53-341-4970	Contributed Capital	5,200,000	35,500	-			
TOTAL CHARGES FOR SERVICES:		\$ 5,449,821	\$ 394,735	\$ 464,503	\$ 55,296	\$ 389,000	\$ 392,120
53-360-4020	PERS On-behalf paid by State	\$ -	\$ 2,543	\$ 3,478	\$ -	\$ -	\$ -
TOTAL REVENUE:		\$ 5,449,821	\$ 1,147,278	\$ 467,981	\$ 55,296	\$ 389,000	\$ 392,120
TRANSFERS-IN:							
53-390-4994	Transfers-In from Harbor	\$ 366,537	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE PLUS T/F-IN:		\$ 5,816,358	\$ 1,147,278	\$ 467,981	\$ 55,296	\$ 389,000	\$ 392,120
EXPENSES:							
53-800-6070	PERS On-behalf paid by State	-	-	3,478	-	-	-
53-801-6000	Salaries & Wages	-	36,139	30,256	38,547	54,945	49,699
53-801-6030	Fica/Medicare	-	712	526	844	1,255	882
53-801-6040	Workers' Comp	-	-	-	-	2,287	961
53-801-6050	ESC taxes	-	264	252	378	543	497
53-801-6060	Health & Life Insurance	-	6,057	5,980	6,455	11,474	10,850
53-801-6070	PERS Retirement	-	8,611	6,261	6,854	10,729	10,360
53-801-6270	Depreciation	520,000	545,035	553,513	-	-	571,269
53-801-6410	Insurance - Liability	1,437	16,307	7,965	10,025	15,000	6,331
53-801-6440	Insurance - Property	-	9,595	11,157	11,428	10,000	14,246
53-801-6565	Outside Contractors	42,807	1,673	95,869	-	20,000	20,000
53-801-6650	Legal Services	19,972	19,853	-	-	-	-
53-801-6730	Equipment Rental	-	-	-	-	2,500	3,000
53-801-6740	Small Tools	-	5,602	-	-	1,000	1,000
53-801-6780	Waste Disposal	-	-	-	-	-	10,000
53-801-7350	Equipment Repairs	-	-	155	-	-	2,500
53-801-7750	Gas & Oil - Vehicles	-	-	-	-	500	500
53-801-7820	Repairs - Docks	36,273	7,701	3,286	-	20,000	20,000
53-801-8150	Supplies - Consumables	785	-	-	-	2,500	5,000
53-801-8400	Supplies - Fire Suppression	-	-	308	-	1,000	1,000
53-801-8950	Supplies - Uniforms	-	-	-	-	1,000	1,000
53-801-8970	Supplies - Safety	-	220	-	-	2,000	2,500
53-801-9010	Utilities - Electricity	3,207	18,230	18,680	12,258	19,000	20,000
53-801-9050	Utilities - Solid Waste	-	-	-	-	1,500	2,000
53-801-9095	Utilities - Water/Wastewater	67	-	-	-	5,000	5,000
53-900-9504	Capital Improvement	6,216	35,500	-	-	45,000	60,000
53-900-9540	Capital - Emergency Repairs	201,325	-	-	-	5,000	10,000
TOTAL EXPENSES:		\$ 832,087	\$ 711,500	\$ 737,688	\$ 86,790	\$ 232,233	\$ 828,595
TRANSFERS-OUT:							
53-801-9900	Transfers-Out to General Fund	\$ -	\$ 35,973	\$ 46,450	\$ 29,175	\$ 38,900	\$ 39,212
TOTAL EXPENSE PLUS T/F-OUT:		\$ 832,087	\$ 747,472	\$ 784,138	\$ 115,965	\$ 271,133	\$ 867,807
DELONG DOCK REVENUE LESS EXPENSE:		\$ 4,984,271	\$ 399,805	\$ (316,157)	\$ (60,669)	\$ 117,867	\$ (475,687)
Adjust for Non-Cash Items:							
Add-back Depreciation		520,000	545,035	553,513	-	-	571,269
Net increase (decrease) in cash:		\$ 5,504,271	\$ 944,840	\$ 237,356	\$ (60,669)	\$ 117,867	\$ 95,582

Cash Projection:	
Beginning Balance 1/1/2022:	\$ 1,095,678
2022 Budgeted Net Increase (decrease) in cash	117,867
2023 Budgeted Net Increase (decrease) in cash	95,582
Estimated Ending Cash Balance	\$ 1,213,545



CITY OF WHITTIER
FIVE-YEAR (2023 – 2027)
CAPITAL IMPROVEMENT PLAN

SUMMARY OF FIVE-YEAR CAPITAL IMPROVEMENTS:

HARBOR (pp. 2-18)	\$ 39,802,000
DELONG DOCK (pp. 19-21)	36,121,995
WATER (pp. 21 - 24)	9,570,000
WASTEWATER (pp. 25 - 27)	12,310,000
ECONOMIC DEVELOPMENT (pp. 28 - 36)	178,950,000
PUBLIC SAFETY (pp. 37 - 40)	329,000
PUBLIC WORKS (pp. 41-43)	5,238,000
PARKS (pp. 44 - 51)	4,112,500
	\$ 286,433,495

Date: 11/1/2022

**CITY OF WHITTIER
HARBOR PROJECTS
2023 – 2027 CAPITAL IMPROVEMENT PLAN**

1. Harbormaster Door Replace	\$50,000	2023
2. Harbormaster Heat System Upgrade	\$12,000	2023
3. Harbormaster Server Electric Upgrade	\$ 5,000	2023
4. Float (A/G/H), Piling Replacement	\$9.0 million	2024
5. Harbor Loop Restroom Replace	\$400,000	2024
6. Harbor Walking Path Pave/Light	\$100,000	2024
7. Ocean Dock Modernize/Upgrade	\$600,000	2024
8. Grid Install Electric/Lighting/Water	\$ 25,000	2024
9. Boardwalk Lighting Upgrades	\$ 60,000	2024
10. Harbor Triangle Restroom Replace	\$400,000	2025
11. Used Oil Collection/Recycle	\$400,000	2025
12. Smitty's Cove Launch Ramp	\$1.5 million	2026
13. Harbormaster Building Replace	\$5.0 million	2027
14. Boardwalk Extend to Launch Ramp	\$2.0 million	2027
15. City Dock w/Drive-Down Replace	\$20 million	2027
16. Mariner's Memorial	\$100,000	2027
17. Harbor Float Lighting Improvements	<u>\$150,000</u>	2027
Total:	<u>\$39,802,000</u>	

1: HARBOR – Harbormaster Building Door Replacement

Harbor office building doors are aged and in disrepair. Doors leak during high wind events requiring staff to hang trash bags in front of doors to divert rainwater. This project would replace the second story emergency exit door and lock, first floor main office entry, and double doors off the workshop area.

Estimated Cost: ROM estimate is \$50,000

Recommended Funding: Harbor/MRRF

Status of the project: Planning/Awaiting bid



2: HARBOR – Harbormaster Building Heating System Upgrade

Heating system in the harbor office was repaired in 2016. For cost saving measures the hydronic heating system was filled with fresh water and not glycol. The lack of glycol results in the heating system freezing up during cold weather events. Pipes have burst in the past resulting in more expense to repair. Staff must trouble shoot daily in the winter with heat guns to thaw pipes to maintain heat in the building. This project would upgrade our heating system with glycol thus reducing the danger of frozen pipes and water damage.

Estimated Cost: ROM estimate is \$12,000

Recommended Funding: Harbor/MRRF

Status of the project: Shovel Ready

3: HARBOR – Harbormaster Building Server Room Electrical Upgrade

Current server room has 28 outlets on one 30-amp breaker. This project would provide new electrical panel that would isolate and provide safe, reliable, and dedicated electrical service including emergency generator feed to the harbor computer servers, camera and WiFi system.

Estimated Cost: ROM estimate is \$5,000

Recommended Funding: Harbor

Status of the project: Shovel ready with estimate

4: HARBOR – A/G/H Float and all Piling Replacement, plus on-dock storage building

The project will remove A, G and H floats and will replace all creosote pilings in the Small Boat Harbor with new steel pilings. Floats will be replaced and fingers on the floats will be reconfigured, if necessary. Project will also include stainless steel utility pedestals, fire hose cabinets, fire extinguishers and cabinets, a dry fire suppression system to match fire systems previously installed, plus potable water spigots. Includes disposal of floats from this project and from previous float replacement projects.

Without this Harbor float and piling replacement project, the City will consider whether it is necessary to invest in temporary but costly repairs necessary to ensure safety and accessibility, or to remove the floats from service (affects 132 out of a total 413 slips ranging in size from 24' to 28' on two floats, and larger commercial fishing vessels on another float).

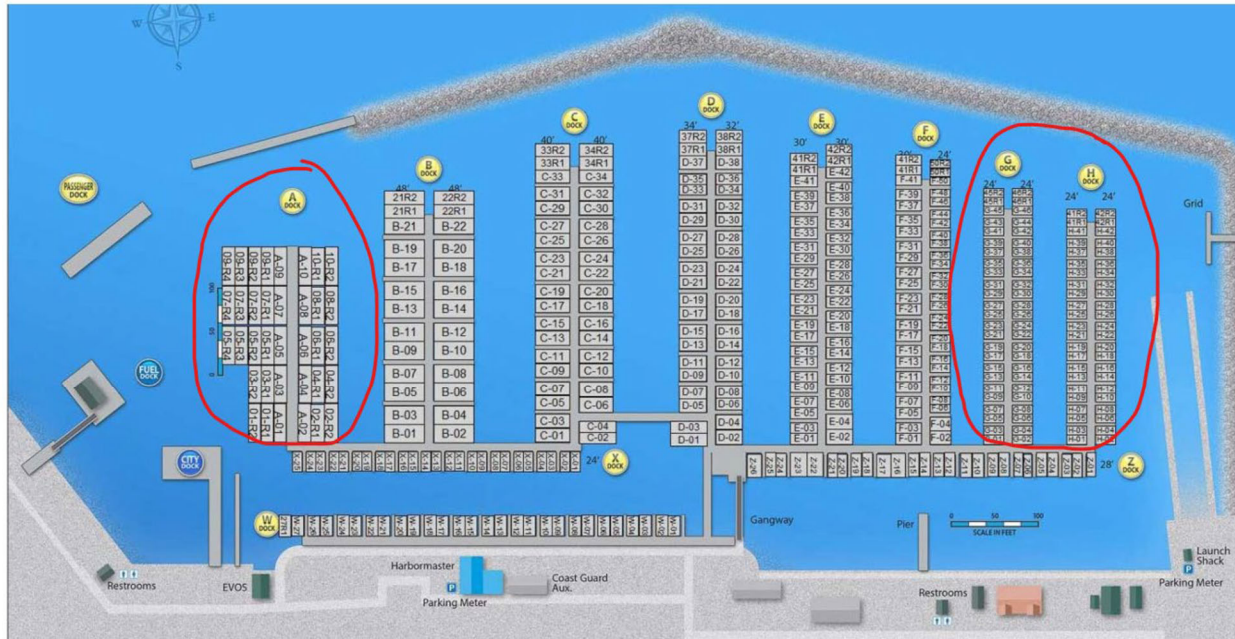
Estimated Cost: ROM estimate is \$9 million

Recommended Funding: 50/50 State Municipal Matching Grant; Harbor Revenue Bond/Reserves

Status of the project: Awaiting Grant decision. Design largely complete.



HARBOR BOAT SLIP MAP



5: HARBOR – Harbor Loop (west end) Restroom Replacement

Current Harbor corridor restrooms were constructed in the late 1990's and have reached their useful service life and no longer meet visitor capacity. This project would demo the current restroom, expand the footprint, and build modern multi-stall restroom.

Estimated Cost: ROM estimate is \$400,000

Recommended Funding: Private/Public Partnership

Status of the project: Planning



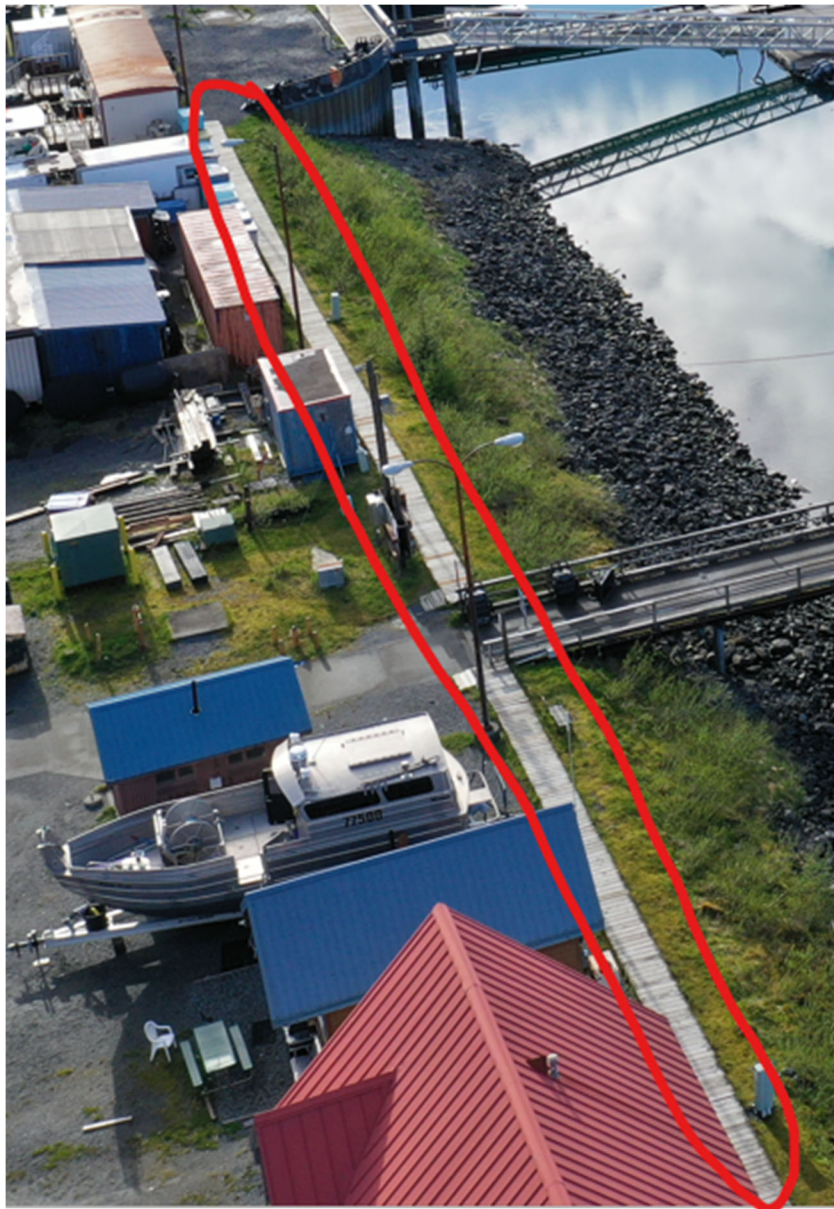
6. HARBOR –Replace Wooden Harbor Walking Path and Pave/Lighting Eastside Boardwalk

The current wooded boardwalk on the east harbor corridor is in poor condition due to rot. It does not meet current ADA requirements. This project would replace the current 250 ft wood boardwalk with a 4/5' wide asphalt walking path. The path would include expanded “bump-out” areas to facilitate picnic tables and or benches. Utilize current lighting infrastructure with new LED architectural light standards.

Estimated Cost: ROM estimate is \$100,000

Recommended Funding: CPV

Status of the project: RFP Design/Build in development as a current project.



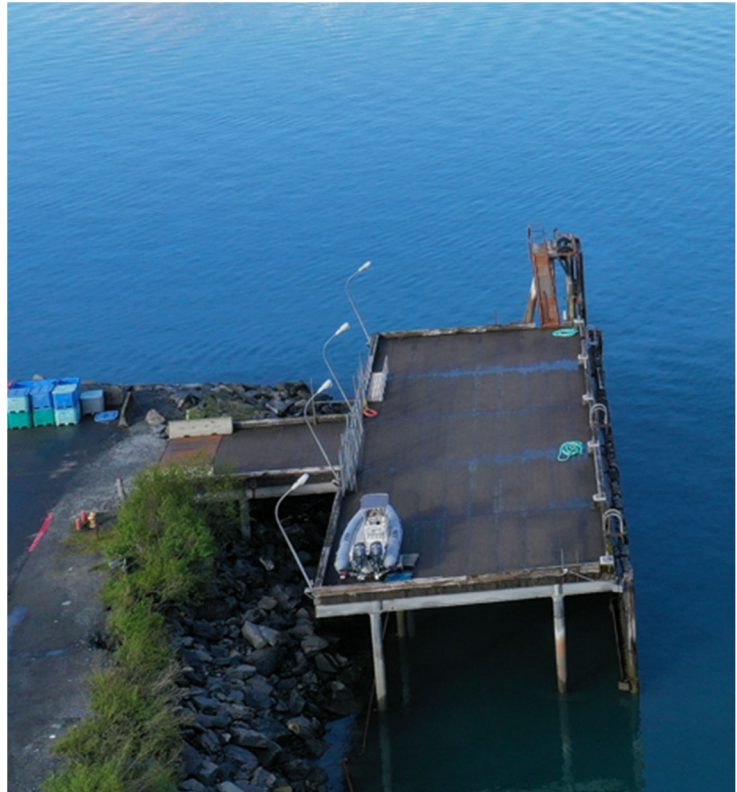
7: HARBOR – Ocean Dock Modernization, approach repair, addition of electric

Little is known about the Ocean Dock. We are awaiting an engineer report to evaluate load rating, produce “as-built” drawings, and a plan to fix the damaged concrete approach panel closest to the paved road. This project would repair the approach, install appropriate fresh water supply, install electricity, and repair lighting.

Estimated Cost: ROM estimate is \$600,000

Recommended Funding: Federal funding and Delong Dock MRRF

Status of the project: Planning and design.



8: HARBOR – Grid Repairs

Grid is in good working order. This project would install electrical service, on-demand lighting, and water service.

Estimated Cost: ROM estimate is \$25,000

Recommended Funding: Harbor/MRRF

Status of the project: Planning



9. HARBOR – Boardwalk lighting upgrade

Estimated Cost: \$60,000 for the entire project (requires 20% VEEP Grant match requirement)

Recommended Funding: VEEP Grant (Village Energy Efficiency Program Grant)

Status of the project: Planning/Design (submitted but denied 2021) Will reapply in 2023

Boardwalk lighting is dated and utilizes sodium style lighting. This project would replace current sodium lighting with LED lighting. Energy cost reduction is estimated to be \$15000.00 annually.



10: HARBOR – Harbor Triangle Restroom Replacement

Current Harbor corridor restrooms were constructed in the late 1990's and have reached their useful service life and no longer meet visitor capacity. This project would demo the current restroom, expand the footprint, and build modern multi-stall restroom.

Estimated Cost: ROM estimate is \$400,000

Recommended Funding: Private/Public Partnership

Status of the project: Planning



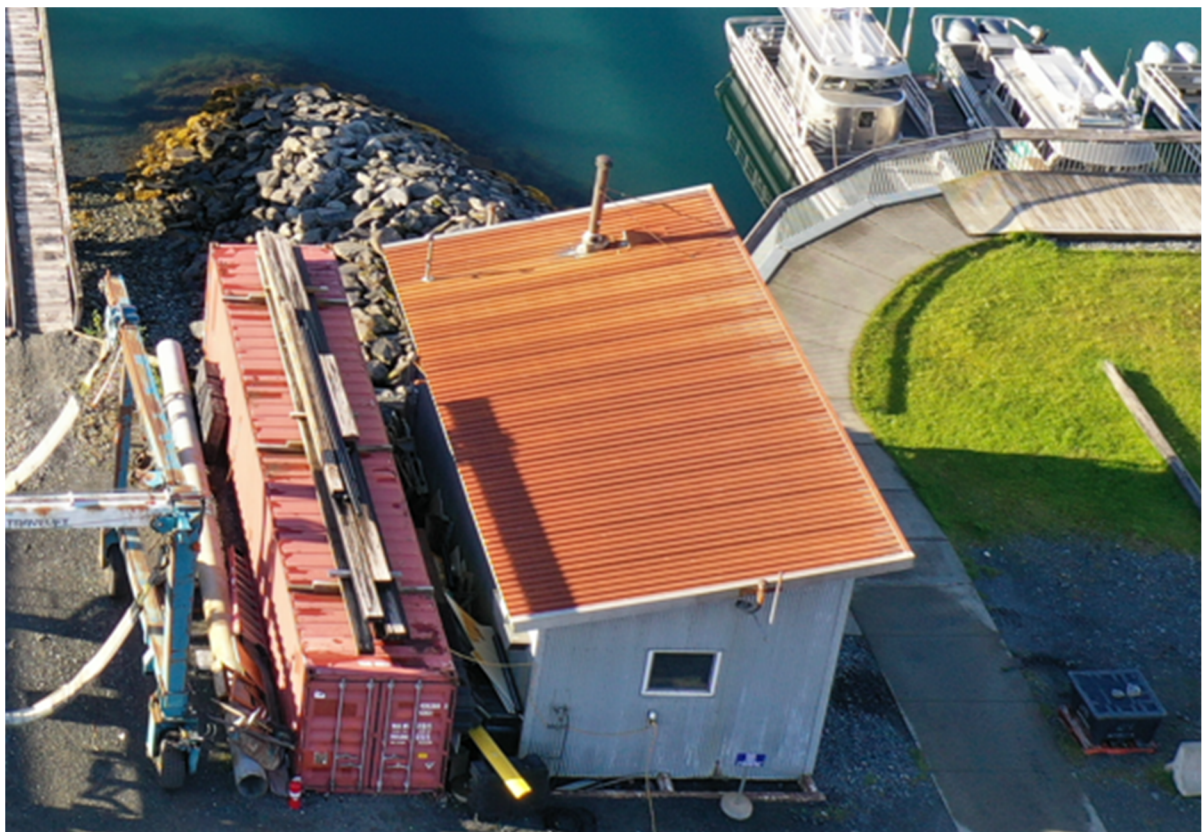
11: HARBOR – EVOS Used Oil Collection & Recycling Modernization

EVOS building was constructed in the early 1990's and many of the components need replacement. Waste oil burner is non-operational which requires contractor removing waste oil when we reach our current 1250-gallon storage capacity. Fire suppression system has not been maintained or tested since 2010. The doors to the building are in disrepair and will require a full replacement of the door frame/jam and doors or install a roll-up door. Replace incinerator. A more user-friendly oil collection system/tank needs to be designed to ensure proper collection, storage and filtration prior to waste oil burning.

Estimated Cost: ROM estimate is \$400,000

Recommended Funding: Grant/MRRF

Status of the project: Planning



12: HARBOR – Smitty's Cove Launch Ramp Replacement

The launch ramp was constructed in the late 1980's early 1990's. It is 250' in length and 26' wide. Primary use is for commercial landing craft servicing the communities of Prince William Sound to include Tatitlek, Chenega and the various hatcheries located throughout the Sound. The ramp has degraded to a dangerous point with large chunks of concrete missing and rebar exposed.

Estimated Cost: Awaiting bid for replacement concrete planks. Estimate \$1.5 Million

65 4' x 26' cast planks @ \$8250.00 per = \$536,250
Permits, demo, contractor installation = \$1,000,000

Recommended plan for funding: Grant

Status of the project: this project is in the planning stage.



13: HARBOR – Harbormaster Building Replacement

Age of current building is unknown. Siding was installed in 2016. The office building is not ADA compliant; the restrooms are. A significant amount of work needs to be completed to bring the building up to date and compliance. All exterior doors require replacement. The roof has several leaks during heavy rain events. The heating system is aged and requires upgrades to continue to operate properly. Workspace for operations is small with very limited storage and work surfaces. Restrooms require a full overhaul of to remain serviceable.

Estimated Cost: ROM estimate is \$5,000,000

Recommended Funding: State Grant

Status of the project: Planning



14: HARBOR – Extend Sea-walk/Boardwalk East to Launch Ramp

Current boardwalk is rotting and needs to be replaced with a more robust material. This separate project proposes to connect the west sea-walk to the east terminating at the launch ramp. Project would utilize current design.

Estimated Cost: ROM estimate is \$2,000,000

Recommended Funding: CPV

Status of the project: Planning



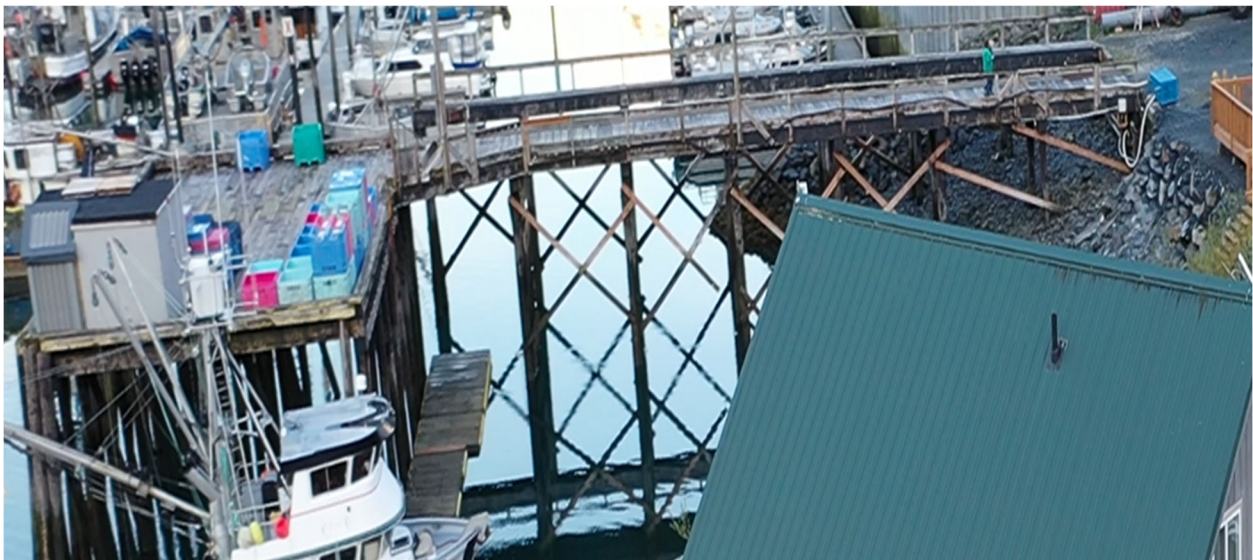
15: HARBOR – City Dock Replacement with drive-down dock

The City Dock is nearing the end of its useful life. This project is in the planning stage. Given the type of commercial use of this dock, consideration should be given to a drive-down dock with several cranes capable of facilitating loading and unloading of cargo and commercial gear. Such capacity would prove much more advantageous for Whittier's commercial fishing fleet. Drive down floats are in use throughout Alaska. There are current engineering plans available thus reducing the overall engineering and design.

Estimated Cost: ROM estimate is \$20 million

Recommended Funding: Federal grant

Status of the project: Planning. City dock was evaluated in 2021 for its current capacity load bearing condition. The engineering report recommended not to exceed 16,000 lb load rating which disqualifies the use of the Travel-Lift. Replacement cost to meet the 30-ton load limit for travel lift operations would cost an estimated \$20,000,000.



16. HARBOR – Mariner's Memorial

The heart and soul of Whittier is found in the beauty and waters of Prince William Sound, home to seafarers and mariners, many of whom make their living and/or choosing to spend their time recreating throughout the Sound. In recognition of the mariners who have lost their lives at sea, the community may consider constructing a mariner's memorial to honor those we have lost.

Estimated Cost: ROM estimate is \$100,000

Recommended Funding: Private fundraising

Status of the project: RFP Design/Build in development as a current project.



17. HARBOR – Float and Launch Ramp Lighting Improvements

The Whittier Harbor is located in an area that experiences high winds and severe winter weather, making adequate lighting a critical component of harbor safety. The City desires to balance the need for adequate lighting with a preference to minimize the impact of light pollution on nearby residences and improve energy efficiency. As harbor floats are replaced, appropriate low-impact lighting will be installed. The City will seek to add and upgrade lighting in the vicinity of the harbor launch ramp since that location does not benefit from existing float lighting and is especially dark.

Estimated Cost: ROM estimate is \$150,000

Recommended Funding: Harbor Fund

Status of the project: Planning

CITY OF WHITTIER
DELONG DOCK PROJECTS
2023 – 2027 CAPITAL IMPROVEMENT PLAN

18. High-Mast Lighting Replace w/LEDs	\$ 21,995	2023
19. Delong Dock Replacement	<u>\$36.1 million</u>	2025
Total:	<u>\$36,121,995</u>	

18. DELONG DOCK – High-Mast Lighting Replacement

Delong dock high mast lighting is aged and in need of replacement. This project would replace the sodium lights with energy efficient LED lights.

Estimated Cost: Current estimate \$21,995

Recommended Funding: Delong Dock budget

Status of the project: Shovel ready, current estimate in hand



Figure 3. At 70-years old, the existing DeLong Dock is at the end of its intended design life. (South face of 90x427 barge looking northeast.)

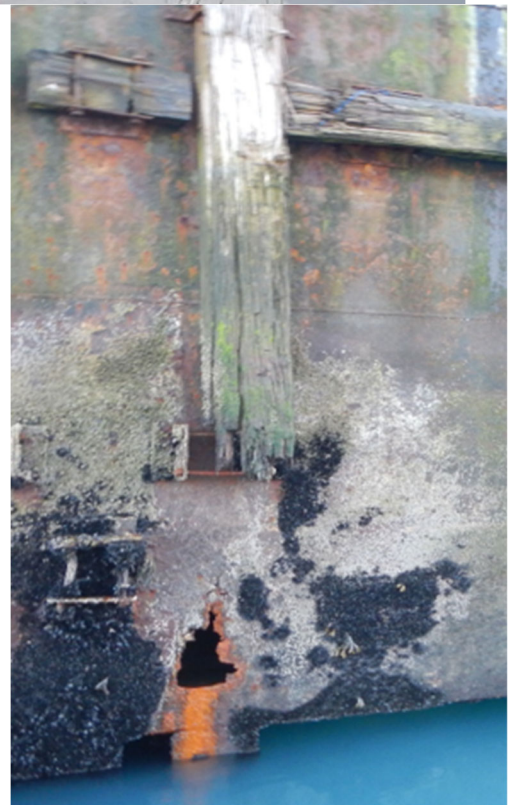
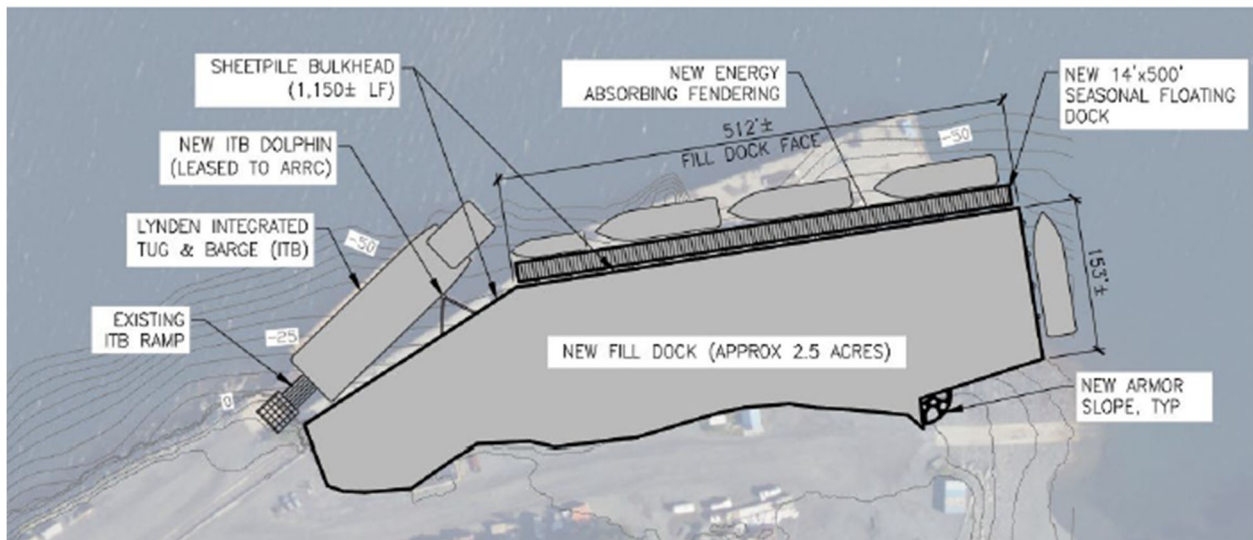
19. DELONG DOCK – Dock Replacement

This project proposes to replace the existing 70-year-old DeLong Dock which is at the end of its usable life. The intent would be to expand the utility of the dock to include cargo and freight capable to supporting transportation and food security for Alaska, since the Port of Whittier handles a significant portion of Alaska's incoming marine cargo. The dock is also a critical but aged component of a seafood supply chain that connects fish harvested in Alaska's Prince William Sound.

Estimated Cost: Current estimate \$36.1 million

Recommended Funding: Federal MARAD/PIDP funding with potential public/public partnership

Status of the project: Preliminary concept planning.





PAS MEMO

Three Essential Questions for Better Planning

By Kyle Ezell, EDD, FAICP CUD

Planning for and with people is a complex and challenging undertaking.

Planning practice spans the social and physical sciences, requiring planners to gain a comprehensive understanding of the many aspects of a proposed topic and offer recommendations for objectively making decisions. The high expectations placed upon our profession for finding and communicating multidisciplinary answers to complicated human questions means that as planners, we must develop savvy political acumen, extensive research and analysis proficiencies, clear and concise writing styles, and advanced facilitation and presentation skills.

We prove ourselves as reliable, valuable professionals. And while the widely used term “the planning process” can mean different things to different planners, the essence of planning for and with people is simple: we want our work to benefit as many people as possible, to negatively impact as few people as possible, and to include as many people as possible.

What if we as planners addressed these intentions directly across all our work by asking three essential, explicit questions?

Who is helped?
Who is harmed?
Who is missing?

This *PAS Memo* introduces these essential questions and explains how they can create a foundation for good planning practice by better defining and strengthening the “why” for any planning idea. It stresses that we should always have these questions in mind for all our work and offers ways to best ask them throughout a wide range of planning work routines.

Effectively integrating these questions throughout planning practice can enhance the breadth and depth of our developed professional skills. It can also create opportunities for us to take stronger leadership positions in community conversations around more inclusive decision-making, empowering planners to have even more valuable professional roles.

Who is helped?

Who is harmed?

Who is missing?

The Essential Questions Explained

We ask versions of these questions all the time, but perhaps not explicitly, intentionally, and often as we might.

Answers arise from seeing and understanding the people we serve more meaningfully. Planners already consider the people who become the end users of our processes, plans, policies, programs, and projects, but asking the essential questions for any planning idea allows us to better recognize the potential impacts of planning outcomes on the people in our communities.

Who Is Helped?

Asking who is helped—identifying the readily apparent users or beneficiaries of a planning proposal—commences the essential question-asking process.

At its core, the field of planning is about helping people. We become planners because we want to help people, and our purpose is to help make great communities a reality for everyone. Knowing who we help when we practice plan-

Figure 1. The three essential planning questions.

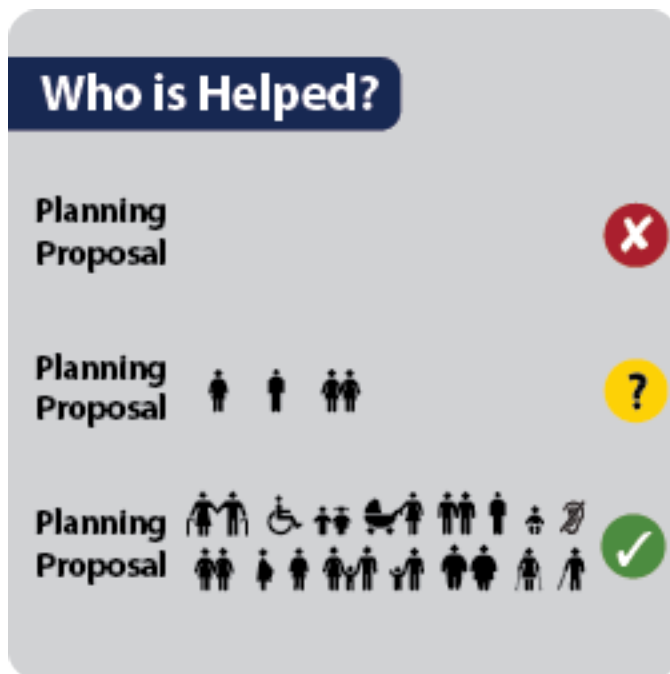


Figure 2. Answering the essential question “Who is helped?” justifies a planning proposal.

ning is a tenet of our profession, so we must begin with this question.

Figure 2 illuminates the simple test of asking “Who is helped?” that we can use to double-check the “why” of a planning idea to establish that the idea is good—that is, it helps more than it harms.

If we cannot answer this straightforward question quickly and easily for any proposed planning intervention, the intervention should not be necessary. We can use this information to justify and to build support for a good idea.

Who Is Harmed?

Part of helping the communities we serve means doing our best within the sphere of our influence to prevent them from harm. We can build on our planning profession’s ethical expectations in deliberately and actively asking for any planning proposal, “Who is harmed?”

Doing so can lead to building trust among people we work for and with. Purposefully asking who is harmed by a planning idea—directly or indirectly, intentionally or unintentionally—forces a proactive assessment of its potential negative impacts on real people.

Figure 3 shows how identifying who will be harmed by planning work provides reasons for not implementing that work. If an idea negatively impacts people, it lessens the idea’s value; the “why” becomes less clear. If we can answer this question quickly and easily, that idea would likely not be worth considering. We can also use the answers to this question to improve a planning idea by mitigating any negative impacts to people we identify when considering who may be harmed by that idea.



Figure 3. Answering the essential question “Who is harmed?” spotlights potential negative outcomes planning proposals have on people.

To assess the potential negative impacts to as many people as possible to create great communities for all, when answering “Who is harmed?” by a planning proposal, planners should consider people who may be:

- **Financially harmed.** Will someone’s livelihood be affected by an incompatible land-use decision, or will an infrastructure proposal negatively impact someone’s property?
- **Physically harmed.** Will someone suffer from unsafe or unhealthy physical or environmental conditions caused by the outcomes of a planning proposal?
- **Culturally harmed.** Will someone’s ties to the built environment such as important buildings, sites, or landmarks, be negatively impacted?
- **Psychologically harmed.** Will someone’s state of mind be impacted, such as having one’s home demolished against one’s will? Or will someone be subjected to potentially overwhelming new sensory inputs (e.g., blinking lights, loud noises) caused by changes in land uses?
- **Harmed by neglect.** Will groups containing many loud voices be harmed by being ignored? Will people with quieter voices suffer by not being loud enough?

Answers in any of these “harmed” categories should prompt reflection and a reset in our planning strategy. Figure 4 summarizes these categories in a checklist for planners.

Planners can modify our scans by coming up with additional categories to represent specific circumstances for different contexts, always being frank about the potential for harm. Doing so invites authentic and caring engage-

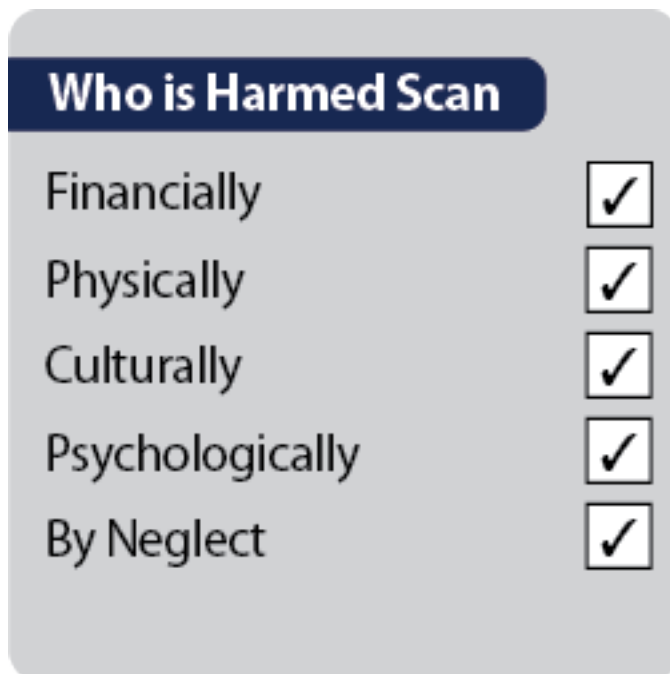


Figure 4. A general checklist planners can use when scanning for people who may be harmed.

ment during the conception of a planning idea, its evolution towards fairer and more equitable outcomes, and its implementation.

Intentionally showing a willingness to acknowledge and understand the potential for harm—including legacies of past planning-related harms both direct and indirect—manifests in the simple, deliberate question, “Who is harmed?” This should be asked of everything we as planners do.

Who Is Missing?

People opposed to or negatively impacted by a planning idea may not be present at a decision-making meeting. They may not be aware of the public hearing—or if they are aware, they may not show up because they do not think they will be allowed to speak, are afraid to speak up, or may not have time or access to attend a meeting. Any variety of barriers can keep someone from participating, and people without connections or power may not be seen or heard.

Asking and answering the final essential question “Who is missing?” brings challenges. Though we know not everyone can or should participate in every planning situation (depending on the context and location of planning proposals), people who can and should be there may be missing from the conversation. But identifying people who want to lend their voice to a planning process or decision can be difficult because we might not think of them, know they are there, or understand the context for why they aren’t there.

The following set of scan questions offers a framework to help identify who is missing from the table. Planners should look for people who:

- **Are interested in the subject matter.** We should identify people who could enhance knowledge around topics associated with any planning situation. Updated lists of agencies, organizations, clubs, and other groups associated with planning topics can help. For instance, we should inform and invite local hikers and fishing clubs to provide input on a proposed new park with hiking trails and a large fishing pond.
- **Live in the greater area.** We should work within legal requirements for public notification with an awareness of those farther away who have a right to be informed and engaged. Groups out of the jurisdiction of the range of work may be interested in and have a stake in the proposed idea. For instance, annual vacationers to a beloved beach town, alumni of a college considering a campus reconfiguration, and property owners near to but outside of the required notification area for a transformational land-use development proposal will likely bring valuable input.
- **Have different abilities and needs.** We should continuously scan for people with different physical and mental abilities and health needs who should be at the decision-making table, keeping continuously updated contact lists for reaching out across the spectrum of community members’ abilities and special needs and building notification partnerships with agencies that serve various populations.
- **Are diverse in a variety of ways.** We should insist on representation for as many people as possible who represent the demographic makeup of the people we serve. Notification partnerships can include service providers, places of worship, schools, and as many organizations as possible to bring representative voices into planning conversations.



Figure 5. Planners should carefully consider who is missing from the conversation for all planning ideas.

- **Live in communities that are underrepresented or are otherwise disproportionately left out of the conversation.** Every community will have groups who seem to be always left out and are therefore not represented in local decision-making processes. Planners must look back on how previous planning implementations negatively affected people, identify who was missing from those processes and thus unable to ask questions or raise concerns, and work forward to ensure current conversations include all individuals and groups who should have a chance to weigh in.

In addition to finding additional individuals or groups who may be harmed by a planning idea, answers to the question “Who is missing?” can also uncover more people who are helped. We can invite newly discovered beneficiaries to participate in supporting and improving an idea.

Who is Missing Scan

Tied to Subject Matter	<input checked="" type="checkbox"/>
With a Stake but Outside	<input checked="" type="checkbox"/>
Differing Abilities or Needs	<input checked="" type="checkbox"/>
Demographically Diverse	<input checked="" type="checkbox"/>
Underrepresented	<input checked="" type="checkbox"/>

Figure 6. A general checklist planners can use when scanning for missing people.

Answers, Action, and Leadership

As planners, keeping the essential questions front of mind complements our professional skillsets and our leadership potential. As efficient researchers nimbly learning and making sense of knowns and unknowns, we now can include previously unrecognized people who are helped, harmed, and missing. With this information, we can lead richer community conversations about planning ideas in ways that help applicants, community members, and decision makers better understand the potential impacts of those proposals, and we can help ensure to the best of our abilities that our work benefits as many as possible, harms as few as possible, and includes everyone possible.

Here, being a leader does not mean being the boss: it means taking agency in activating knowledge and skills gained from studying and practicing planning, stepping up with confidence, and bringing fairer solutions to problems that we as planners were trained to solve. Leading by answering the three essential questions can expand planners’ curiosity and comprehensive ways of thinking, making it easier to see both the big picture and the small details necessary for taking action.

Actions we decide to take can have many forms depending on each situation’s needs. Different planning organizations or firms will have different methods for taking action; therefore, no one-size-fits-all approach can cover all possibilities in the planning field. Because we want our work to benefit as many people as possible, negatively impact as few people as possible, and include as many people as possible, taking appropriate action (recommending, altering, including, extending, revising, inviting, encouraging, empowering, and every other conceivable possibility) can help make our work fairer, and therefore, better.

Asking the Essential Questions Across Planning Practice

It is implausible (impossible!) to expect that planners will ask all three essential questions out loud, all the time, in all planning situations. And we may not be taken seriously if we ask who is helped, harmed, and missing all day long.

However, as planners, we should always have those questions in mind for everything we do. Keeping those questions front of mind will help us encourage better outcomes. Integrating these questions will take time, and we will have to think carefully about how best to incorporate them into our work routines.

Consider where and when more detailed processes for asking the essential questions make sense and how they can be

Customizing the Essential Questions

Words matter. They mean different things to different people. Since most words and terms do not cleanly translate the same way for all situations, consider modifying the essential questions to fit your organizational and procedural expectations.

For instance, replace “Who is helped?” with “Who benefits?” Perhaps expand “Who is harmed?” to “Who is negatively affected or impacted?” You may want to rephrase “Who is missing?” in a way that more directly represents a particular planning situation, such as “Who is underrepresented in this proposal?” or “Who is absent from this conversation?”

This *PAS Memo* provides an essential question framework you can adjust as you see fit; you can choose how to craft the base questions depending on planning circumstances and preferences for one word or term over another.

integrated more formally into established planning work. The following sections show how asking the essential questions can add value to our planning duties and offer suggestions about when and how we might regularly ask the questions when leading comprehensive and other plan-making processes; developing or reviewing policies, programs, or projects; and having formal or informal discussions about our communities.

Plan Making

Involving detailed process design and covering all topics, ranges, and scales, making plans presents many opportunities for asking and answering the essential questions. Plans create guiding visions and provide specific recommendations for achieving those visions to communities. Therefore, we must strive for our plan-making processes to bring everyone to the table, gather feedback from as many people as possible, and produce well-thought-out recommendations that benefit the entire community.

Generally, for any planning process design, we must do the following:

- Ask and answer the essential questions before we begin.
- Employ the essential questions throughout when creating and confirming the “why” for goals, objectives, policies, and actions.
- Scan for people who are underrepresented or missing from the conversation and invite and include them in our process.

The essential questions should be integrated into all steps of the plan-making process, as described below. As part of our published plans, we should document asking and answering the questions and any subsequent actions taken for all plan-making stages.

Preparing to launch the plan-making process. Planning processes offer value only if they accurately represent people. One of the critical times for asking the essential questions happens well before the visioning and other public input sessions begin. Answering the questions is performing “fairness due diligence” in helping ensure we have carefully considered people whose voices enhance visioning and goal setting and who should be encouraged to participate.

To reach the most people in creating great communities for all, “Who is helped?” becomes a fundamental question to set the plan-making process’s vision and mission. Answers to who is harmed and missing can help us understand people left out of the plan’s benefits, without resources or access to education and representation. We can find, invite, and welcome them well before the date of the first public meeting.

Visioning and values. Visioning sessions are meetings setting long-range visions and goals. Charettes (high-intensity, in-depth sessions centered around a longer-range vision or goal-setting topic or problem) often launch plan-making processes by establishing a community vision and goals to guide subsequent plan development. Creating a vision for specific

(and sometimes existential) planning issues requires community members to define their agreed-upon values from which a plan’s visions and missions take root and grow. Asking and answering the essential questions can improve representation.

We can also ensure a more representative vision throughout the plan-making process by continuously asking “Who is missing?” Identifying and including community members whose ideas and concerns have been missing from previous conversations about community visions and goals will strengthen the process and result in the creation of more inclusive and representative community values.

Public engagement data strategy. Once we find answers for who should be invited to a plan-making process, we can also ask and answer the essential questions to discover how different approaches to collecting data might help, harm, and leave people out, helping us strategize better public engagement and input processes. Doing so can positively impact our plan-making process’ visions, goals, and recommendations.

We can closely look at our data-gathering methods and sources in focus groups, surveys, and public engagement technology. For instance, who is helped by posting a survey online might be people on a particular social media platform, potentially skewing results. Who is harmed or missed by posting a survey online might be people without access to technology, so choose data collection methods that help increase participation.

Also, think about who may be helped, harmed, and missing when selecting data and tools from external sources. Make sure those providers collect their data from fact-based, relevant, unbiased, and reputable methods and sources. Integrating the essential questions into data-driven processes can increase the chances for high-quality, relevant, and reputable data that leaves no one out and avoids building bias into an analysis.

Public meetings. Encouraging planning decision makers (such as board members and commissioners) to ask the essential questions can help us continuously monitor our plan-making process’ level of success. Making sure to ask the questions out loud during the many public meetings required in plan making supports the following outcomes:

- Gaining clarity on a plan’s impacts
- Providing answers to make well-informed, justifiable decisions
- Bringing human impacts of decisions to light
- Keeping the conversation focused on what is important
- Improving outcomes for all involved
- Providing depth to deliberations
- Generating viable alternatives
- Exposing potentially unethical motives
- Increasing comprehensiveness in decision-making
- Uncovering or identifying unintended outcomes of decision-making
- Providing opportunities for greater consensus

We can use the essential questions to accomplish the following elements of successful public meeting outcomes:

Lifting missing voices in public meetings during plan making. When organizing and facilitating meetings, we can ask who is harmed and missing to interpret whether people feel comfortable speaking. In the context of an active meeting, this can look like making sure no one person or group is dominating the conversation (scanning for missing voices and those harmed by neglect).

Reducing adverse effects by considering accessibility. If our data collection strategies in a public meeting involve movement, we can ask who may be harmed and missing. Planning process activities such as “gallery walks” or poster pin-ups and reviews, sticky dot voting, post-it note commenting, stretching over base maps, and other movement-related activities offer excellent ways to gather input. Still, they will likely hinder some participants with ambulatory issues, eliminating critical voices—and therefore harming by neglect or leaving people out. Consider people with vision, hearing, sensory, social anxiety, and technology access issues. We know how hard it is to provide fully accessible meetings, but asking the essential questions and making necessary changes can support our aspirations.

Decreasing the number of people who may be harmed or missing through diversity assessment. Facilitating meetings offers assessment opportunities for inclusiveness. Take time to determine if the diversity in the room generally represents the community’s representative census data. Also, we can account for underrepresented people and groups that were identified when preparing to launch the plan-making process. After each public meeting, we should ask and answer the questions again to evaluate the success of our attempt in attracting people we hoped would attend. Did those who showed up represent one group more than others? Did we notice people and groups who weren’t there? If so, consider how the resulting lack of diverse ideas from public input might harm the plan.

Readjusting between public meetings. We can ask and answer the essential questions to guide adjustments between public meetings to potentially increase chances for people to participate and build a sense of ownership in the plan, which is crucial for implementation.

Drafting plan policies, objectives, and actions. As noted above, we can keep the essential questions in mind and ask them throughout the plan-making process, actively seeking to achieve continuous improvement.

Public review and feedback. When seeking public input on the draft plan, we can focus on who is harmed (by neglect) and missing. When preparing for widespread publication across all media platforms, we must consider the accessibility and inclusion checks provided above for public engagement strategy development and public meetings. Is the draft plan conspicuous and accessible for everyone? Did we consider people with different abilities and needs who will want to see the draft? Did we ensure media outlets reach people in the community and did we consider how people find, read, and provide feedback on draft plans? We can check on the beneficiaries, the negatively affected, and people who may be

underrepresented throughout the review and feedback period and shift outreach strategies accordingly.

Finalizing the plan document. We can make sure to publish documented steps in asking and answering the essential questions. Published steps become a record of monitoring answers and actions taken to improve the community’s process over the plan’s lifespan. When launching new plans and updating old ones, we can examine the success of employing the questions by scrutinizing current conditions, making adjustments, and improving as we advance.

Implementation. Using the essential questions to gauge and manage shared, equitable implementation, we can select those accountable for plans’ implementation as we continue improving wider stakeholder participation.

Policies

Plans are collections of policies and recommendations, but local governments may develop and adopt standalone policies independent of their plans. Policy development also offers opportunities for planners to ask and answer the essential questions.

The essential questions are critical in policy making because policies are widespread community directives that typically apply to many people and form the basis for creating and implementing rules. Answering the questions “Who is helped?” and “Who is harmed?” can mitigate unintended negative consequences.

Problem identification. Asking the essential questions helps us establish the “why” for our policy-making processes, providing a more thoughtful justification for why and how we should solve an identified problem.

Policy making. The essential questions and their answers can help policies take positive directions as they make their way through decision-making bodies and bureaucracies to be adopted and implemented.

Policy adoption and implementation. If we answer the essential questions and take appropriate actions in developing a policy and finalizing it for adoption, it will help establish confidence in a policy’s worth. Still, we should take the time to check through the questions again. Has anything changed since the problem identification that might impact the answers? Hopefully not, but last-minute adjustments could be warranted. We can also use the answers to prioritize policies; if a policy helps many people and harms few or none, this justifies funding and implementation.

Evaluation. A fundamental application of answering the essential questions is taking a detailed look at how an implemented policy helped people, harmed people, or missed people. With this knowledge, we can put forward more informed recommendations and make necessary adjustments.

Programs

When we develop programs to solve an issue or meet targeted needs, “Who is helped?” becomes the crucial question. Answers support our confidence in developing and administering programs that are truly helping who they intend to help. And though the goal of creating a new program is never to harm people, we can ask “Who is harmed?” to make sure. Finally, ask-

ing “Who is missing?” could reveal additional people who may be helped by a program or suggest different implementation strategies to maximize program benefits and make the most of program investments.

Program justification and goal setting. Limited resources mean that planners and others require good reasons for proposing and developing programs. How many people will the proposed program help, and are we sure it will not harm anyone? We may not know who is missing when validating why a proposed program should exist, but asking the question will keep this idea on the radar later.

Once the “why” of the program is established, answers to the essential questions can help form proposed program goals: we can target goals to improve the lives of people who are harmed and increase the number of people who are helped. Answering “Who is missing?” at this stage is essential. We may discover opportunities to expand a proposed program’s reach.

Budgeting and implementation. If a proposed program helps many people and keeps them from harm, we can make a stronger argument for allocating funds for its implementation. Building out a program requires action steps (often including physical logistics) and working out the details needed for a program to be successful offers additional opportunities for asking the essential questions.

Evaluation. Asking the essential questions during each annual review can help us identify who a program may have helped beyond the intended participants, understand any unintended negative consequences or impacts to people, and offer opportunities to uncover more people who might be helped by the program. Enhancing formal audits with answers to the essential questions allows us to more clearly identify ways to improve.

Projects

Projects can benefit from the essential questions, as asking them refocuses the conversation from what the project is to who the project’s users are. Often designed and implemented by private entities, projects include residential, commercial, or mixed-use developments. Public agencies may also lead or participate in project design and implementation; examples include a development authority constructing an affordable housing project or managing a brownfields redevelopment, a transit agency leading infrastructure improvements, or a local government forming a public-private partnership for a revitalization project.

Near-term implementation involves current planning actions, such as project conception and design, technical reviews, planner recommendations, public hearings, applicant revisions, approvals, budgeting and scheduling, construction, and project evaluation. Answers to the essential questions can benefit projects throughout all such efforts.

Conception and design. During a project’s conception and design phases, planners will hear from people asking questions or complaining about the project. The essential questions can become part of the dialogue between staff and project applicants, which can help applicants better understand the

potential impacts of—and potential community opposition to—their projects. This can inform adjustments to projects that result in better community benefits, smoother public comment processes, and better development outcomes. Project commentators can use the questions to assess projects that will impact them, potentially resulting in constructive suggestions rather than outright condemnation.

Planners and designers in both the public and private sectors also bring forth project proposals and designs. Public-sector planners working for and with people will be familiar with their communities and how the people they serve could be helped, harmed, or missed by a proposed project. They will immediately or quickly be able to answer the essential questions and can encourage project applicants to concurrently ask and answer the questions themselves.

Private-sector planners and designers contracted by municipalities, land developers, and other entities usually do not directly report to people they plan for and with. Since they may not immediately know the answers to the essential questions when working in nonlocal or otherwise unfamiliar communities, they may need more time to seek answers and ensure they are correct. Private-sector planners can integrate the essential questions and answers as part of requisite due diligence in project proposals and designs to show they care enough to consider the needs of all community members.

Technical reviews. Current planning reviews of design, transportation, and construction projects require specialized expertise and meticulousness. They can also de-emphasize people. Answering the essential questions remind reviewers that people are the end users of a proposed project.

Answers to the questions support our decisions when we analyze engineered drawings or site plans, review the technical data found in digital or blueprint layers, or navigate land-use tables. Technical project reviews pair well with the questions because visuals allow us to point to details we can see and encourage imagination when answering. (“See this curb cut for the parking lot entrance? Who is helped and harmed by the decision to locate it there?”)

When we work as technical reviewers, we cannot realistically (and should not) ask these three questions out loud every time we see something on a site plan. But general awareness of the essential questions reminds us to remember who is helped, harmed, and missing and to take appropriate action as we dig deep into the details.

Recommendations. Since our recommendations as planners influence projects, answering the essential questions when writing reports provides an additional layer of care and thoughtfulness, potentially improving projects under consideration. We can achieve higher levels of trust with our communities when we demonstrate our awareness of the specific ways projects help, harm, or leave people out, and we can create fairer recommendations with that information.

Public hearings. Generally held during an existing meeting such as a planning commission or city council meeting, public hearings offer people a chance to express their opinions on project proposals. The essential questions can help us guide

public dialogue around a proposed project, providing focus, clarity, and community around its impacts on real people.

Applicant revisions and approvals. We and other reviewers can verify that any revisions applicants make to project proposals help more, harm less, and bring more people to the table. And asking the questions one last time before project approval can increase confidence for decision makers.

Implementation schedules and budgeting. We can employ questions and answers in prioritizing which projects should be implemented and when. For instance, when determining the implementation schedule for a community's parks and recreation plan, we can ask, "Who is helped and harmed if we implement Park A's improvements before Park B's?" This can help us guide more informed budget decisions and more transparent public communication about those decisions.

Construction. Project implementation is high profile, and projects under construction directly impact people. The essential questions can improve people's experiences during times of change. Asking and answering the questions across the range of activities required for a project's implementation can potentially create a more tolerable, humane experience. Examples include land clearing, foundation pouring, utility work, framing, installing, operating construction equipment, transportation detours, parking and storing the construction equipment, and many other situations. Who will be helped and harmed by construction during the workday and over the nighttime hours? Who should be part of the conversation on leaving heavy construction equipment on the school parking lot? Construction managers can choose to reduce negative real-time impacts that project implementation often brings.

Evaluation. Were decision makers correct? Did the project help more people than it harmed? Were missing people found? Answering the essential questions as part of an evaluation process can provide clear directions for improving an implemented project and enhancing similar projects through lessons learned.

Planning Deliberations

As planners, we can ask the essential questions any time decision makers and the public consider a planning topic, including in any meeting for any planning proposal at all ranges and scales. Whether in public meetings, professional conversations, or in an individual planner's mind, asking and answering the questions can enhance the value of planning-related discussions and decision-making outcomes.

Regular meetings. For meetings scheduled during specific, expected times (e.g., a monthly planning commission meeting) in which some form of Robert's Rules of Order (or modified Parliamentary procedural meeting rules) is employed, decision makers can ask and begin answering the questions at appropriate times during proceedings.

Staff reports. The essential questions can support us as planners in writing better staff reports and adding more value to our recommendations, providing increased clarity and confidence for decision makers and the trust granted by people we serve.

Visualizing the Essential Questions

New concepts—even three simple questions—can be difficult to visualize when considering how they fit into your planning duties. Imagine yourself in various planning roles and what you might say to gain a better understanding of potential opportunities:

Plan making:

- The planning manager evaluating past plans' impacts before beginning a new plan-making process: *"Let's take a look at the current and prior plans and ask who these plans helped and harmed—and who was missing from the process—to guide our new initiative and help us avoid past mistakes."*
- The lead planner holding internal pre-plan-making meetings with colleagues as a pre-scanning exercise: *"We're here today to define the 'why' for our plan by determining who will enjoy planning's impacts, who may be negatively impacted, and who doesn't know but would want to know about our work. This way, we can get a handle on current conditions before we officially begin the plan-making process."*
- A planner in charge of online content adding an interactive and updatable webpage for the plan's informational website: *"Welcome to this page, where you can offer input to help make our plan as fair as possible by offering your thoughts on who the plan helps, who it potentially harms, and who is currently absent from the conversation."*
- The planning director bringing the plan to official adoption: *"We feel confident that knowing who benefits, may be negatively affected, or left out of the conversation increased our goal of being as fair, transparent, and democratic as possible. I urge you to adopt this plan."*

Policy making and implementation:

- A planning consultant beginning an environmental scan for a proposed policy: *"We have begun identifying and tracking current and future trends associated with your proposed policy. We want to find who is currently helped, harmed, and missing in the assessment of our current condition, then predict how their situations might change if the proposed policy is implemented."*
- The planning policy initiators investigating political will: *"Who in local politics might win, lose, or be absent as a result of our policy idea? Let's consider how what we are proposing might create political winners and losers. Our developed policy will require political buy-in, so let's strive to design our policy for more winners."*
- A planner writing an annual policy review: *"Following is information on the people we serve and how we ask who is helped, harmed, and missing to monitor the reach of our work."*

Program development:

- The planners exploring a need for a program: *"Today we launch a needs assessment to identify who our program will serve, but to also explore possible unintended consequences and human impacts of our proposed program by asking who is helped, who is harmed, and who is missing from the dialogue around our program idea."*
- A private planning consultant holding a focus group: *"Today, we want your thoughts on how to make our program work for everyone possible. Who will likely benefit? Who probably won't? Have we done a good enough job of inviting everyone who needs to be here?"*
- The core planning team developing goals and objectives for a program: *"We've gathered a lot of input from the public and stakeholders about what our policy's goals and objectives should be. Do they help? Do they harm? Do they leave anyone out?"*

Project proposal development and review:

- A current planner with a project applicant: *"We ask that you as the project proposer take time to answer the following three questions as accurately and completely as possible: Who is served by your project? Who is negatively impacted by your project? Who is missing from the table in evaluating your project?"*
- A private-sector planner facilitating a neighborhood input session to discuss a land-development project proposal: *"We know this is where your heart lives, and we hope you can help us figure out how we can be good neighbors today by thinking about how this project will help the neighborhood, whether it might somehow have a negative impact on you or others, and who may be missing from the discussion today."*
- A site planner reviewing a project's site plan: *"How does this location for a new manufacturing plant help or harm residents in both this neighborhood and the greater community, and who might not but should know about this proposal?"*

Planning deliberations:

- A current planner presenting staff recommendations to the board of zoning appeals: *"Based on our assessment of who will benefit, who will be negatively affected, and who we believe is underrepresented, staff recommends not approving the request. We have determined this proposal could possibly harm a significant number of residents, and we believe many people to be unaware of the proposal and its impacts."*
- A city councilor in an emergency budget meeting: *"Who does this budget cut proposal advantage? Who does it disadvantage? And who doesn't know it's coming?"*
- A planner in an internal meeting with colleagues choosing neighborhoods for their next neighborhood planning effort: *"How does spending our time and resources updating an existing plan for a neighborhood not currently in need help or harm the rest of town? There are a lot of people not yet involved in our community's planning process."*
- A planner thinking alone, watching a moving van carry out a family's furniture, wondering about unintentional displacement in a fast-changing neighborhood: *"Did our property tax abatement policy decisions for this neighborhood harm this family, who might be moving because they have to, not because they want to? I sure hope we didn't inadvertently help only those people who needed it the least, and I don't know where to begin to understand who's missing here. I'll bring this up with the other planners as I work on the department's annual plan implementation evaluation report."*

Does one or more of the above opportunities to implement the essential questions apply to your planning practice? These are only a few of the many possibilities.

Public forums and special meetings. Often lengthy and focused on one topic (such as the need for a comprehensive plan or the details and outcomes of a community visioning session), these meetings invite the public to learn about, discuss, and debate an idea in more depth than is typically possible in a regular meeting. Essential questions can bring depth and breadth to these deliberations. We planners, decision makers, and participants can explicitly ask and answer who is helped, harmed, and missing.

Emergency meetings. Answers to the questions can help decision makers think more deeply about the human impacts of their decisions before they take action. Essential questions can also steer emergency meetings deliberating on topics requiring immediate attention.

Conversations with planning colleagues and decision makers. Much of our work involves behind-the-scenes interactions with colleagues, including professional conversations, data preparation, and recommendation development. We can employ the questions in various situations, such as discussing

a topic with applicants, researching in the field, brainstorming with colleagues, and conducting internal meetings with decision makers.

Alone. Though this *PAS Memo* stresses purposeful implementation of the essential questions in everyday work, asking and answering the questions never requires a formal process. As individual planners, we should be asking and answering the questions in our minds as we fulfill our planning duties.

Conclusion

This *PAS Memo* demonstrates how using three essential questions—Who is helped? Who is harmed? Who is missing?—when planning for and with people across planning practice can make communities fairer and better.

Asking and answering these three straightforward questions enhances our ability to cut to the chase to what is real, because our work involves real people. And though we often work in highly complex ambiguity within our multidisciplinary field, starting with these simple questions allows us to more effec-

tively explain the very real human impacts of planning ideas in our visual, verbal, and written communications. The breadth of our developed skills and knowledge exemplifies the qualities of successful leaders: answering the essential questions and taking action provides opportunities for us to have an even more valuable professional role as planners.

But be flexible and realistic. We must understand when and where to take advantage of opportunities to ask the essential questions in our everyday work and expand their use across work ranges and scales—facilitating meetings, writing reports, making recommendations, crafting and implementing plans, in one-on-one conversations or in large group discussions—but we must realize nothing is perfect. Some people will always be helped too much. Others will be unavoidably harmed. And unfortunately, many people will never make it to the table. Life is not fair; being realistic about this can stave off burnout. Though implementing a planning culture that regularly asks and answers these three essential questions doesn't guarantee easy and straightforward decisions, it does allow planners and decision makers to make the most informed, transparent, and therefore best decisions possible in each context and situation.

Everywhere possible in our planning practice we should ask who is helped, harmed, and missing. We must always keep these three questions front of mind to help us encourage fairer outcomes in everything we do. When we answer the questions, we can decide the best ways to take action. Because when planning for and with people, knowing “who is” and taking action represents our “why.”

About the Author

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