

# CITY AND BOROUGH OF SITKA

A COAST GUARD CITY

SUSTAINABILITY COMMISSION

100 Lincoln Street | Sitka, Alaska 99835

[www.cityofsitka.com/SustainabilityCommission](http://www.cityofsitka.com/SustainabilityCommission)

[sustainability@cityofsitka.org](mailto:sustainability@cityofsitka.org)

907-747-1856

## Sustainability Commission and City Assembly Joint Work Session for 2025-2026 Work Plan Development

November 12, 2024

### Agenda

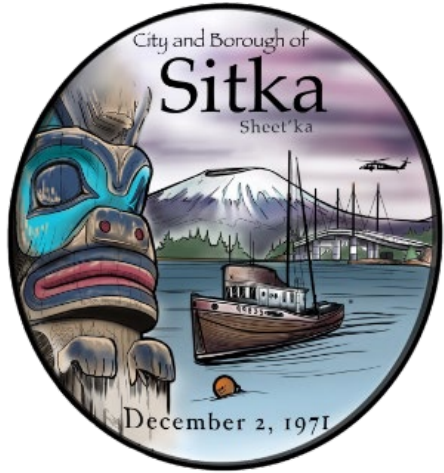
5:00-5:10: Introductions

5:10-5:40: 5-minute discussions on each Commission topic (7 total)

5:40-5:50: General Discussion

### Table of Contents

Meeting Slides	2
Sustainability Commission 2024-2025 Work Plan <i>(No Appendices)</i>	13
<b>Goal 1: Sitka Community Renewable Energy Strategy (SCRES)</b>	
SCRES Scope	27
SCRES Educational Modules and Objectives	33
<b>Goal 2: Municipal Solid Waste</b>	
Public Works Policy No. 24-0-01: Municipal Solid Waste Management Strategic Priorities	35
<b>Goal 3: Municipal Fleet Electrification</b>	
Administrative Policy No. 24-03: Municipal Fleet Management and Procurement	37
Decarbonizing and Rightsizing to Improve Vehicle Efficiency (DRIVE) Advisory Group Charter	39
<b>Background Information</b>	
Original 2023-2024 Project Proposals	
Community Renewable Energy Strategy	45
Solid Waste	51
Fleet Electrification	55
Ordinance 22-16S: Sustainably Commission Establishment	59
Resolution 22-18: Increasing the Energy Independence of the City and Borough of Sitka by Decarbonizing City Operations By 2030	63



# SUSTAINABILITY COMMISSION

## 2025 - 2026 Work Plan Session

November 12, 2024



## Meeting Objectives:

1. Introduce Assemblymembers to the Sustainability Commission and Commissioners
2. Assess Assemblymembers interests and priorities in the Commission's duties and responsibilities
3. Align skillset of Commissioners with Assemblymember interest and priorities to inform 2025-2026 work plan goals

# Agenda

**5:00-5:10:** Introductions

**5:10-5:40:** 5-minute discussions on each Commission topic

**5:40-5:50:** General Discussion

Staff Liaison/Sustainability Coordinator will be keeping time and taking notes.

# Scope of Commission

Established September 2022 (Ord. 2022 -16S)



## Topics

- Fossil energy use reduction and development of local, renewable energy sources.
- Responsible use of natural resources.
- Diminution of Sitka's supply-chain fragility.
- Food security enhancement.
- Sustainable transportation options that leverage Sitka's locally generated, renewable energy sources.
- Solid waste consumption, reduction, composting, recycling, and re-use.
- Robust and healthy local ecosystems and natural communities.
- Other matters as the Assembly or Commission may deem beneficial for the City

# Katie Riley

## Chair

Appointed October '22

### Interests



Responsible use of natural resources



Robust and healthy local ecosystems and natural communities



Sustainable transportation options that leverages Sitka's locally generated, renewable energy sources;

### Skills

- Policy knowledge and strategy
- Public communication
- Advocacy
- Community organizing
- Facilitation

### Expertise

- Land and forest management
- Commercial and subsistence fishing
- USDA policy

# Aurora Taylor

## Vice Chair

Appointed October '22

*“Been on the Commission for 2+ years since it was founded, bringing an Alaskan’s perspective as a young renter hoping to make Sitka a thriving community where people can put roots down.”*

### Interests



Solid waste consumption, reduction, composting, recycling, and re-use.



Diminution of Sitka’s supply-chain fragility



Fossil energy use reduction and development of local, renewable energy sources.

### Skills

- Federal grants
- Fishery management
- Statistical analysis
- Logistical planning

### Expertise

- Fishery management
- Federal grant expertise
- Climate science

# Erik de Jong

## Secretary

Appointed November '23

### Interests



Fossil energy use reduction and development of local, renewable energy sources.



Responsible use of natural resources



Solid waste consumption, reduction, composting, recycling, and re-use.

### Skills

- Engineering
- Innovation
- Research

### Expertise

- Efficiency improvement
- Technical solution implementation
- Thinking outside the box to combine multiple solutions

# Elizabeth Bagley

Commissioner

Appointed October '22

## Interests



Solid waste consumption, reduction, composting, recycling, and re-use.



Fossil energy use reduction and development of local, renewable energy sources.



Diminution of Sitka's supply-chain fragility.

## Skills

- Strategic communication,
- Collaboration
- Public presenting/storytelling
- People management/operations
- Project management

## Expertise

- Deep science-based climate change solutions expertise
- Systems-level long-term planning
- Education about climate change solutions



# Gerry Hope

## Commissioner

Appointed March '24

*“Very happy to be involved with, and contribute what I may, to this very important challenge and opportunity place on the CBS's Sustainability Commission”*

### Interests



Sustainable transportation options that leverages Sitka's locally generated, renewable energy sources



Fossil energy use reduction and development of local, renewable energy sources



Responsible use of natural resources.

### Skills

- Strategic planning
- public communication
- Internal process (Parliamentary Procedure)

### Expertise

- Working relationships with government agencies, Tribes and vendors
- Day-to-day experience/knowledge of fossil fuel vehicle engines (buses) as well as future trends toward non-fossil fuel vehicles.

# 2 Vacancies

Consider joining the Commission!

# Comprehensive List of Commission Actions

Community-wide Greenhouse Gas Emissions Inventory

Developed energy education modules for SCRES

Alaska Heat Smart recommendation and letter of support

Recommended funding allocation for Energy Efficiency and Conservation Block Grant (EECBG)

Drafted comments on the Tongass Management Plan Revision

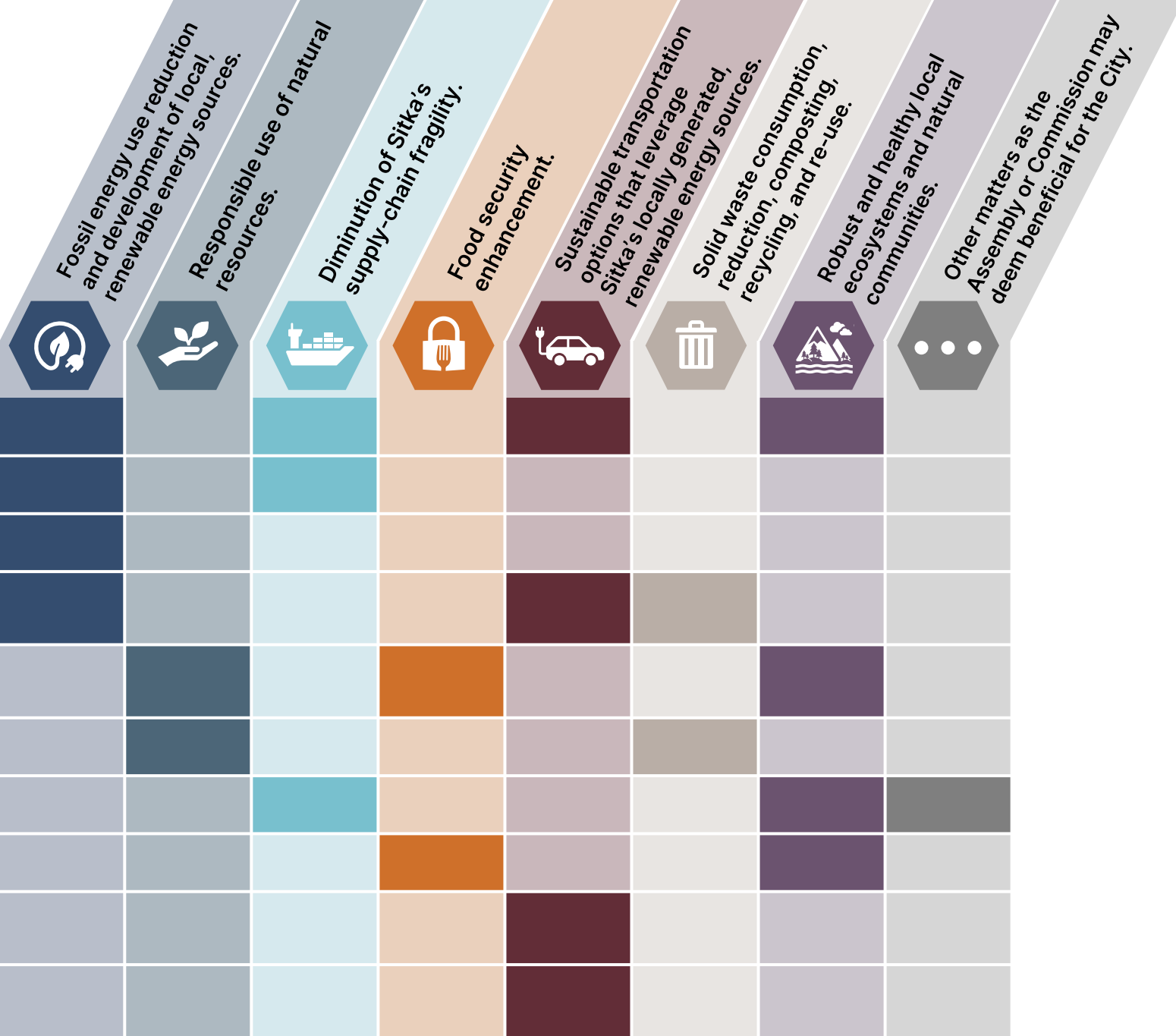
Advised on municipal solid waste policy

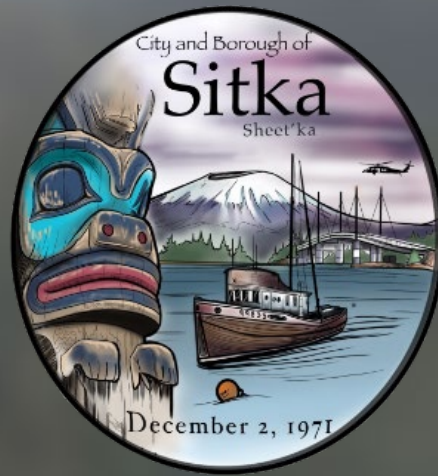
Public hearing with STA for Grid Resiliency Formula Grant

Sitka Community Garden Concept letter of support

Recommended approval of the municipal fleet procurement policy

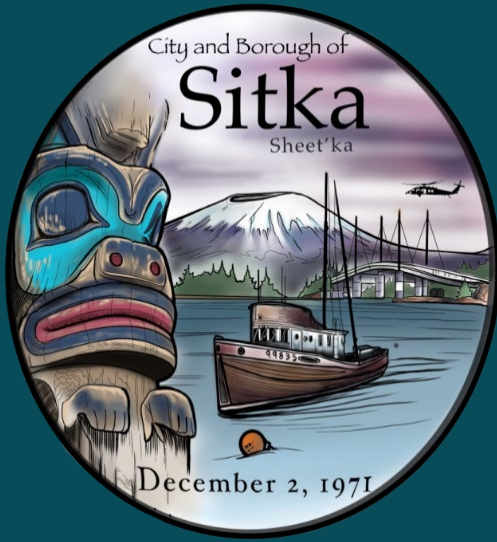
Recommended approval of the decarbonizing and rightsizing to improve vehicle efficiency (DRIVE) group charter





## Mission:

To provide public services for Sitka  
that support a livable community for all



# CITY AND BOROUGH OF SITKA

# SUSTAINABILITY

# COMMISSION

## 2024-2025 WORK PLAN



APPROVED BY THE CBS ASSEMBLY ON MARCH 26<sup>th</sup>, 2024  
ITEM 24-039



# TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
-------------------	---

THE SUSTAINABILITY COMMISSION	2
-------------------------------	---

Purpose, Duties, and Responsibilities	2
Members	3

ONGOING COMMISSION RESPONSIBILITIES	4
-------------------------------------	---

Commission Requests & Actions	4
2023-2024 Goals	5
Updating the Goals for 2024-2025	5

2024-2025 GOALS	6
-----------------	---

CONTINUE THE DEVELOPMENT OF THE SITKA COMMUNITY RENEWABLE ENERGY STRATEGY (SCRES)	6
---	---

Milestones & Accomplishments	6
Next Steps	7

COLLABORATE WITH CITY STAFF ON MUNICIPAL SOLID WASTE ASSET MANAGEMENT PROCESS	8
---	---

Milestones & Accomplishments	8
Next Steps	9

CREATE A MUNICIPAL FLEET TRANSITION & EV INFRASTRUCTURE PLAN	10
--	----

Milestones & Accomplishments	10
Next Steps	11

## APPENDICIES

A: SCRES Community Survey Results Summary	12
B: SCRES Scope of Work	13
C: Ford F150 vs. F150 Lightning Lifetime Cost-Benefit Comparison for CBS	19



# CITY AND BOROUGH OF SITKA

## SUSTAINABILITY COMMISSION

### EXECUTIVE SUMMARY

The Sustainability Commission acts as an advisory body to the Assembly with the purpose of catalyzing and developing municipal and community-focused approaches that support the social, environmental, and economic sustainability of the City (SGC 2.31.010).

## 2023-2024 COMMISSION REQUESTS & ACTIONS

- RECOMMENDED THE ASSEMBLY FUND A SITKA-BASED HEAT PUMP ASSESSOR VIA ALASKA HEAT SMART
- PROVIDED A LETTER OF SUPPORT FOR THE SITKA COMMUNITY GARDEN CONCEPT
- MADE A RECOMMENDATION FOR THE SUSTAINABILITY SEAT ON THE TOURISM TASK FORCE

## 2024-2025 GOALS

### 1. CONTINUE THE DEVELOPMENT OF THE SITKA COMMUNITY RENEWABLE ENERGY STRATEGY (SCRES)

CBS was successfully selected as one of nine communities for the third cohort of the U.S. Department of Energy's Energy Transition Initiative Partnership Project (ETIPP) to support the development of the Sitka Community Renewable Energy Strategy (SCRES). The SCRES aims to establish a shared vision of Sitka's energy future to guide energy-related community decisions by shaping a roadmap for community and policy actions that advance the shared energy vision. The scope of the SCRES includes a community-wide greenhouse gas emissions inventory, public energy education, the development of future energy scenarios, and a compilation of community actions and policy recommendations based on continuous community engagement throughout the project. **Updates on the SCRES can be found on the project's website: [cityofsitka.com/SCRES](http://cityofsitka.com/SCRES)**

### 2. COLLABORATE WITH CITY STAFF ON STRATEGIC MANAGEMENT OF MUNICIPAL SOLID WASTE

While the original 2023-2024 goal intended to identify policy levers and actions to increase waste diversion, new leadership within the Public Works Department requested an alternative approach first be considered: use the strategic management process the City utilizes for asset management approach municipal solid waste (MSW). It was suggested that rather than just staff participating in the process, Sustainability Commissioners also be included. **In January 2024, a small group of City staff and Commissioners convened for an initial meeting to discuss the proposed approach. All were willing to commit to the novel approach and anticipate creating an MSW policy as the first step.**

### 3. SUPPORT THE ELECTRIFICATION OF THE MUNICIPAL FLEET

The Assembly passed Resolution 22-18: Decarbonize City Operations by 2030. To achieve this directive, this goal has been revised to encompass changes in perspective gained through discussions with the Public Works Department that indicated a formalized plan was unnecessary. This goal now focuses on answering questions and supporting implementation to incorporate the direction given by the Assembly. **Funds available through the Energy Efficiency and Conservation Block Grant Program may be considered to support the accomplishment of this goal.**



# THE SUSTAINABILITY COMMISSION

## PURPOSE

SGC 2.31.010

It is the intent of the Sustainability Commission to work towards catalyzing a healthy community now and in the future by proposing solutions to environmental, social, and economic concerns of the City and Borough of Sitka, its partners, and community members.

## DUTIES AND RESPONSIBILITIES

SGC 2.31.060 B

The commission will act as an advisory body to the Assembly with the purpose of catalyzing and developing municipal and community-focused approaches that support the social, environmental, and economic sustainability of the city. The commission will accomplish this by working towards the following actions described below:

1. Fossil energy use reduction and development of local, renewable energy sources.
2. Responsible use of natural resources.
3. Diminution of Sitka's supply-chain fragility.
4. Food security enhancement.
5. Sustainable transportation options that leverage Sitka's locally generated, renewable energy sources.
6. Solid waste consumption, reduction, composting, recycling, and re-use.
7. Robust and healthy local ecosystems and natural communities.
8. Other matters as the Assembly or commission may deem beneficial for the city.



## REPORTING

SGC 2.31.060 B

Annually, the commission will develop, identify, and present goals to the assembly for approval. The approved goals shall be the Commission's primary focus for the following year. Concurrently with presenting goals to the Assembly, the commission will submit a report to the Assembly on progress towards the previous year's goals and other activities which were approved and directed by the Assembly.





## MEMBERSHIP

SGC 2.31.010

The commission is composed of seven members appointed by the assembly and, to the extent deemed advisable by the assembly and possible from the applicants, include at least one individual with background or training as a sustainability professional and at least one individual of Alaska Native heritage with understanding and appreciation of the historical importance of sustainability on Tlingit Aani'. All voting members of the commission shall be at-large members and representative of a diverse cross-section of the community.

### MEMBERS

Name	About	TERM	
		Apt.	Exp.
<b>Katie Riley</b> <i>Chair</i>	Born and raised in Sitka and graduated from MEHS in 2011, Katie works in policy and community development at the Sitka Conservation Society, fishes Bristol Bay in the summer, serves on the Planning Commission, and was on the Climate Action Task Force.	10/11/22	10/11/24
<b>Aura Taylor</b> <i>Vice Chair</i>	Born and raised in Eagle River on Dena'ina Etnena, Aurora moved to Sitka in 2019 after getting her B.S. in Environmental Science. She works as a fishery biologist and enjoys feeding salmon scraps to her cat, Tundra.	10/11/22	10/11/25
<b>Erik de Jong</b> <i>Secretary</i>	Originally from the Netherlands, Erik permanently moved to Sitka in 2015. He runs a boat charter business that brings scientists and filmmakers to the Arctic and other remote places. Educated as a marine engineer, he has always worked on making ships more efficient.	10/25/23	10/25/26
<b>Elizabeth Bagley</b>	Elizabeth works remotely for Project Drawdown, a climate solutions nonprofit. She uses her experience in education and science to work with community members to find win-win solutions that improve life for Sitkans and generations to come.	10/25/23 10/11/22	10/25/26 10/11/23
<b>Lilli Garza</b>	Lilli is passionate about equity and education and applies that in her job at Sitka Trail Works. Experienced in low-income energy programs, her priority is to ensure all Sitkans are included in the clean energy transition. She loves fishing, hunting, and hiking with family and friends.	11/15/23	11/15/26
<i>Vacant</i>			10/11/24
<i>Vacant</i>			10/11/25

### PREVIOUS MEMBERS

Angie Bowers, Kent Barkhau, Carol Voisin, Fernanda Zermoglio  
*Thank you!*

## ASSEMBLY LIAISONS

Kevin Mosher  
*Assembly Liaison*

Thor Christianson  
*Alternate Assembly Liaison*

## STAFF LIAISON

Bri Gabel  
*Sustainability Coordinator*

bri.gabel@cityofsitka.org  
(907) 747-1856



# ONGOING COMMISSION RESPONSIBILITIES

In addition to the prioritized goals, the Sustainability Commission has ongoing responsibilities that it will continue to enact throughout the year.

## CITY AND BOROUGH OF SITKA SUSTAINABILITY SUPPORT

- Serve as a resource for city staff, other commissions, boards, committees, and task forces.
- As needed, review sustainability proposals and make recommendations during Sustainability Commission meetings.

## COMMUNITY ENGAGEMENT

- Engage with community and serve as a liaison for issues, ideas, and proposals, and provide appropriate feedback.
- Cultivate relationships with residents, community groups, businesses, institutions of higher learning, faith-based organizations, non-governmental organizations, etc. to provide insight on current and future projects.

## COMMISSION REQUESTS & ACTIONS

### RECOMMENDED THE ASSEMBLY FUND A SITKA-BASED HEAT PUMP ASSESSOR VIA ALASKA HEAT SMART (AHS)

In April 2023, AHS requested a \$10,000 contribution from CBS to fund the Sitka-based home energy assessor position to support roughly 50 assessments for Sitka homeowners. **The Sustainability Commission unanimously supported the request and recommended the Assembly contribute \$10,000 to support the AHS Sitka Home Assessor position. Currently, the recommendation awaits two Assemblymember sponsors to take the recommended request to Assembly for full consideration.**

AHS has shifted \$100,000 of its \$500,000 Clean Heat Incentive Program (CHIP), funded by DOE, to Sitka to provide between \$1,500 and \$2,500 cash incentives to lower-to-modest income families to support heat pump conversions. \$21,000 in incentives have been paid out with \$14,000 in incentive payments awaiting agreements.

Prior to receiving an incentive, prospective recipients must receive an AHS home energy assessment to determine home readiness. A typical assessment costs \$250 but are currently free to those who qualify. AHS has facilitated this in Sitka by hiring a local resident as a 'home energy assessor', funded via private foundation money and a match from the Sitka Conservation Society. Approximately 30 energy assessments have been conducted over the past eight months. Assessor funding is anticipated to run out by fall of 2024.

### PROVIDED A LETTER OF SUPPORT FOR THE SITKA COMMUNITY GARDEN CONCEPT

In April 2023, the Commission drafted a letter of support for the development of a community garden requested by the Sitka Local Foods Network and Transition Sitka. Citing that a community garden aligned with the duties and responsibilities of the Sustainability Commission, including 3) diminution of Sitka's supply-chain fragility, 4) food security enhancement, 6) solid waste consumption reduction, composting, recycling, and reuse; and 7) robust and healthy local ecosystems and natural communities (SGS 2.15.060), as well as the city's five-year strategic plan and the comprehensive plan, **the Commission drafted and unanimously approved a letter of support for the community garden concept.**



## MADE A RECOMMENDATION FOR THE SUSTAINABILITY SEAT ON THE TOURISM TASK FORCE

With the establishment of the Tourism Task Force in March 2023, Resolution 2023-11 stated that Sustainability shall recommend a member for appointment. **The Sustainability Commission unanimously recommended the Assembly appoint Barb Bigham to the Tourism Task Force.**

## 2023-2024 GOALS

On March 28<sup>th</sup>, 2023, Chair Riley presented the 2023-2024 Work Plan to the City Assembly and summarized the evolution of municipal climate and sustainability initiatives over time, steps involved in prioritizing actions, and the goals the Commission aims to achieve. Assemblymembers and members of the public voiced their support, expressed that the goals were attainable and appreciated the ranked approach to the goals. It was noted by Chair Riley that these goals would likely take multiple years to accomplish. The City Assembly unanimously approved the goals outlined in the Sustainability Commission's 2023-2024 Work Plan (Item 23-046). **The goals set forth by the Commission included:**

### 1. DEVELOP A COMMUNITY RENEWABLE ENERGY STRATEGY

A Community Renewable Energy Strategy will establish a shared vision of Sitka's energy future. Components of the strategy could include but are not limited to refreshing the existing baseline assessment of community emissions; forecasting energy demands and identifying priority actions; recommending feasible renewable energy options for the city to pursue, and municipal policies for consideration to increase efficiency, such as electrifying heating and land/marine transportation.

### 2. ANALYZE OPPORTUNITIES FOR DIVERSION OF MUNICIPAL SOLID WASTE

The current waste management contract is slated to be renewed in 2032. In order to ensure that Sitkans' waste is managed sustainably, with lower costs and fewer resulting greenhouse gas emissions, this project will identify policy levers and actions to increase waste diversion and support the long-term sustainability of Sitka. Aligned with the 2014 Interim Solid Waste Management Report, this project seeks to conduct a baseline assessment of the composition of municipal solid waste.

### 3. CREATE A MUNICIPAL FLEET TRANSITION & EV INFRASTRUCTURE PLAN

The City of Sitka has vowed to decarbonize city operations, which includes integrating electric and hybrid vehicles into the municipal purchasing and procurement schedule as gas/diesel-powered vehicles reach their maximum mileage or age. This plan will also help address questions, concerns, and logistics related to transitioning municipal vehicles and strengthen Sitka's ability to apply for federal EV charging infrastructure funds.

## UPDATING THE GOALS FOR 2024-2025

The goals for the upcoming year support the same objectives as the 2023-2024 goals but have been reworked to reflect the updates within CBS and the evolution of the operational and feasibility landscape around each goal in the past year. Similarly, the goals will be approached sequentially with the Commission's full effort into the highest prioritized goal until there is a lull. **The Sustainability Commission unanimously approved the following updated goals at their March 4<sup>th</sup>, 2024, regular meeting.**



# 1. CONTINUE THE DEVELOPMENT OF THE SITKA COMMUNITY RENEWABLE ENERGY STRATEGY

## SUPPORTS:



Fossil energy use reduction and development of local, renewable energy sources.



Responsible use of natural resources



Robust and healthy local ecosystems and natural communities.

**SUMMARY:** CBS was successfully selected as one of nine communities for the third cohort of the U.S. Department of Energy's Energy (DOE) Transition Initiative Partnership Project (ETIPP) to support the development of the Sitka Community Renewable Energy Strategy (SCRES). The SCRES aims to establish a shared vision of Sitka's energy future to guide energy-related community decisions by shaping a roadmap for community and policy actions that advance the shared energy vision. This City-led project, heavily supported by the Sustainability Commission, works in collaboration with energy experts at the National Renewable Energy Lab (NREL), Pacific Northwest National Lab (PNNL) and the Renewable Energy Alaska Project (REAP). The SCRES is funded through the ETIPP program and the Sustainability Coordinator's time.

**INVOLVED DEPARTMENTS:** Planning & Community Development, Electric

## MILESTONES & ACCOMPLISHMENTS:

### **Recommended Approval of Resolution 23-18: Authorize the Municipal Administrator to Apply for the National Renewable Energy Laboratory's (NREL) Energy Transitions Initiative Partnership Project (ETIPP)**

As part of the 2023-2024 Work Plan, the Commission recommended the City pursue a second round of technical assistance through the ETIPP project. The Assembly unanimously approved the resolution. This resolution also acted as the Assembly's support for the application. The Sustainability Coordinator prepared the application materials for submittal.

### **Assisted with Additional Stakeholder ETIPP Application Support**

As required by application for the ETIPP program, additional stakeholders were required to be identified and letters of support submitted. Per the recommendation of the regional partner, supporting stakeholders for CBS's application were limited to the Sitka Tribe of Alaska (STA), CBS Electric Department, the Sustainability Commission, and the Assembly (via Resolution 23-18).

The Sustainability Coordinator and Chair Riley presented the project to STA's Natural Resource Projection Committee, who recommended approval. The Tribal Council subsequently approved.

### **Gathered Community Input for the Scope of Work**

To help refine the scope of work, a survey was conducted that introduced participants to SCRES and help the technical team answer the following guiding questions:

- 1a.** What are the gaps in the community's understanding of Sitka's energy landscape?
- 1b.** What are gaps in the community's energy knowledge that inhibit informed decision making?
  - 2.** What are the best ways to increase understanding and share energy knowledge with the community?
  - 3.** What values does the community want to guide the development of SCRES?

The survey ran from November 28, 2023, to February 29, 2024, and gathered 152 responses. The executive summary of the results is in Appendix A.



## Hosted a Technical Team Kickoff Meeting & Introduced Them to Sitka

In December, the ETIPP Technical Team visited Sitka to attend to meet the Sustainability Commission, attend their regular meeting, initialized community outreach, and familiarized them with Sitka.



Photo: As an icebreaker for SCRES, the Sustainability Commission hosted the Ginger-Build: an energy education event and competition to build energy-efficient gingerbread houses. Commissioners, their families, the technical team, and the public casually learned and enjoyed energy in its most delicious form: sugar.

### Recommended Approval of Scope of Work for the SCRES

The scope of the SCRES was recommended to include a community-wide greenhouse gas emissions inventory, public energy education, the development of future energy scenarios, and a compilation of community actions and policy recommendations based on continuous community engagement throughout the project (Appendix B). The scope was approved by CBS in February 2024.

### NEXT STEPS:

With the scope of work finalized, the SCRES has transitioned into the execution phase, anticipated to take place over the next 18 months. The Sustainability Commission forms ad hoc working groups to support specific requests and/or topics the technical team requires to begin planning and executing the full project. The technical team works closely with the Sustainability Coordinator to ensure that critical materials and questions are brought before the Commission at their regular meetings to provide their input, ensure alignment with the needs of the Sitka, and make recommendations to ensure the project remains community focused.

Updates on the SCRES can be found on the project's website: [cityofsitka.com/SCRES](http://cityofsitka.com/SCRES)



## 2. COLLABORATE WITH CITY STAFF ON STRATEGIC MANAGEMENT OF MUNICIPAL SOLID WASTE

### SUPPORTS:



Solid waste consumption, reduction, composting, recycling, and re-use.



Responsible use of natural resources



Robust and healthy local ecosystems and natural communities.

**SUMMARY:** Off to a slow start due to lack of consolidated data and new City staff, goal 2 has only recently made significant progress. While the original goal intended to identify policy levers and actions to increase waste diversion, new leadership within the Public Works Department requested an alternative approach first be considered. Using the asset management program the City utilizes to strategically approach municipal solid waste (MSW), it was suggested that rather than just staff participating in the process, Sustainability Commissioners also be included. In January 2024, a small group of City staff and Commissioners convened for an initial meeting to discuss the proposed approach.

**INVOLVED DEPARTMENTS:** Planning & Community Development, Public Works

### MILESTONES & ACCOMPLISHMENTS:

#### Convened for a Municipal Solid Waste Strategic Management Kickoff

In January 2024, the Public Works Director, Maintenance and Operations Superintendent, Sustainability Coordinator and the Sustainability Commission's Municipal Solid Waste Working Group convened to discuss the approach proposed by Public Works and to answer questions about the process as the endeavor was a new approach neither CBS nor the Commission had attempted before. However, with emphasis on the need for flexibility, understanding, and reflection throughout the collaboration, all were willing to commit to the novel approach.

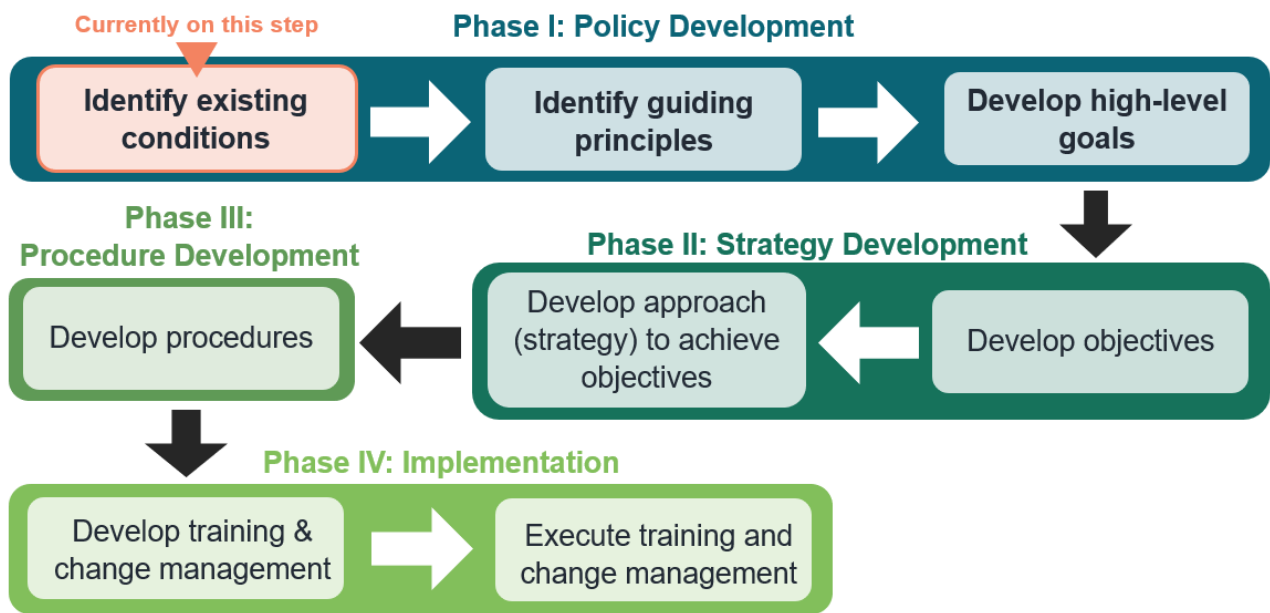


Figure 1: An outline of the strategic management steps. The team will collaborate through Phase I and create a policy that will inform Phase II: Strategy Development



## NEXT STEPS:

### Collaboratively Develop a Municipal Solid Waste Management Policy

The group will follow the steps outlined in Phase I of strategic management development (Fig. 1). City staff and the working group will split into parallel workstreams to delineate CBS and public perspective before coming back together to form a draft policy deliverable (Fig 2). Commissioners will inform staff when and where the full Sustainability Commission's and public's input should be sought.

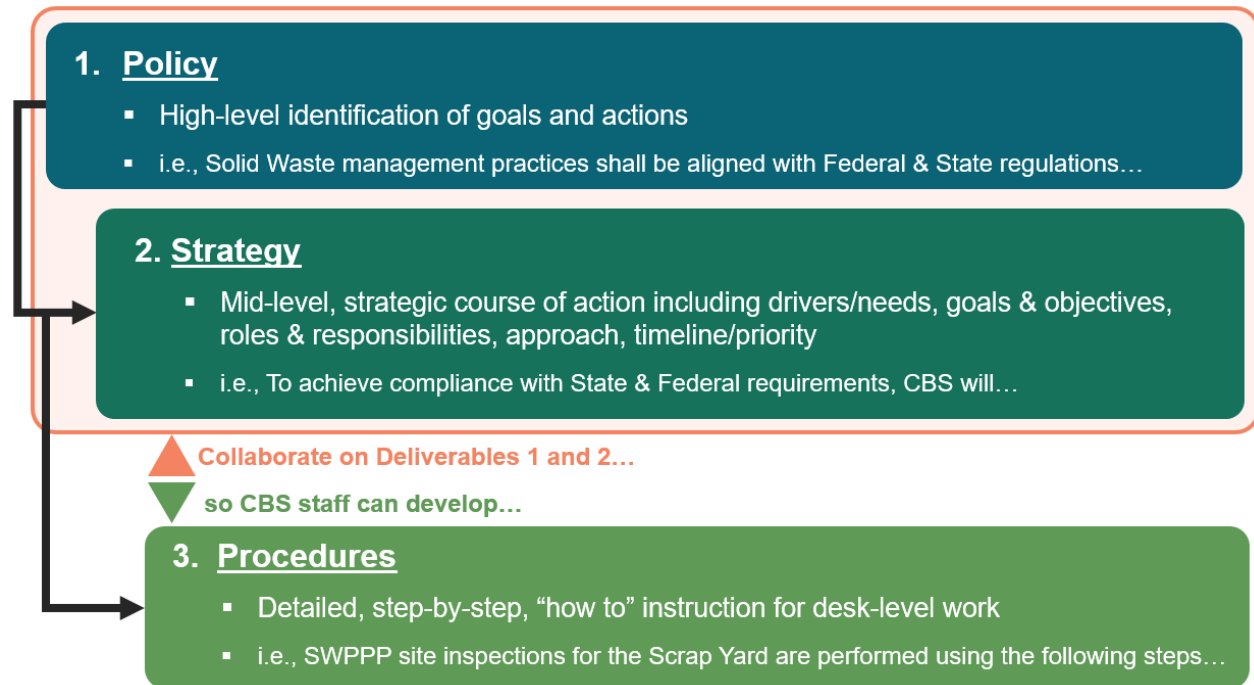


Fig 2: Deliverables of each phase of the strategic management process and how each informs more specific actions. The proposed approach is to collaborate on creating deliverables from Phases I and II to CBS staff can then create procedures for specific aspects of MSW.

### Evaluate the Collaborative Policy Development Process

After completing the MSW policy deliverable, the group will review the process and determine if and how it should be continued or modified, and where Commission involvement is ideally leveraged and how CBS can apply the lessons learned elsewhere. If determined to be beneficial, they will continue onto Phase II and develop a strategy (Fig. 1 & 2).

### Consolidate Data

A major inhibitor to progress during the first year of this goal was the disaggregation of data and the inherent complexity of the system that currently handles solid waste. The Sustainability Coordinator and the Maintenance and Operations Superintendent will work together to develop a system that will allow for comprehensive tracking weights collected, ships, composition, and associated costs. This will allow for information about solid waste to be communicated and utilized further into the asset management process.

### Learn From Other Municipalities About Potential Solid Waste Management Strategies

As an islanded community, Sitka's MSW is currently shipped to Washington State where it is landfilled. Other communities, often equally if not more isolated, manage their MSW similarly along with some other approaches. Similarly, looking at municipalities with robust solid waste management systems may provide helpful insight into what might be possible in how CBS manages MSW. Understanding these in more detail to determine applicability to Sitka will further determine potential options for Sitka's MSW when its current contract expires in 2032.



# 3. SUPPORT THE ELECTRIFICATION OF THE MUNICIPAL FLEET

## SUPPORTS:



Sustainable transportation options that leverage Sitka's locally generated, renewable energy sources.



Fossil energy use reduction and development of local, renewable energy sources.



Robust and healthy local ecosystems and natural communities.

**SUMMARY:** The Assembly passed Resolution 22-18: Decarbonize City Operations by 2030. Integrating electric and hybrid vehicles into the municipal purchasing and procurement schedule as gas/diesel-powered vehicles reach their maximum mileage or age is a required step to achieve this directive. Over the past year, the Sustainability Coordinator collected questions, conducted research, and addressed concerns from City staff regarding this transition. This goal has been revised to encompass changes in perspective gained through discussions with the Public Works Department, which indicated a formalized vehicle transition and infrastructure plan was unnecessary. The goal now focuses on answering department questions, identifying funding resources, and supporting the implementation of the direction given by the Assembly.

**INVOLVED DEPARTMENTS:** Planning & Community Development, Electric, Public Works

## MILESTONES & ACCOMPLISHMENTS:

### Purchased the First Municipal Electric Vehicle

CBS purchased an Electric Transit van in 2023 for janitorial use. While a small step, the purchase allows City staff to familiarize themselves with EVs and test their use in a low-risk task while gathering valuable data that can inform future conversion and use scenarios.

### Prepared a Cost-Benefit Analysis for the Ford F150 and F150 Lightning

When a Ford F150 in the Harbors Department was approaching the end of its useful life, the Sustainability Coordinator approached staff that depended on the truck to gather questions and concerns about potentially switching to an electric truck. These questions were answered and compiled and the lifetime cost per mile was calculated (Fig 1, Appendix C) The results of the analysis showed that F150 Lightning could replace an internal combustion engine (ICE) F150 during typical use with minimal disruptions to operations. Despite a larger upfront investment, because the electric utility is owned by CBS, benefits were amplified as not only is electricity cheaper than gasoline, it also is functionally cost neutral to the municipality.

Although the Harbors truck was not replaced with an EV, it was not replaced with an ICE either. Instead, a low use vehicle was reassigned to the dept. This reduced the overall size of the CBS fleet by best utilizing its current assets and will allow for more strategizing before purchasing more EVs.

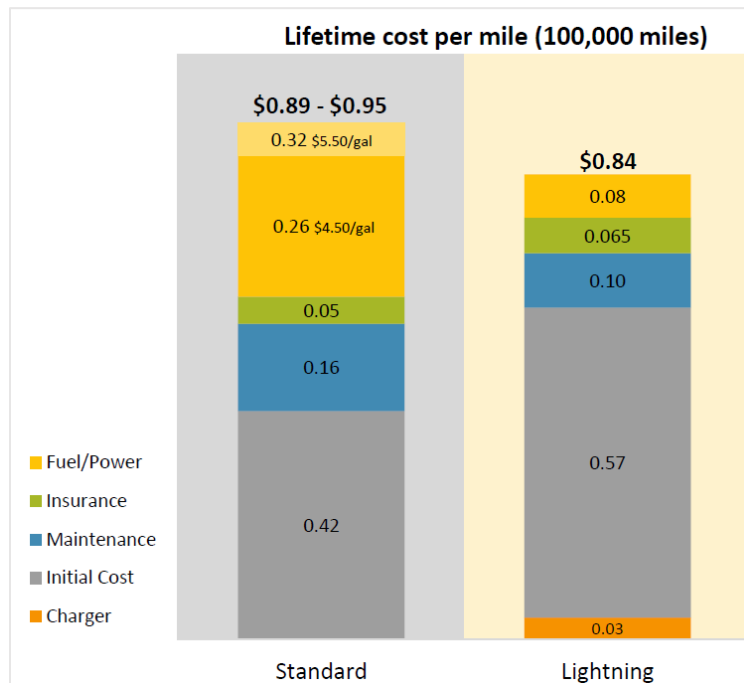


Fig 1: Lifetime Cost per Mile of a Standard (ICE) F150 and F150 Lightning for CBS. Full comparison report can be found in Appendix C.





## NEXT STEPS:

### **Gather Feedback on E-Transit Van**

With staff usage of the aforementioned E-Transit van, gathering feedback from those that have used the vehicle the most will be useful in forming recommendations for fleet conversion. While initial Cost Benefit Analysis for the F150 Lightning was informed only by questions posed by the Harbor Department, understanding real-world use of an EV for CBS use will likely uncover more concerns and questions to be answered to build confidence in the technology and the ability to transition.

### **Identify Conversion Candidates Within the Current Municipal Fleet**

The makeup of CBS's municipal fleet ranges from light duty commuter vehicles to heavy duty snowplows and fire trucks. Depending on each use case scenario, available EVs, and scheduled replacement of the vehicle, upcoming replacements may be suitable candidates for conversion. However, no formal recommendation based on these criteria has yet to be adopted. Understanding the composition of the fleet and its use in more detail will be critical for the Sustainability to make these recommendations to CBS for fleet vehicle replacement.

### **Continue to Watch the EV Landscape and Identify Potential Challenges to Conversion**

With the development and rapid adoption of electric vehicles across the country, supply chain issues and changes in regulations in response to Lithium-Ion batteries have developed equally rapidly. To understand the full cost of conversions and how regulations and availability may influence the pace at which CBS transitions will be critical to avoid anticipated costs or unforeseen challenges from acquisition to disposal. The Sustainability Commission along with the Sustainability Coordinator will work to keep careful watch of the developing EV landscape as they prepare formalized transition recommendations.

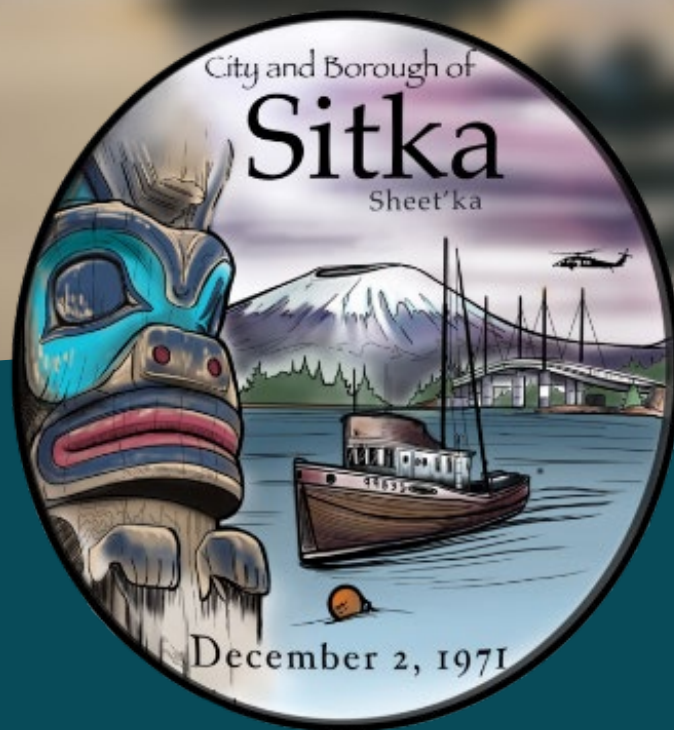
### **Recommend Use for the Energy Efficiency and Conservation Block Grant Program Award**

As part of the Energy Efficiency and Conservation Block Grant (EECBG) Program, a formula-based allocation of \$75,300 is available to CBS to assist the implementation of strategies that:

- Reduce fossil fuel emissions in a manner that is environmentally sustainable and, to the maximum extent practicable, maximizes benefits for local and regional communities;
- Reduce the total energy use of the municipality;
- Improve energy efficiency in the transportation sector, the building sector, and other appropriate sectors;
- Build a clean and equitable energy economy that prioritizes disadvantaged communities and promotes equity and inclusion in workforce opportunities and deployment activities, consistent with the Justice40 Initiative.

The use of these funds is broad and can support a variety of initiatives. As such, the Sustainability Coordinator is developing a list of potential uses that align with the CBS strategic goals, current staff capacity and needs, and that are feasible with the allotted funding. This list will be reviewed by the Sustainability Commission and a recommendation made for the use of the EECBG funds before it is taken to Assembly for approval and submittal by staff. The deadline for the EECBG application is April 30, 2024; once approved by DOE, the EECBG funds must be used within two years.





## **MISSION:**

To provide public services for Sitka that support a sustainable community for all.

# ETIPP Technical Assistance Project Scope

## Community: Sitka, AK

### Project Title

Sitka Community Renewable Energy Strategy (SCRES)

### Points of Contact

Below are the individuals who can be contacted to obtain information about any aspect of the project. If the people below do not have an answer, they can ask the people who do.

- **Community Representative:** Bri Gabel, Sustainability Coordinator, City and Borough of Sitka, [bri.gabel@cityofsitka.org](mailto:bri.gabel@cityofsitka.org)
- **Regional Partner:** Haleigh Reed, Microgrid Project Manager, Renewable Energy Alaska Project, [hreed@realaska.org](mailto:hreed@realaska.org)
- **Technical Lead:** Molly Grear, Environmental Engineer, Pacific Northwest National Laboratory, [molly.grear@pnnl.gov](mailto:molly.grear@pnnl.gov)

### Background

#### Community

The City and Borough of Sitka (CBS) is a remote community off the southwest coast of Alaska, accessible only by boat or plane. As a self-sustaining grid, Sitka relies almost entirely on local hydropower generated at the Green and Blue Lake dams and uses diesel as needed.

#### ETIPP Project Summary

The ETIPP program is a multi-organizational collaboration to provide technical assistance to Sitka for energy assessments, greenhouse gas inventories, and assist in public outreach and energy education. These projects aim to provide critical expertise in engineering, grid resilience, and energy use to understand current use, future needs, and options for meeting those needs. Sitka was part of the ETIPP Cohort 1 in 2021 which focused on renewable energy assessments in the area and is now participating in cohort 3, a more directed effort to expand public awareness around their energy use, gather public input on strategic vision, and explore opportunities for expanding and strengthening their power generation profile long-term.

#### Goals & Anticipated Impacts

- Establish a shared vision of Sitka's energy future to guide energy-related community decisions.
- Shape a roadmap for community and policy actions that advance the shared energy vision.

### Other Key Community Contacts

Name	Title	Email
<b>City and Borough of Sitka (CBS)</b>		
Amy Ainslie	Planning & Community Development Director	amy.ainslie@cityofsitka.org
Melissa Henshaw	Public & Government Relations Director	melissa.henshaw@cityofsitka.org
Mike Schmetzer	Interim Electric Utility Director	mike.schmetzer@cityofsitka.org
John Leach	Municipal Administrator	john.leach@cityofsitka.org
<b>CBS Sustainability Commission</b>		
Katie Riley	Chair	katie.really@gmail.com
<b>Sitka Tribe of Alaska</b>		
Gerry Hope	Transportation Director	gerry.hope@sitkatriben-sn.gov

## Implementation: Activities and Deliverables

### Activity 1: Community Engagement

Pacific Northwest National Laboratory (PNNL) will assist the City and Borough of Sitka (CBS) in the development and implementation of a multifaceted approach for public engagement in Sitka while reviewing energy status, needs, energy potential, and scoping of future energy goals as they are developing the Sitka Community Renewable Energy Strategy (SCRES). This effort aims to utilize surveys, in-person events, and educational outreach materials to increase energy literacy in the community and engage as many perspectives as possible to inform a community vision for renewable energy. Community engagement will include development of scenarios to be analyzed in Activity 4.

The precise nature of what events, methods, and objectives in this process will be determined alongside the community throughout the project. As this process progresses, PNNL will provide analysis of the community’s energy portfolio or potential opportunities to inform community visioning and decision making, as well as support in facilitation and community engagement.

#### Deliverables:

- 3-4 site visits, including workshops, events, and working meetings
- Analysis to support data driven decision making for the community

**Activity 2: Energy Education**

PNNL will partner with REAP and CBS to provide materials and events to increase the energy literacy of the community. At least 4 topic areas of focus will be developed around energy education and grid resilience. These may include but are not limited to: renewable energy basics, Sitka energy grid 101, rate demystification, and a history of hydropower in Sitka. PNNL will provide analysis to support energy education on these topics, as well as instruction or trainings in collaboration with REAP and CBS. Energy education topics will be aimed at multiple demographics, including school age and the public, throughout the project.

**Deliverables:**

- Learning material posted to SCRES website
- On site education events

**Activity 3: Greenhouse Gas Emission Inventory**

PNNL will develop an updateable Greenhouse Gas Inventory. The inventory will include sources of emissions shown in the following table.

<b>Proposed GHG Included Sectors</b>		
<b>SCOPE 1</b>		
<b>Sector</b>	<b>Details</b>	<b>Potential Data Source*</b>
Electricity Consumption	Utility owned by the municipality	Total electricity generated from the utility annually, with percentage of diesel generation.
Heating Oil Combustion	Fuel is imported to Sitka	Total heating oil imported annually to Sitka from gas station data, with assumption on % that goes to heating.
Land Transportation	Include cars, trucks, buses, snow mobiles	Total gasoline and diesel sold annually at gas station with assumption on % to land transportation. Alternatively, utilizing NEI data.
Water Transportation	Ferries, boats that leave and return to Sitka	Total gasoline and diesel sold annually at gas station with assumption on % to water transportation. Use database of registered vessels and their approximate uses.
Wastewater	Wastewater treatment plant is owned by the municipality	Total gallons of wastewater treated annually.

## Sitka, AK ETIPP Technical Assistance Project Scope

SCOPE 3		
Sector	Details	Potential Data Source*
Waste	Exported through shipping to Washington	Total tons of waste shipped to WA. Estimated break down on waste type by percentages
Air Travel	Flights to and from Sitka	# of flights in/out of Sitka, with estimates of fuel consumption on trip
Marine Travel	Included shipping materials such as heating oil, food, and consumer products to Sitka, as well as tourism passenger vessels	# of barges in/out of Sitka with estimates of fuel consumption on trip

*\*Potential data sources may change after discussion and availability of data.*

Geographic boundaries of each sector will be further defined during the implementation of the inventory.

PNNL will also develop a case study to dive deeper into specific industry or industries and to understand the seasonality of GHG emissions.

Deliverables:

- Report detailing GHG Inventory Assumptions and methods
- Excel spreadsheet that can be updated for future year's inventory

### **Activity 4: Development of Community Renewable Energy Strategy**

PNNL will assist in the development of the final SCRES document outlining the vision for the community's energy future. PNNL may provide inputs on the document, such as background data analysis about the community's energy portfolio, baseline GHG inventory, results of community engagement work, and modeling potential future energy scenarios for Sitka.

In the process of scenario and strategy development, PNNL will provide policy actions and recommendations to CBS.

PNNL will co-produce the strategy document, contributing significantly to the writing of the strategy, but CBS is ultimately responsible for the publication of the final strategy document. PNNL will continue engagement with the city and the strategy process through the publication of the document.

Deliverables:

- 3-4 future energy scenarios and energy generation mix

## Sitka, AK ETIPP Technical Assistance Project Scope

**Schedule:**

The Period of Performance for this effort is 18 months

Activity	Description	2023		2024			2025	
		Q4	Q1	Q2	Q3	Q4	Q1	Q2
0	Scoping							
1	Community Engagement							
1.1	Survey & Analysis							
1.2	Site Visits							
1.2	Analysis to support community engagement							
2	Energy education							
2.1	Development of education material							
2.2	On site events							
3	GHG inventory							
3.1	Data Collection							
3.2	Creating inventory of							
3.3	Community training on reusable spreadsheet							
4	Community Energy Strategy							
4.1	Scenario Planning							
4.2	Strategy Document							

Sitka, AK ETIPP Technical Assistance Project Scope

**Signatures:**



Digitally signed by Bri  
Gabel  
Date: 2024.02.06  
14:49:22 -09'00'

2/6/24

---

**Community Lead, CBS**

**Date**

John M.  
Leach

Digitally signed by John  
M. Leach  
Date: 2024.02.08  
12:46:08 -09'00'

2/8/24

---

**Municipal Administrator, CBS**

**Date**

Haleigh  
Reed

Digitally signed by  
Haleigh Reed  
Date: 2024.02.13  
17:55:20 -05'00'

2/13/24

---

**Regional Partner**

**Date**

Molly E  
Grear

Digitally signed by Molly  
E Grear  
Date: 2024.02.13  
15:24:36 -08'00'

2/13/24

---

**Technical Lead**

**Date**

David  
Martinez Biro

Digitally signed by David  
Martinez Biro  
Date: 2024.02.13  
14:42:55 -09'00'

2/13/24

---

**ETIPP Regional Lead**

**Date**



## SCRES Energy Education Modules

No.	Module Topic	Key Question
1	Sitka's Energy Today	What is a grid and how does it work?
		What is unique about Sitka's grid?
		How much electricity does Sitka have?
		What is Sitka's energy usage today?
		What are the benefits/how does it impact me?
<b>Objectives</b>		
	1.1	list the 3 major components of the grid
	1.2	compare islanded and interconnected grids
	1.3	summarize how much energy Sitka currently can produce
	1.4	identify which how their electricity use compares to the "average"
2	Sitka's Energy History	How has Sitka's energy needs changed over time?
		How have these needs changed the grid?
		How does historical approach inform future energy choices?
<b>Objectives</b>		
	2.1	compare Sitka's energy needs today to 15, 30, 100 years ago
	2.2	apply these comparison to how the grid has changed
	2.3	critique the historical approach
3	Reliability and Resilience	What is the current state of the infrastructure?
		What are the strengths and weaknesses of, threats to, and opportunities for Sitka's grid?
		What are the ways to increase reliability and resilience?
<b>Objectives</b>		
	3.1	categorize aspects of electric infrastructure based on their vulnerability.
	3.2	identify strengths and weaknesses of, threats to, and opportunities of Sitka's grid
	3.3	recommend mitigations for identified weaknesses or threats
	3.4	prioritize ways to increase reliability and resilience
4	Energy Economics	How are rates determined/ what impacts the cost of electricity?
		How does the debt from the Blue Lake dam work?
		What does that debt mean for the future?
		How can the cost of electricity be reduced?
<b>Objectives</b>		
	4.1	list the different aspects that impact the cost of electricity
	4.2	interpret breakdown of Sitka's infrastructure/blue lake dam debt
	4.3	hypothesize ways to reduce the cost of electricity
	4.4	argue the pros and cons of their hypotheses
5	Self Sufficiency and Independence	How do we balance generation and distribution?
		How does investment in the grid translate to self-sufficiency and independence?
		What are the social, cultural, and environmental impacts associated with new infrastructure?
		What are the benefits/how does it impact me?
<b>Objectives</b>		
	5.1	describe the relationship between balance of generation and distribution
	5.2	evaluate how investments into the grid bolster self-sufficiency and independence
	5.3	critique current and potential infrastructure based on impact

## SCRES Energy Education Modules

<b>6</b>	<b>Energy Efficiency and Conservation</b>	How do everyday energy choices influence Sitka's energy future?
		Who plays what roles in energy efficiency and conservation?
		What is the role of policy in energy and conservation?
		What are the benefits/how does it impact me?
<b>Objectives</b>		
	6.1	estimate their energy usage
	6.2	create a list of personal actions to lower energy usage
	6.3	distinguish between roles in energy uses
	6.4	propose policies that help reduce energy usage
<b>7</b>	<b>Sitka's Energy Options</b>	What options does Sitka have to increase generation? (ETIPP 1)
		What are the strengths and weaknesses of each type?
		Which types are best suited for Sitka and why?
<b>Objectives</b>		
	7.1	list major sources of renewable energy in Sitka
	7.2	analyze pros and cons of each source
	7.3	prioritize preferred sources, justify their prioritization
<b>8</b>	<b>Sitka's Energy Future</b>	Where do we want to go?
		How will we get there?
		What are the benefits/how does it impact me?
<b>Objectives</b>		
	8.1	

### Outcomes from the SCRES Logic Model

#### *The Community Will:*

#### **Knowledge**

- Know where Sitka's electricity comes from
- Understand Sitka's energy is used
- Know how electricity rates are determined
- Understand how their rates compare across AK, USA, and globally
- Know what options Sitka has for renewable expansion (ETIPP1)
- Understand energy debt, how it financed, where it comes/came from

#### **Attitudes**

- Understand why energy matters
- See electricity as a valuable resource that should be conserved
- Support CBS and the Commission in their efforts on renewable energy

#### **Skills**

- Have the tools and confidence to participate in collective decision-making about energy
- Learn how to engage in the public process
- Setting a personal energy budget

#### **Behavior**

- Will electrify more to reduce fossil fuel use
- Use electric energy more efficiently

**CITY AND BOROUGH OF SITKA DEPARTMENT OF PUBLIC WORKS  
POLICY NO. 24-01-01**

**MUNICIPAL SOLID WASTE MANAGEMENT STRATEGIC PRIORITIES**

---

**PURPOSE**

This policy establishes strategic priorities for a comprehensive municipal solid waste<sup>1</sup> (MSW) management program for the City and Borough of Sitka (CBS).

**GENERAL PROVISIONS**

- A. Scope: This policy applies to all divisions and employees of the City and Borough of Sitka (CBS), Department of Public Works under the general direction of the Public Works Director.
- B. The CBS Public Works Director maintains the authority granted by the Municipal Administrator, aligned with the Sitka Home Rule Charter and Sitka General Code to order policy and the guidelines and implementation.
- C. Effective date: This policy will take effect as of the signing date.
- D. Review/Revision Interval: Annually after the effective date.

**BACKGROUND**

The City and Borough of Sitka recognizes that the collection, handling, and disposal of MSW is a core responsibility of its Public Works Department. As a core community service, MSW must be managed in a financially and environmentally responsible manner to uphold general wellbeing, smooth operations, and environmental stewardship. Due to the remote and isolated nature of Sitka, effective management of MSW is subject to unique challenges that require a strategic approach to mitigate any potential negative impacts and associated consequences.

To center fiscal and environmental responsibly, this policy, and its subordinate directives, establish general direction for the management of MSW through these four (4) strategic principles:

- 1. Municipal solid waste management shall operate efficiently by aligning to social, environmental, and financial (triple bottom line<sup>2</sup>) performance frameworks and zero waste principles<sup>3</sup>.
- 2. Municipal solid waste management shall be a reliable service.
- 3. Municipal solid waste management shall be compliant with borough, state, and federal requirements.
- 4. The management of municipal solid waste will be continuously improved.

**ACTION**

To ensure that the strategic priorities of this policy are realized, the Public Works Department and staff associated with the scope of this policy shall:

- 1. Establish a Solid Waste Advisory Group (SWAG) that will manage and maintain this policy and implement its' strategic priorities by developing and implementing:
  - a. A Municipal Solid Waste Management Strategy, and;
  - b. Means to effectively communicate this directive to the appropriate parties, internally within CBS and externally to the public, and;
  - c. A review and assessment process for MSW management improvement.

**POLICY NO. 24-01-01: MUNICIPAL SOLID WASTE MANAGEMENT STRATEGIC PRIORITIES**

**DEFINITIONS**

<sup>1</sup>Municipal Solid Waste: For the purposes of this work, CBS defines MSW, more commonly known as trash or garbage, as materials from residential, commercial, and institutional sources and consists of everyday items that are discarded, inclusive of recyclables (glass, metals, and paper products), compostables (food, yard, wood waste), industrial and hazardous waste (biohazardous materials, motor oil, e-waste, batteries), and construction debris. Materials not successfully diverted, recovered, or recycled are typically shipped and landfilled.

<sup>2</sup>Triple Bottomline: An expansion of the traditional accounting reporting framework that considers social and environmental performance in addition to financial performance.

<sup>3</sup>Zero Waste: The conservation of all resources by means of responsible production, consumption, reuse, and recovery of products, packaging, and materials without burning and with no discharges to land, water, or air that threaten the environment or human health. The principal concept of Zero Waste is the recognition of the following Hierarchy of Material Management that includes, from most preferable to least preferable:

1. Reduce waste, toxicity, consumption, and packaging
2. Repair, reuse and donate
3. Recycle/compost
4. Down cycle and beneficial reuse
5. Waste-based energy as disposal
6. Landfill waste as disposal

**REFERENCES**

<sup>2</sup>Spreckley, Freer (1981). *Social Audit: A Management Tool for Co-operative Working* Beechwood College.

<sup>3</sup>Zero Waste International Alliance (2018). *Zero Waste Definition*

<sup>3</sup>Environmental Protection Agency (2024), *Sustainable Materials Management: Non-Hazardous Materials and Waste Management Hierarchy*

Ronald  
Vinson

Digitally signed by  
Ronald Vinson  
Date: 2024.07.23  
14:39:09 -08'00'

7/23/24

Ron Vinson,  
Public Works Director  
City and Borough of Sitka

Date

Document Revision Log		
Date	Author	Description of Changes
07/09/2024	Bri Gabel	Original

**CITY AND BOROUGH OF SITKA  
ADMINISTRATIVE POLICY NO. 24-03  
MUNICIPAL FLEET MANAGEMENT AND PROCUREMENT**

---

**PURPOSE**

This policy outlines direction for evaluation and procurement for an environmentally and fiscally responsible vehicle and equipment fleet, while meeting the needs of City and Borough of Sitka (CBS) departments and pursuant to Assembly direction given to decarbonize municipal operations by 2030<sup>1</sup>.

**GENERAL PROVISIONS**

**A. Scope:** This policy applies to all divisions and employees of CBS and to all CBS owned or leased rolling stock<sup>2</sup> acquisitions regardless of funding source. Any proposed acquisitions that do not comply with policy will require approval by the Municipal Administrator, who may consult with the Decarbonizing and Right-sizing to Improve Vehicle Efficiency (DRIVE) Advisory Group in evaluating the request.

Non-rolling stock powered equipment, such as push mowers, chain saws and other small engine equipment fall outside the scope of this policy. However, acquisition of these items should follow these replacement guidelines when possible.

**B. Authority:** The execution of this policy is delegated to the Public Works Director under the general direction of the Municipal Administrator. The CBS Public Works Director maintains the authority granted by the Municipal Administrator, aligned with the Sitka Home Rule Charter and Sitka General Code to order policy and the guidelines and implementation.

**C. Effective date:** This policy will take effect as of the signing date.

**D. Review/Revision Interval:** Every 1 year after the effective date.

**BACKGROUND**

The City and Borough of Sitka Assembly directed CBS staff to decarbonize operations (facilities and transportation) by 2030 through the implementation of clean energy infrastructure for heating, lighting, power, and transportation, and exclude fossil fuel energy sources, except where exemptions are necessary due to reliability and resiliency of resources, technical, or cost infeasibility<sup>1</sup>. Pursuant to this resolution, the intent of this policy is to create guidelines for the purchase and operation of CBS fleet vehicles by through the following 3 goals:

1. Reduce consumption of fossil fuels and associated greenhouse gas emissions; and
2. Optimize the fleet size and minimize vehicle size, weight, and other factors affecting fuel use, when appropriate; and
3. Improve department operational & fiscal efficiency by reducing total lifecycle cost<sup>3</sup> of ownership over the lifetime of the vehicle.

It is not the intent of this policy to require a department to take any action which conflicts with local, state, or federal requirements. Nor is it the intent of this policy to mandate the procurement of products that do not perform adequately for their intended use, to exclude adequate purchasing competition, or to require a purchase when a vehicle is not available at a reasonable price.

**ACTION**

To ensure that the goals of this policy are realized, CBS fleet vehicles will be:

1. Fuel-efficient with the lowest emissions within the vehicle class/type; prioritized by the following hierarchy:
  - i. An all-electric vehicle<sup>4</sup>
  - ii. A plug-in hybrid electric vehicle<sup>5</sup>
  - iii. A hybrid vehicle<sup>6</sup>
  - iv. An alternative fuel vehicle when and where fuel is readily available<sup>7</sup>
  - v. A conventional vehicle powered by gasoline or diesel.

## POLICY NO. 24-03: MUNICIPAL FLEET MANAGEMENT AND PROCUREMENT

2. Commercially available, practical, and reasonably cost-competitive for the class/type of vehicles needed for specific assignments.
3. Able to perform the job function for which the vehicle is needed, with no diminishment of capabilities or performance.

To facilitate the management and procurement of CBS fleet vehicles, CBS staff will:

1. Convene Decarbonizing and Right-sizing to Improve Vehicle Efficiency (DRIVE) Advisory Group that will manage and maintain this policy and implement its goals by developing a municipal fleet procurement and replacement strategy that includes:
  - a. A hierarchy of engine and fuel system standards by vehicle class.
  - b. An analysis of the municipal fleet composition, evaluating fleet right-sizing and right-typing, motor pooling, and departmental transfers.
  - c. Direction for implementing fueling infrastructure.
  - d. Continual efficiency and improvement evaluations for fleet replacements.
  - e. Appropriate exemptions, if any, to ensure public safety in emergencies.
  - f. Recommendations for pursuit of funding to support capital requests.
  - g. Recommendations for professional development to support CBS staff's ability to maintain a mixed composition fleet.
  - h. Additional deliverables recommended or requested by other CBS departments and approved by the Municipal Administrator.

### **DEFINITIONS**

<sup>2</sup>**Rolling Stock:** Land-operated vehicles or equipment that carries an operator, is self-propelled, or is licensed or registered. Examples include road vehicles such as trucks, cars, trailers and motorcycles; off-road vehicles such as tractors, skid steers, snowmobiles, riding mowers, and all-terrain vehicles. Aircraft, bicycles, boats and boat motors are not considered rolling stock. This policy uses the term "vehicle" or "equipment" to refer to all rolling stock.

<sup>3</sup>**Total Lifecycle Cost:** Total lifecycle cost equals: vehicle capital cost + projected fuel and maintenance costs - projected resale value.

<sup>4</sup>**Electric Vehicle:** A vehicle driven by electric motors and is powered exclusively by onboard battery pack.

<sup>5</sup>**Plug-in Hybrid Vehicle:** A vehicle that is powered by an onboard battery that can be charged from an external power source and has an onboard internal combustion engine.

<sup>6</sup>**Hybrid Vehicle:** A vehicle that is powered by an onboard battery recharged solely through onboard systems and has an internal combustion engine

<sup>7</sup>**Alternative Fuel Vehicle:** A vehicle powered by an internal combustion engine that can run on an alternative fuel, such as propane, biodiesel, natural gas, E85 or hydrogen.

### **REFERENCES**

<sup>1</sup>City and Borough of Sitka Assembly, *Increasing the Energy Independence of The City and Borough of Sitka by Decarbonizing City Operations By 2030*, Resolution 2022-18, Passed May 24, 2022.

Date: \_\_\_\_\_

\_\_\_\_\_  
John Leach, Municipal Administrator  
City and Borough of Sitka

<b>Document Revision Log</b>		
Date	Author	Description of Changes
07/24/2024	Bri Gabel, Sustainability Coordinator	Original
08/06/2024	Sustainability Commission	None, Recommended Approval

**CITY AND BOROUGH OF SITKA DEPARTMENT OF PUBLIC WORKS  
DECARBONIZING AND RIGHT-SIZING TO IMPROVE VEHICLE EFFICIENCY  
(DRIVE) ADVISORY GROUP CHARTER**

---

## **1. INTRODUCTION**

### **1.1 PURPOSE**

Decarbonization And Right-Sizing to Improve Vehicle Efficiency (DRIVE) Advisory Group (herein "DRIVE") Charter with members representing key fleet stakeholders pursuant to CBS Administrative Policy 24-03: *Municipal Fleet Management and Procurement Policy*<sup>1</sup> to support direction given in CBS Resolution 2022-18: *Increasing the Energy Independence of The City and Borough of Sitka by Decarbonizing City Operations By 2030*<sup>2</sup>.

### **1.2 GENERAL PROVISIONS**

- 1. SCOPE:** This policy applies to all CBS staff and volunteers serving on DRIVE.
- 2. AUTHORITY:** DRIVE work will fall within the Public Works Department under the general direction of the Public Works Director. The CBS Public Works Director maintains the authority granted by the Municipal Administrator, aligned with the Sitka Home Rule Charter and Sitka General Code to order policy and the guidelines and implementation of resulting work of DRIVE.  
  
DRIVE shall be bound by the guidance of the Municipal Administrator, and if directed by the Municipal Administrator, the Municipal Attorney. The Municipal Administrator maintains the authority to approve/reject final deliverables.
- 3. EFFECTIVE DATE:** This charter will take effect as of the signing date.
- 4. REVIEW/REVISION INTERVAL:** Every 1 year in alignment with review of Policy 24-03 or in alignment with revision changes.

### **1.3 INSTRUCTION**

DRIVE is tasked with development, implementation, and maintenance of the strategy to enhance the operation, cost effectiveness and improved environmental impact of the City and Borough of Sitka's municipal fleet procurement and replacement strategy. The resulting strategy will be in alignment with the objectives and criteria in its establishing Policy 24-03 as follows:

#### **1.3.1 OBJECTIVES**

1. Optimize the fleet size and minimize vehicle size, weight, and other factors affecting fuel use, when appropriate; and
2. Improve department operational & fiscal efficiency by reducing total cost of ownership over the lifetime of the vehicle; and
3. Reduce consumption of fossil fuels and associated GHG emissions

#### **1.3.2 CRITERIA**

1. Fuel-efficient with the lowest emissions within the vehicle class/type; prioritized by the following hierarchy (see *Definitions* for details):
  - a. An all-electric vehicle<sup>3</sup>
  - b. A plug-in hybrid electric vehicle<sup>4</sup>
  - c. A hybrid vehicle<sup>5</sup>
  - d. An alternative fuel vehicle when and where fuel is readily available<sup>6</sup>
  - e. A vehicle powered by gasoline or diesel<sup>7</sup>

**DECARBONIZING AND RIGHT-SIZING TO IMPROVE VEHICLE EFFICIENCY  
(DRIVE) ADVISORY GROUP CHARTER**

---

2. Commercially available, practical, and reasonably cost-competitive for the class/type of vehicles needed for specific assignments.
3. Able to perform the job function for which the vehicle is needed, with no diminishment of capabilities or performance.

## **2. STRATEGY DELIVERABLES**

### **2.1 A hierarchy of engine and fuel system standards by vehicle class tailored to Sitka.**

DRIVE shall develop vehicle and equipment standards for the City fleet that considers fuel-efficiency with the lowest emissions that can apply broadly to City vehicles. Said standards shall prioritize according to the hierarchy in section 1.3.2.1. Standards developed shall reflect market availability that is practical and reasonably cost competitive for the class/type of vehicles needed for specific assignments.

### **2.2 An analysis of the municipal fleet composition, with recommendations evaluating fleet right-sizing and right-typing, motor pooling, and departmental transfers.**

It is understood that City departments may use the same equipment, but an individual department's service commitments may require an unequal number of daily miles travelled, relative maintenance costs, and/or shorter service life due to extensive daily use. DRIVE shall review sub-fleets individually to establish custom fleet management goals if necessary. Sub-fleets include but are not limited to Public Works, Electric, Harbors, Police, and Fire Departments.

### **2.3 Direction for implementing fueling infrastructure and maintenance.**

DRIVE will collaborate with necessary City departments to facilitate the installation of charging and alternative fueling infrastructure. Construction and installation of municipal charging or alternative fuel infrastructure or the replacement of existing infrastructure for the City fleet shall be evaluated by DRIVE prior to installation. Charging or alternative fueling stations for public use on municipal property, or the relocation of existing charging fuel stations, may also be evaluated by DRIVE.

### **2.4 Methodology for continual efficiency and improvement evaluations for fleet replacements**

The DRIVE will establish standard operating procedures for municipal vehicle renewal and replacement that ensures that the City sustains maximum operational efficiency. Replacement analysis will include a variety of factors such as total fuel costs over the lifespan of the vehicle, maintenance and repair costs, and resale value to give weight to other factors besides the initial cost of the vehicle. Replacements shall consider operational needs, the City's climate sustainability, and public health goals, and indirect savings through reductions in greenhouse gas emissions.

### **2.5 Appropriate exemptions, if any, to ensure public safety in emergencies**

Exemptions to this policy may be considered on a case-by-case basis by DRIVE, based upon the intended use, application, and/or over-riding cost considerations. Public safety vehicles will be closely monitored as equipment manufacturers provide sustainable fleet alternatives. Fuel economy and vehicle emissions are prioritized when requesting other vehicle types. DRIVE will develop an appeal process if a department does not agree with the DRIVE vehicle recommendation.



**DECARBONIZING AND RIGHT-SIZING TO IMPROVE VEHICLE EFFICIENCY  
(DRIVE) ADVISORY GROUP CHARTER**

---

**2.6 Recommendations for pursuit of funding to support capital requests.**

The purchase of policy-compliant vehicles and equipment may be more expensive in the initial years. Departments should estimate the upfront investment required for vehicle purchases and budget accordingly in capital budget requests. DRIVE will make recommendations to CBS staff to take advantage of grant funding to offset the upfront costs of electric vehicles and charging apparatus. DRIVE shall evaluate existing capital requests for vehicles and evaluate opportunities to fund additional upfront costs.

**2.7 Recommendations for professional development to support CBS staff's ability to maintain a mixed composition fleet.**

A well-maintained vehicle will optimize fuel use and reduce air pollution. Preventative maintenance that ensures optimal vehicle operation shall be performed regularly for each vehicle. While the current staff is skilled at maintaining conventional engines, requirements to maintain alternative vehicles will be necessary. Where applicable, DRIVE will build awareness and identify opportunities to educate its employees regarding responsible vehicle operation and upkeep.

**2.8 Additional deliverables recommended or requested by other CBS Departments and approved by the Municipal Administrator.**

DRIVE recognizes that the above deliverables do not encompass the entirety of support needed to achieve policy 24-03 objectives and that those objectives can only be met through a collaborative effort across departments. Throughout development, if departments identify additional deliverables, DRIVE will review the request and advise on approval. Additional deliverables will be reflected through amendments to this charter.

**3. ORGANIZATION**

This section outlines the composition of DRIVE, roles and responsibilities, as well as the individual roles and responsibilities that are specific to each member of DRIVE.

**3.1 MEMBERSHIP**

DRIVE shall include, at minimum, three principal members: the Public Works Director, Chief Heavy Equipment Mechanic, and the Sustainability Coordinator. To increase public engagement, up to three Sustainability Commissioners may hold membership. Ad hoc membership may be extended to other internal CBS staff with relevant knowledge, skills, or concerns, to help inform the strategy.

**3.2 ROLES & RESPONSIBILITIES**

Defining roles and assigning responsibilities to those involved in strategy development provides clear directives and expectations that allows for efficient workflows, encourages accountability, ensures longevity and progress, and inspires collaboration among DRIVE team.

**3.2.1 ROLE: GENERAL COMMITTEE**

The primary role of the DRIVE is to oversee the development, implementation, maintenance, improvement, and integration of the strategy to enhance the operation, cost effectiveness and improved environmental impact of the City and Borough of Sitka's municipal fleet.

**DECARBONIZING AND RIGHT-SIZING TO IMPROVE VEHICLE EFFICIENCY  
(DRIVE) ADVISORY GROUP CHARTER**

---

**General Responsibilities:**

- Develops strategic deliverables (see section # for more details).
- Produce an annual report outlining progress made on strategic deliverables and achieving Policy 24-03 objectives.

**3.2.2 ROLE: PRINCIPAL MEMBERS**

**Public Works Director:** Oversees and directs by giving input, making decisions, and approvals regarding DRIVE recommendations. Ensures DRIVE remains achievable, realistic, in alignment with CBS strategic goals and Assembly direction.

**Chief Heavy Equipment Mechanic:** Oversees operations and maintenance of municipal fleet. Facilitates vehicle purchases and communicates with vendors. Identifies challenges and concerns with fleet upkeep. Collects data on fleet usage as requested.

**Sustainability Coordinator:** Oversees all aspects of DRIVE logistics. Primary communicator and central point of contact for all DRIVE-related activities. Collaborates with principal members to communicate with all internal and external stakeholders. Responsible for ensuring annual report is created and made available.

**Principal Member Responsibilities:**

- Updates administration and Assembly on DRIVE as needed.
- Navigates and advocates for funding during the budgeting process.
- Ensures DRIVE recommendations align with strategic goals of CBS.
- Maintains internal working DRIVE documents.

**3.2.3 ROLE: SUSTAINABILITY COMMISSIONERS**

If desired by the Sustainability Commission, up to three Commissioners may serve as members of DRIVE. They serve as the primary source of public input as necessary for strategy development. They provide direction, and support principal members in research and public outreach.

**Responsibilities:**

- Updates Sustainability Commission on DRIVE as needed.
- Advocates for public engagement opportunities to improve the strategy via the Sustainability Commission.
- Researches, reviews, analyzes, evaluates potential solutions to DRIVE strategy challenges.
- Makes recommendations that assist in the development of DRIVE strategy and necessary capital improvement projects for implementation.

**3.2.4 ROLE: AD HOC MEMBERS**

If at any point during the development of the DRIVE strategy, existing members lack the necessary relevant knowledge or skills, membership may be extended to CBS staff, such as the Building Official, Asset Manager, public safety staff (Police and Fire), to assist with specific challenges.

**Responsibilities:**

- Advise, direct, and provide solutions relevant to their areas of expertise.
- Reviews and provides input of potential solutions and/or identifies additional challenges.

**DECARBONIZING AND RIGHT-SIZING TO IMPROVE VEHICLE EFFICIENCY  
(DRIVE) ADVISORY GROUP CHARTER**

---

## **4. MEETINGS**

The following section outlines details to guide communication within the committee meeting setting to ensure consistency and longevity of the strategy development.

### **4.1 DRIVE COMMUNICATIONS**

The primary form of communication and decision making within the DRIVE shall be in the form of committee meetings. The following section outlines requirements for DRIVE meetings.

### **4.2. MEETING INTERVAL**

DRIVE meetings will be regularly held on a recurring, monthly basis and time as determined by the Public Works Director. At a minimum, committee meetings shall be held once per 60-day period quarter.

### **4.4 MEETING NOTES**

Meeting action items and decisions shall be recorded by the Sustainability Coordinator or other delegated member. These notes shall be reported to all DRIVE members within one week of the meeting's occurrence via email. Meeting notes may be supplemented through feedback from DRIVE members.

### **4.5 FACILITATION**

All meetings shall be facilitated by one of the principal members. Facilitation shall include the development of meeting presentation materials, agenda, and meeting scheduling. Facilitation may be delegated to other members of DRIVE, as needed, by one of the principal members.

### **4.6 RECOMMENDATIONS**

DRIVE shall make recommendations to the Public Works Director and/or Municipal Administrator as appropriate and aims to make recommendations via general committee consensus.

## **5. COMMUNICATIONS AND PUBLIC ENGAGEMENT**

The following section outlines details to guide communication outside of the committee meeting setting, with other internal to CBS employees, to the CBS Assembly, and with external stakeholders.

### **5.1 Municipal Administrator**

The Public Works Director will update the Municipal Administrator on the work of DRIVE as needed.

### **5.2 Public Works Staff**

Communications regarding procedural changes, implementation, or requests for feedback from CBS employees shall be facilitated through the Public Works Director or delegated by the Director to the appropriate Public Works staff.

### **5.3 CBS Assembly**

Communications to the CBS Assembly shall be conducted through the Municipal Administrator as directed or through quarterly departmental updates.

If Sustainability Commissioners are active members, updates may also be included in their annual work plan or in updates to the Assembly as requested by the principal members.

### **5.4 Sustainability Commission**

If Sustainability Commissioners are active members, they may choose to report progress under reports at regular Commission meetings. If members wish to provide a special report to the Commission, they will coordinate with the Sustainability Coordinator. If no Commissioners are active members, the Sustainability Coordinator will provide updates to the Commission as necessary.

**DECARBONIZING AND RIGHT-SIZING TO IMPROVE VEHICLE EFFICIENCY  
(DRIVE) ADVISORY GROUP CHARTER**

---

**5.5 Public Engagement**

Any active member of the DRIVE may request an aspect of the strategy deliverables receive more public comment via the Sustainability Commission. The Sustainability Coordinator will collaborate with the requestor to bring the request to the Sustainability Commission for input.

Any active member of DRIVE may request an aspect of the strategy deliverables be communicated broadly with the public to build knowledge and awareness. The Sustainability Coordinator will work with the Public and Government Relations Director on public information efforts.

**5.6 Other External Stakeholders**

Communications to external stakeholders shall be conducted primarily through the Sustainability Coordinator in collaboration with the Public and Government Relations Director. External Stakeholders include but are not limited to:

- Sitka Tribe of Alaska and other Tribal organizations and entities
- Elected Officials (State & Federal level)
- Business & Non-Profit Partners
- State and Federal Agencies

**DEFINITIONS**

<sup>3</sup>Electric Vehicle: A vehicle driven by electric motors and is powered exclusively by onboard battery pack.

<sup>4</sup>Plug-in Hybrid Vehicle: A vehicle that is powered by an onboard battery that can be charged from an external power source and has an onboard internal combustion engine.

<sup>5</sup>Hybrid Vehicle: A vehicle that is powered by an onboard battery recharged solely through onboard systems and has an internal combustion engine

<sup>6</sup>Alternative Fuel Vehicle: A vehicle powered by an internal combustion engine that can run on an alternative fuel, such as propane, biodiesel, natural gas, E85 or hydrogen.

<sup>7</sup>Total Lifecycle Cost: Total lifecycle cost equals: vehicle capital cost + projected fuel and maintenance costs - projected resale value.

**REFERENCES**

<sup>1</sup>City and Borough of Sitka, Administration, *Policy 24-03 Municipal Fleet Management and Procurement Policy*, Approved August 22, 2024.

<sup>2</sup>City and Borough of Sitka Assembly, *Increasing the Energy Independence of The City and Borough of Sitka by Decarbonizing City Operations By 2030*, Resolution 2022-18, Passed May 24, 2022.

**Ronald Vinson** Digitally signed by Ronald Vinson  
Date: 2024.08.26 15:45:01 -08'00'      Date: 08/26/2024

---

Ron Vinson, Public Works Director  
City and Borough of Sitka

<b>Document Revision Log</b>		
<b>Date</b>	<b>Author</b>	<b>Description of Changes</b>
07/26/2024	Bri Gabel	Original
08/06/204	Sustainability Commission	None, Recommended Approval



# CITY AND BOROUGH OF SITKA

## Sustainability Commission

### Project Proposal

## Developing a Community Renewable Energy Strategy

This form is designed to help you explore possible opportunities the Commission may want to pursue as part of their annual work plan. This information will help you communicate your project to Commissioners, City staff, and the public.

---

### YOUR INITIAL IDEA:

*What result/outcome are you hoping for? Why should your project be prioritized by the Commission this year?*

*This project will develop a Community Renewable Energy Strategy that charts the course for energy investments and community action for the city over the next 10 years.*

*The 2021 ETIPP technical assistance documented the ability of our grid to accommodate intermittent distributed sources of energy, such as wind and solar, as well as projected demand growth that will exceed our firm hydropower capacity by 2030. Projections (2021 ETIPP) reflecting electrification of heating and vehicles show demand far exceeding our generating capacity of even high-water years (60-70% above our firm capacity of low-water years). Projecting growth in electric energy demand is subject to many variables and can be explored more deeply in the development of a Community Renewable Energy Strategy. As demand exceeds generating capacity, at first in low water years and subsequently in average and high-water years, new renewable generating capacity will be required before 2030 if Sitka is to avoid resorting to diesel fuel generation to supplement our hydropower. A diesel fuel requirement will increase electric utility cost in unpredictable ways because of the instability in fossil fuel markets and subverts our intent to lower our community carbon footprint. Although we have gained enormously from the first ETIPP grant, much remains to be done to fulfill sustainability goals. Specifically, Sitka needs a community-wide greenhouse gas emissions inventory so that progress toward decarbonization can be measured. We need community involvement to plan a timeline for what renewable energy sources can be developed with possible federal subsidy. We also need to consider what municipal policies for the entire community can maximize conservation and efficiency to stretch our available renewable energy as far as possible as we build for future self-sufficiency.*

---

### 1 Make it RELEVANT

*What Sustainability Commission goal(s) does this priority help accomplish?*

- 1. Fossil fuel use reduction and development of local renewable energy resources.*
- 2. Aligns with City Strategic Plan (2022-2027) Goal 1: To preserve the quality of life for all Sitkans and objective 1.3: Identify opportunities to relieve the burden of energy costs, while also meeting the city's sustainability ambitions.*
- 3. Aligns with Section 2 of resolution 2022-18: "The city recognizes that the greatest opportunity to decarbonize rests with the broader community, which comprises the vast majority of the carbon emissions originating in Sitka, and City staff will look for opportunities to collaborate, incentivize, set policy and engage with local businesses, institutions, and residential and commercial developments to encourage similar decarbonization efforts in the private sector."*

---

### 2 Make it SPECIFIC

*Specifics help clearly define what you want to do. Use action words such as facilitate, organize, develop, plan, study, etc.*

*A Community Renewable Energy Strategy will establish a shared vision of Sitka's energy future. The goal is to shape a roadmap of community and policy action to achieve both sustainability and strategic goals.*

*Components of the strategy could include but are not limited to: refreshing the existing baseline assessment of community emissions; forecasting energy demands and identifying priority actions; recommending feasible renewable energy options for the city to pursue, and municipal policies for consideration to increase efficiency (such as electrifying heating and land/marine transportation).*

*Public support for a Community Renewable Energy Strategy is critical and best developed through robust and continuous public involvement as a strategy is formulated.*

### 3 Make it MEASURABLE *How will success be measured?*

#### What is the impact are you hoping to have?

*A Community Renewable Energy Strategy with a 2022 emissions inventory will allow measurement toward goals to achieve energy independence by target dates, e.g. by 2030 and 2050.*

*A Community Renewable Energy Strategy will refine insights gained from the initial ETIPP assessment regarding additional renewable energy resources needed, feasible, fundable, and in what timeframe to meet the increasing demand for renewable electric energy as fossil fuel use is decreased and as our energy demands grow.*

*Well-researched municipal policy options to increase energy supplies, reduce emissions, increase efficiency and energy conservation. Such as up-to-date building codes (e.g. requiring electric heating and cooking in new construction, electric vehicle charging infrastructure in new congregate living buildings), incentivizing conversion of resistive electric heating to heat pump heating and hot water, facilitating businesses to obtain low interest loans (e.g. for a commercial property assessed clean energy program), and helping low income Sitkans to access financing for energy conservation measures and energy audits.*

*Public support of measures to leverage investment in new energy resources with federal or state grants; of policies that move the community toward decarbonization with the potential to ease the costs of living in Sitka and promote community health.*

#### How will you know that you are having that impact? (indicators)

*An updated 2022 emissions inventory.*

*Municipal endorsement of a Community Renewable Energy Strategy (a road map) reflected in seeking federal and state fiscal support. For example, funding potentially available from the bipartisan infrastructure act and Inflation Reduction Act which allows municipalities to apply for the equivalent of tax credits for renewable energy.*

*Audits or surveys conducted to establish possible efficiency gains in buildings, potential conversion to heat pumps, electric appliances, vehicles, and boats. Assembly ordinances and actions to encourage energy transition.*

*Robust discussion among stakeholders of options being considered by the Assembly through public town halls, ballot initiatives, and submission of comments.*

#### Quantify your indicators. How will you measure your identified indicators? By how much?

*The first two desired impacts are either accomplished or they are not. The impact of potential policy-related ordinances will be estimates of possible energy savings made in the plan itself. Public involvement in the development of a renewable energy strategy can be quantified by the number of public meetings, stakeholder consultations, and comments received, etc.*

### 4 Make it ACHIEVABLE

*Do you have the resources required to execute this project? If not, can you obtain them? Is the level of effort for this project on par with what achievement of the project will produce? How can this project be accomplished?*

*Current City staff lack the expertise and time to undertake the task of developing a detailed and comprehensive Community Renewable Energy Strategy. One pathway for the City to provide for such a plan would be to contract and pay for the capacity to complete an energy plan such as was recently done for the 2022-2027 Sitka Strategic Plan.*

*An alternate path, one that has many advantages, is to apply for a second grant from the Energy Transition Initiative Partner Program (ETIPP). Some of the advantages include;*

- The ETIPP alternative would provide dramatic cost savings to the city.*
- More flexibility than a private sector contract.*
- Depth of technical specialty renewable energy planning.*
- The timing of the next ETIPP application period allows for quickly getting to work. Plan drafting and public engagement could begin relatively quickly (avoiding lengthy city budgetary allocation and contract procurement efforts).*

- Synergy and efficiency potential resulting from NREL’s deep familiarity with Sitka’s energy “landscape” after having done the first ETIPP grant.
- Technical experts from the National renewable Energy Labs can help tailor a plan to promote competitiveness in grant applications.

There are other potential pathways not under City control where an entity other than the City and Borough of Sitka leads the effort to develop a Community Renewable Energy Strategy, such as the Sitka Tribe of Alaska or a local nonprofit group. These options are not explored here.

**Identify your stakeholders**

Name	What is their role/capability/time commitment?
Sustainability Commission	Assist municipal staff to prepare either an ETIPP grant application or a contract request for proposal. The commissioners do not have the expertise to develop the Community Renewable Energy Strategy, but they could assist technical advisors or contractors to convene public participation for input and secure letters of support from the community.
Sustainability Coordinator	The coordinator has an oversight role in coordinating both efforts of the Sustainability Commission and municipal departments with expertise in developing a Community Renewable Energy Strategy. The Community Renewable Energy Strategy envisioned is a significant task and would require technical assistance with the required capacities. In either case the Sustainability Coordinator would be the lead City contact in the strategy development.
City Departments	In the event of an Assembly authorization for contracting a Community Renewable Energy Strategy, the Sustainability Coordinator would lead the Request for Proposals, evaluating responses, and administering any contract entered. The coordinator would also represent the project before the Assembly in terms of setting budget priorities and authorizing expenditures.
City Departments	A Community Renewable Energy Strategy will affect many departments. These include the Electric Department, which administers energy infrastructure, the Planning Department, which oversees housing development and land use, the Public Works Department, the Finance Department that might have to weigh in on incentives and policy costs, the Health Needs and Social Service Department to oversee implications for environmental justice, etc. Our Electric Department would likely be most impacted in the development of a grant proposal or contract, but other departments would need to have input into the development of the strategy.
Sitka Tribe of Alaska	As a parallel governmental structure to the City and Borough of Sitka government, the STA has an interest in the development of energy resources. In addition, the Tribe has access to unique resources provided in energy efficiency and the energy transition available to American Indians and Alaska Natives. Some of these resources are available for weatherization and electrification of low-income houses and transportation, which might impact electric load in Sitka. Collaboration between Sitka’s two governmental entities can only strengthen our ability to obtain federal assistance in developing a Community Renewable Energy Strategy paying special attention to issues of cultural and environmental justice.

**Estimate financial commitment**

Notes:

Initial Costs	\$ Staff resources	For an ETIPP application the initial cost would be limited to staff time in preparing a proposal in response to an open application period that is anticipated in February. This is considerable and would likely require reprioritization of efforts within the planning and electric departments. This application would have to be completed within a short time between when an application was authorized, and the closing of the application period
---------------	--------------------	---

		<p><i>(likely mid-April to May). This poses some challenges but also limits the costs in staff time.</i></p> <p><i>In calculating the initial costs for the contracting option (to the point of having a signed contract), staff time estimates would have to allow for the preparation of a request for proposal, an evaluation of responsiveness, and then all procurement requirements. However, before work could begin on a RFP an estimated contract cost would need to be generated and authorization secured through Assembly budget deliberation.</i></p> <p><i>We anticipate the staff time required (costs) to administer either a partnership with NREL in an ETIPP grant or a contract with private industry to be similar. The difference lies in that we pay nothing for the technical assistance through ETIPP for developing an energy plan and we pay the full price of a contract. The estimated value of the technical assistance provided in the first ETIPP grant was \$200,000, this might be a figure to use for roughly estimating a cost of contracting.</i></p> <p><i>The costs that might be incurred from implementing recommendations from a Community Renewable Energy Strategy are not known. However, failure to plan for and invest in additional renewable energy sources will have profound effects on costs of electric utilities if the Electric Department must resort to diesel generation to supplement hydropower should it be insufficient.</i></p>
Future Costs	\$ >200,000	

**Other Necessary Resources**

Name/Item	Rationale/Method of procurement/other important information

**5 Make it TIME-BOUND**

*A commitment to a deadline helps focus efforts on completion of the project within one year. A timely project will usually answer the question: When? What can I do 6 months from now? What can I do 6 weeks from now? What can I do today?*

Timeframe	Action Step/Milestone
1 Month	<i>Review and take stock of relevant resources and other energy strategies to inform the new application.</i>
March 28, 2023	<i>Assembly decision on potential ETIPP application</i>
3 Months	<i>Prepare application or request for proposals</i>
	<i>Work with the coordinator and key stakeholders to define the details and parameters of either the grant application or a contract.</i>
6 Months+	<i>Although this is dependent on the scoping results, potential actions could include: conducting audits/surveys to assess gaps that need to be addressed; identification of policies for motivating community emissions reductions; construction of feasible roadmap with projects scheduled in time to meet strategic goals.</i>

**Your Project Pitch:**

*Suggested format: (I or accountable party) will (action word/s) (object of the priority) by (time) for the purpose of (relevance/results).*



*This project is to develop a Community Renewable Energy Strategy that charts the course for energy investments and community action for the city over the next 10 years. Having the vision and roadmap positions us to compete strongly for federal and state money intended to support energy conservation efforts and renewable energy projects.*

*The city's latest electric demand forecasts show a growth in demand that will reach the firm power capacity of our hydroelectric assets soon. This is true even without a focus on decarbonization that is necessary to reduce community greenhouse gas emissions. Growth projections that estimate growth in demand associated with the electrification of heating and land transportation far exceed what we can provide. At current growth rates, without a focus or incentives for decarbonization, the anticipated load growth will exceed firm capacity in the very near future. The community of Sitka needs to define its energy future, consider sustainability and decarbonization goals, further evaluate feasibility, identify funding opportunities, and begin taking critical steps towards building the future we want.*

---

**OBSTACLES AND MITIGATION**

**What is the biggest challenge preventing you from achieving this goal?**

*The biggest obstacle to creating a Community Renewable Energy Strategy would be the failure to secure a grant for the technical assistance to develop the renewable energy strategy and fail in the alternative to authorize and contract for one.*

*Overextension of city staff.*

*Ambition to develop a significantly detailed GHG inventory not aligned with needs of the strategy.*

**What actions can you take to reduce or remove that challenge?**

*To have the best chance of having a successful ETIPP grant proposal, the Commission, Sustainability Coordinator, and Electric Department need the earliest decision that proposal preparation is a priority. If an application for the ETIPP grant is decided against or an application is unsuccessful, effort would then need to be applied to gaining authorization to pursue contracting for a plan.*

*Overextension can be addressed in part by reprioritizing the expectations of the Sustainability Coordinator and the staff supporting her. The Sustainability Coordinator will need to be supported by being temporarily relieved of other responsibilities while they work to complete an ETIPP application proposal in a compressed time frame following a potential Assembly authorization to do so in late March. Alternatively, if the contracting option is chosen, a similar prioritization for this task should be given to the city staff and the coordinator. Obtaining strong support from the Sustainability Commission and Electric Department will be critical.*

*There are many approaches to develop GHG emissions inventories, some of which can be quite extensive both technically and in terms of time commitments. However, the approach that is recommended in this proposal is a fit for purpose GHG inventory that would identify the relative emissions of critical community and city sectors to define potential entry points for GHG reduction across these major sectors. Furthermore, putting in place a replicable and updatable process for city staff with support from the Sustainability commission to periodically update this inventory should be a priority.*

**What resources are most critical to this project? Is it possible to change scope and/or scale if necessary?**

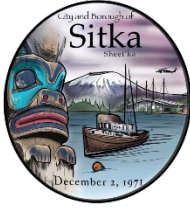
*The most critical resource is staff and commissioner time to prepare a proposal for a Community Renewable Energy Strategy. If this is not feasible, their time will still be needed to identify the resources needed to secure progress toward building a Community Renewable Energy Strategy that will guide decisions by the Assembly in providing a renewable energy future while preserving cost of living in Sitka.*

**What are potential financial or other tangible benefits that may be realized if this project is prioritized?**

- *A renewable energy strategy initiated in the next year will provide the direction and vision for targeted proposals for renewable energy sources that are likely to be supported by the bipartisan infrastructure bill and the Inflation Reduction Act. An energy strategy can also support conservation and efficiency measures, also supported by those two pieces of federal legislation, that can extend what our hydropower can support and lower the cost of living in Sitka.*
- 

**Is there any other information that is important when considering this project?**

- *It is the considered opinion of this Commission that applying for the 2023 round of ETIPP assistance is the current best option and a great opportunity for our community.*
- *If a grant proposal is not successful this year, the preparation will strengthen Sitka's position to apply to other sources of funding, such that the time invested in proposal development will not be wasted.*
- *Staff and some commissioners have been told by the Alaska local partner of the National Renewable Energy Laboratory, the Renewable Energy Alaska Project staff, that federal technical staff for the previous ETIPP project enjoyed working with the municipal utility and felt that Sitka served as a good model for similar communities. The implication was that a proposal for a Community Renewable Energy Strategy through a new ETIPP grant would be well-received. This encouragement makes the investment of staff and commissioner time worth making, since the technical expertise and timeliness are hard to come by otherwise without considerable expense and difficulty in specifying the contractual expectations. Our previous experience is that the grantee and the national laboratories spend the first months narrowing the scope of the grant proposal requests. This exercise would help Sitka understand what remains to be defined in their future, while allowing the city to best obtain the resources needed for our future security and sustainability.*
- *Better defining our community decarbonization goals will help us build a clear path to achieving these targets in a timely way. We aim to learn from the experience of a growing list of communities across the US that have identified decarbonization targets aligned with the Paris Agreement to keep global temperature rise below 1.5 degree Celsius. For Sitka to develop similarly aligned goals, would seem to be called for given our recognition by resolution of the climate emergency and the call for zero municipal emissions by 2030.*



# CITY AND BOROUGH OF SITKA

## Sustainability Commission Project Proposal Worksheet

### Identify Opportunities for Municipal Solid Waste Reduction

The WHY: The City and Borough of Sitka pays to barge solid waste to Washington state resulting in increased greenhouse gas emissions, high utility costs, and potential pollution.

The current waste management contract is slated to be renewed in the coming years. In order to ensure that Sitkans' waste is managed sustainably, with lower costs and fewer greenhouse gas emissions, this project will identify policy levers and actions to increase waste diversion and support the long-term sustainability of Sitka.

How might we promote initiatives to encourage transforming our burden of trash management to treasure? How might trash be seen as a valuable resource that can be used in Sitka to improve our quality of life?

---

#### **1 Make it RELEVANT**

*What Sustainability Commission goal(s) does this priority help accomplish?*

1. To explore the range of solid waste diversion options that are feasible in Sitka's context
2. City Strategic Plan Goal 1.3: Identify opportunities to relieve the burden of utility costs

---

#### **2 Make it SPECIFIC**

*Specifics help clearly define what you want to do. Use action words such as facilitate, organize, develop, plan, study, etc.*

Explore policy levers for waste diversion that support the long-term sustainability of Sitka.

This project will reflect on the lessons and insights gained from the 2014 Interim Solid Waste Management Report, engaging with City staff and community members, while considering advancements in technology in waste management, to develop an options analysis for increasing waste diversion by a specific percentage (to be determined) from a 2022 baseline.

Aligned with the 2014 Interim Solid Waste Management Report, this project seeks to conduct a baseline assessment of the composition of the City's waste in order to identify levers for change at the upstream and downstream

---

**3 Make it MEASURABLE** *How will success be measured?*

What is the impact are you hoping to have?	How will you know that you are having that impact? (indicators)
Aligns with SP (Affordability/Quality of Life)	
Stimulate economic opportunities and innovation related to recycling.	
Building awareness of the consumer responsibility for their consumption and waste creation	
Promote waste champions to divert waste, sparking innovation	Number of participants in the challenge
Reduce recycling contamination and costs	
Improved education on recycling best practices for City residents	

**Quantify your indicators.** *How will you measure your identified indicators? By how much?*

Improvement from the baseline

**4 Make it ACHIEVABLE** *Do you have the resources required to execute this project? If not, can you obtain them? Is the level of effort for this project on par with what achievement of the project will produce? How can this project be accomplished?*

**Identify your stakeholders**

Name	What is their role/capability/time commitment?
Sustainability Commission	Lead analysis
Waste Management	Contribute data and knowledge
City staff	Contribute data and knowledge
Community	Contribute data and knowledge
Large waste generators (e.g., list in 2014 report)	

**Estimate financial commitment**

Notes:

Initial Costs	\$
Future Costs	\$

**5 Make it TIME-BOUND** *A commitment to a deadline helps focus efforts on completion of the project within one year. A timely project will usually answer the question: When? What can I do 6 months from now? What can I do 6 weeks from now? What can I do today?*

Timeframe	Action Step/Milestone
Today	Outline critical questions to explore in waste diversion, building off the findings of the 2014 report.
6 weeks from now	Work with waste management entities to delineate and quantify the composition of the city's waste.
6 months from now	Identify viable waste diversion strategies for households and businesses
One year from now	Propose policy levers

**Your Project Pitch:** *Suggested format: (I or accountable party) will (action word/s) (object of the priority) by (time) for the purpose of (relevance/results).*

The working group of commissioners will analyze the City's current waste loads and identify opportunities to increase waste diversion through innovative priority actions and policy levers in order to reduce waste loads and their resultant greenhouse gas emissions and associated pollution.

---

**OBSTACLES AND MITIGATION**

What is the biggest challenge preventing you from achieving this goal?	What actions can you take to reduce or remove that challenge?
Limited awareness of waste diversion options by the community	Develop an awareness raising campaign that identifies the benefits of and opportunities for waste diversion at all scales
Businesses unwilling to engage in strategies to divert waste	Work hand in hand with commercial entities to identify viable alternatives for waste diversion

**What are potential financial or other tangible benefits that may be realized if this project is prioritized?**

Alignment with the City's Strategic Plan Goal 1.3. Potential to reduce shipped waste loads translating into cost savings for the City.

---

**Is there any other information that is important when considering this project?**

Learning from other successes:

- [San Francisco](#)
- [Santa Barbara](#)
- [City and Borough Strategic Plan](#)



# CITY AND BOROUGH OF SITKA

## Sustainability Commission Project Proposal Worksheet

This form is designed to help you explore possible opportunities the Commission may want to pursue as part of their annual work plan. This information will help you communicate your project to Commissioners, City staff, and the public.

---

### YOUR INITIAL IDEA:

*What result/outcome are you hoping for? Why should your project be prioritized by the Commission this year?*

The City of Sitka should implement a Municipal Fleet Electrification/Hybridization Policy aimed at integrating electric and hybrid vehicles into the municipal purchasing and procurement schedule as gas/diesel-powered vehicles reach their maximum mileage or age. This policy will accomplish 3 goals: 1) fulfill the intent to decarbonize municipal operations, specifically transportation, as outlined in Resolution 2022-18: [Municipal Operations Decarbonization Resolution](#); 2) reduce the long-term operating and maintenance costs of the current gas and diesel powered municipal fleet, contributing to cost savings; 3) help the city align with its own goals stated in the Ordinance 2022-16S: [Sustainability Commission Establishing Ordinance](#) while also serving as an example for the rest of the community, while troubleshooting issues that may arise as the community seeks to install EV charging infrastructure and increase EV adoption by the citizenry. This policy should be prioritized this year because once a vehicle is purchased, it can last up to 10 years. If the city seeks to fulfill their decarbonization goals by 2030, immediate integration of EVs and hybrids into the purchasing schedule is necessary.

---

### 1 Make it RELEVANT

*What Sustainability Commission goal(s) does this this priority help accomplish?*

1.SC goal: Fossil energy use reduction and development of local, renewable energy sources;

2.SC goal: Sustainable transportation options that leverage Sitka's locally-generated, renewable energy sources

3. CBS Strategic Plan Goal 3: Align resources and financial and economic policies for a sustainable community and Goal 4.2: develop asset management plans for future capital investments

---

### 2 Make it SPECIFIC

*Specifics help clearly define what you want to do. Use action words such as facilitate, organize, develop, plan, study, etc.*

The Sustainability Commission will develop a sample fleet electrification policy that is suitable for the City of Sitka's needs. This plan will seek to adjust procurement and purchasing policy to curtail the City's ability to purchase fossil-fueled vehicles for its internal operations, especially where a suitable alternative exists (such as light-duty vehicles). The Commission will gather information for how similar policies have been implemented in communities across Alaska and the United States, determine cost-benefits and savings, and assess what kind of EV charging infrastructure is needed to accommodate this transition. We will facilitate a plan for implementation between the Finance Department, Public Works, and the Electric department to accomplish this goal.

---

### 3 Make it MEASURABLE

*How will success be measured?*

#### What is the impact are you hoping to have?

- a) Reduction in municipal GHG emissions due to replacing gas/diesel-powered with electric or hybrid alternative
- b) cost savings for the community and keeping funds circulating in local economy
- c) discern challenges / opportunities with installing electric vehicle charging infrastructure elsewhere in the community

#### How will you know that you are having that impact? (indicators)

- a) will be accounted for in GHG emissions inventory report
- b) cost-savings analysis and comparison with gas/diesel vehicles; increase in income generated by using municipal electricity
- c) by installing their own charging infrastructure for their own EVs/hybrids, the city will necessarily have to figure out the answer to questions like

d) increase opportunity for community partners to install charging infrastructure through leading by example

location suitability, demand charges, how to balance charging with peak demand, etc  
 d) through answering the questions above, the city will be able to help others install EV charging infrastructure and set up other entities to be able to resell power

**Quantify your indicators.** *How will you measure your identified indicators? By how much?*

The first two indicators are quantitative metrics measured through reduction in municipal GHG emissions as fleet is transitioned; and costs saved and monies kept in local community rather than leaving community as when gas is purchased (conveyed through annual financial report). The third and fourth metrics are qualitative, in that the city will have to problem-solve to address challenges that arise with fleet electrification, and then will be able to pass along this information to other entities seeking to install charging infrastructure or convert their fleets. By problem-solving the challenges associated with installing charging infrastructure, the city will enable other entities to install similar infrastructure and be able to resell municipal power to other customers.

**4 Make it ACHIEVABLE**

*Do you have the resources required to execute this project? If not, can you obtain them? Is the level of effort for this project on par with what achievement of the project will produce? How can this project be accomplished?*

**Identify your stakeholders**

Name	What is their role/capability/time commitment?
Sustainability Commission	Research and write fleet electrification policy. Has contacts with other municipalities that have implemented this policy. Time commitment would be approximately ~3 months work (through meetings with departments, public, writing policy, etc). Approx ~30 hours total
Sustainability Coordinator	Sustainability Coordinator would work with other city departments to get feedback and troubleshoot proposed policy so that the final ordinance has been workshopped by city staff. Estimated ~40 hours. Bulk of implementation will rest with other departments.
Finance Department	Finance department provides insight into current procurement/purchasing policies. Minimal time commitment. Would be responsible for follow up items of assessing and reporting on cost savings / fund reallocation.
Electric Department	Electric department would need to identify which city buildings are capable of hosting chargers, what kind of chargers needed, balancing how charging interacts with peak electric demand, figuring out how to address demand charges and avoid energy spikes, balancing load and generation capacity. Expected larger time commitment up front that will lead to system optimization over time.
Public Works Department	Public Works is currently responsible for the municipal fleet. They would need to assess time/resources associated with maintaining electric vehicles, needs of new fleet, consider retraining staff to be able to service electric vehicles, etc

**Estimate financial commitment**

Notes:

Initial Costs	\$ 0.0	Costs cannot be accurately projected as initial costs are minimal, mainly staff time. Chargers may need to be purchased and installed with the first purchase of an electric vehicle (averaging \$2k-\$30k, depending on the charger). Over time, costs will increase as new electric/hybrid vehicles are purchased. This cost will be comparable or less than the cost of new gas/diesel vehicles that would otherwise be purchased.
Future Costs	\$ high	



**Other Necessary Resources**

Name/Item	Rationale/Method of procurement/other important information
Current fleet replacement schedule / vehicle procurement policy	a) Internal city document that is needed to inform implementation schedule; gain insight on which vehicles have a suitable EV/Hybrid alternative available and which do not
information on electric load capacity of city buildings & suitability for EV charging	b) will provide insight into where EV charging of municipal vehicles is able to happen, how long it will take, where installation of infrastructure is most cost effective, etc
data on vehicle usage: mileage per day	c) will assist with the life-cycle analysis of EV/hybrid procurement and charging information

**5 Make it TIME-BOUND**

*A commitment to a deadline helps focus efforts on completion of the project within one year. A timely project will usually answer the question: When? What can I do 6 months from now? What can I do 6 weeks from now? What can I do today?*

Timeframe	Action Step/Milestone
March 2023	SC could select municipal fleet conversion as a priority
March - June 2023	SC drafts policy with city feedback
October 2023 - January 2024	City drafts fiscal notes, works to implement procurement/purchasing policy ahead of new FY2025, includes budgeting for any new vehicle purchase in budget for FY2025
January - May 2024	Budget discussions and analysis at assembly level

**Your Project Pitch:**

*Suggested format: (I or accountable party) will (action word/s) (object of the priority) by (time) for the purpose of (relevance/results).*

The City of Sitka should implement a Municipal Fleet Electrification/Hybridization Policy aimed at integrating electric and hybrid vehicles into the municipal purchasing and procurement schedule as gas/diesel-powered vehicles reach their maximum mileage or age. This will result in significant cost-savings for the city, keep money circulating in the local economy, and fulfill the city's stated goals to decarbonize municipal transportation by 2030.

**OBSTACLES AND MITIGATION**

**What is the biggest challenge preventing you from achieving this goal?**

**What actions can you take to reduce or remove that challenge?**

- a) behavioral/cultural resistance towards EVs
- b) lack of motivation within municipality to effect changes proposed
- c) increasing ability of municipal buildings/central garage/other vehicle depots to provide suitable charging infrastructure and get training to service these vehicles
- d) funding
- e) lack of suitable EV/hybrid alternatives for some vehicle/equipment needs

- a) behavioral/cultural resistance is weakening as wide variety of market alternatives come online; policy set at the top will help reduce opposition at the employee level
- b) policy set by the assembly and the administrator will reduce resistance at operational levels
- c) with wide range of EVs available now, can work with car manufacturers to negotiate retraining of municipal staff; Electric department is also working on load management and increasing transmission line capacity and this will dovetail with supporting municipal buildings to install charging infrastructure
- d) More funding available for these types of conversions now than ever before; requires long-term view of fiscal responsibility as life cycle savings on EVs/hybrids will likely be more beneficial than gas vehicles
- e) advances in technology are happening quickly and market alternatives for most heavy equipment, police vehicles, fire trucks, garbage trucks are available now, with other municipalities providing proof of concept. Sitka is not a 'test' community for these vehicles, but there is the chance that we employ use of some vehicles that are currently unable to be transitioned. Flexibility must be adapted into procurement schedule to account for these difficulties

**What resources are most critical to this project? Is it possible to change scope and/or scale if necessary?**

*The will of city departments to implement this change. The scope and scale of the change is gradual, seeking to adopt technology that is already proven and available at competitive market rates. As heavy equipment is decarbonized and electrified, the city can continue to acquire this machinery, but the target of this initial effort is specifically light-duty vehicles.*

**What are potential financial or other tangible benefits that may be realized if this project is prioritized?**

- *Instead of purchasing fossil fuels and having that money leave the community, financial benefits will keep circulating in the local economy with the municipal fleet powered by municipally-owned electricity.*
- *Public health will benefit as GHG emissions are reduced, and toxins from idling are curtailed.*
- *Opportunity to increase EV uptake from other entities as the city will be able to inform how other businesses/orgs install charging infrastructure (thus increasing income to municipal utility).*
- *Good example of showing 'skin in the game' that will strengthen CBS position in applying for other sustainability funds*
- *Relatively easy and low impact activity; EVs are already very popular in Sitka and are widely available, and municipality is required to replace their existing vehicles after a certain mileage/age*

**Is there any other information that is important when considering this project?**

- Many municipalities in Alaska and across the US have already undertaken this initiative and there is a large existing body of expertise to draw upon
- The city already has funds budgeted for vehicle replacement
- The commission is able to do research and outreach that will address the pressing and relevant questions of the public works department, which will be responsible for maintaining this fleet

CITY AND BOROUGH OF SITKA

ORDINANCE NO. 2022- 16S

AN ORDINANCE OF CITY AND BOROUGH OF SITKA AMENDING TITLE 2
“ADMINISTRATION” OF THE SITKA GENERAL CODE BY ADDING CHAPTER 2.15
“SUSTAINABILITY COMMISSION”

1. CLASSIFICATION. This ordinance is of a permanent nature and is intended to become a part of the Sitka General Code (SGC).

2. SEVERABILITY. If any provision of this ordinance or any application to any person or circumstance is held invalid, the remainder of this ordinance and application to any person or circumstance shall not be affected.

3. PURPOSE. The purpose of this ordinance is to add a new chapter to SGC Title 2, entitled “Administration,” to create a sustainability commission and establish organizational guidelines for that commission. It is the intent of the commission to work towards catalyzing a healthy community now and in the future by proposing solutions to environmental, social, and economic concerns of the city and borough of Sitka, its partners, and community members.

4. ENACTMENT. NOW, THEREFORE, BE IT ENACTED by the Assembly of the City and Borough of Sitka that Sitka General Code Title 2, entitled “Administration”, be amended by adding Chapter 2.15, entitled “Sustainability Commission,” to read as follows (deleted language stricken, new language underlined):

Title 2
ADMINISTRATION

Chapters:

- 2.04 City and Borough Assembly
2.08 City and Borough Departments
2.10 Defense and Indemnification of Officers and Employees
2.13 Health Needs and Human Services Commission
2.15 Sustainability Commission
2.16 Library Commission

\* \* \*

Chapter 2.15
SUSTAINABILITY COMMISSION

Sections:

- 2.15.010 Sustainability commission.

- 48        2.15.020 Term.
- 49        2.15.030 Meetings.
- 50        2.15.040 Organization.
- 51        2.15.050 Resignation.
- 52        2.15.060 Powers and duties.

53

54        **2.15.010 Sustainability commission.**

55        There shall be a commission known as the sustainability commission, which shall be composed  
56        of seven members appointed by the assembly and, to the extent deemed advisable by the  
57        assembly and possible from the applicants, include at least one individual with background or  
58        training as a sustainability professional and at least one individual of Alaska Native heritage with  
59        understanding and appreciation of the historical importance of sustainability on Tlingit Aaní. All  
60        voting members of the commission shall be at-large members and representative of a diverse  
61        cross-section of the community. The sustainability coordinator within the planning and community  
62        development department or designee shall be an ex-officio member without a vote.

63

64        **2.15.020 Term.**

65        The term of a voting member shall be three years or until a successor is appointed. The first  
66        members appointed to the commission shall, upon appointment, determine the length of the terms  
67        so that the terms of three members shall be for one year and the terms of two members shall be  
68        for two years, and the terms of two members shall be for three years, resulting in staggered terms  
69        for members subsequently appointed. A vacancy on the commission shall be filled by appointment  
70        by the assembly for any remainder of an unexpired term.

71

72        **2.15.030 Meetings.**

73        A. Meet once per month at such time as the chair or, in their absence, the vice chair shall  
74        determine.

75

76        B. Give reasonable public notice of its meetings and comply in all respects with the Alaska Open  
77        Meetings Act.

78

79        **2.15.040 Organization.**

80        The commission shall organize itself by electing a chair, a vice chair and a secretary, each of  
81        whom shall be elected by the voting members of the commission at its first meeting and shall  
82        serve a term to expire upon election of officers at the first meeting of the following year. The  
83        secretary shall provide minutes of all meetings to the municipal clerk.

84

85        **2.15.050 Resignation.**

86        Should an officer resign from their position prior to expiration of their term, or otherwise is unable  
87        or unwilling to perform duties as required of the office, the commission may elect an officer to  
88        serve out the remainder of that term. In addition to the above officers, the commission, by a  
89        majority vote of its voting members, may designate and elect or appoint such other officers,  
90        assistant officers and agents as it deems necessary at such time, in such manner, and upon and  
91        for such terms as it shall prescribe. All officers and agents shall serve at the pleasure of the  
92        commission, whenever in its judgment the best interest of the commission will be served.

93

94 **2.15.060 Powers and duties.**

95 A. The commission will act as an advisory body to the assembly with the purpose of catalyzing  
96 and developing municipal and community-focused approaches that support the social,  
97 environmental, and economic sustainability of the city and borough. The commission will  
98 accomplish this by working towards the following actions described below.

99  
100 B. Annually, the commission will develop, identify, and present goals to the assembly for  
101 approval. The approved goals shall be the commission's primary focus for the following year.  
102 Goals will generally be based on topics that may include:

- 103
- 104 1. Fossil energy use reduction and development of local, renewable energy  
105 sources;
- 106
- 107 2. Responsible use of natural resources;
- 108
- 109 3. Diminution of Sitka's supply-chain fragility;
- 110
- 111 4. Food security enhancement;
- 112
- 113 5. Sustainable transportation options that leverage Sitka's locally-generated,  
114 renewable energy sources;
- 115
- 116 6. Solid waste consumption, reduction, composting, recycling, and re-use;
- 117
- 118 7. Robust and healthy local ecosystems and natural communities; and,
- 119
- 120 8. Other matters as the assembly or commission may deem beneficial for the city  
121 and borough.
- 122

123 Concurrently with presenting goals to the assembly, the commission will submit a report to the  
124 assembly on progress towards the previous year's goals and other activities which were approved  
125 and directed by the assembly.

126  
127 C. With the approval and direction of the assembly, the commission will work with designated  
128 staff to provide information and outreach to the public, in order to understand community priorities  
129 and develop community consensus on matters concerning sustainability. This effort may require  
130 the commission to invite participation and technical expertise from community partners and  
131 professionals (e.g. engineers, public administration experts, earth system scientists, business  
132 leaders, educators, community group leaders, etc). If city and borough funds are needed to  
133 facilitate participation and technical expertise from community partners and professionals, the  
134 commission shall obtain prior approval and the necessary appropriation from the assembly.

135  
136 **5. EFFECTIVE DATE.** This ordinance shall become effective on the day after the  
137 date of its passage.

138  
139 **PASSED, APPROVED, AND ADOPTED** by the Assembly of the City and Borough of  
140 Sitka, Alaska this 13<sup>th</sup> day of September, 2022.

141

142

143

---

Kevin Knox, Deputy Mayor

144 ATTEST:

145

146

147

---

148 Sara Peterson, MMC

149 Municipal Clerk

150

151 1<sup>st</sup> reading: 7/26/2022

152 1<sup>st</sup> reading – substitute ordinance: 8/23/2022

153 2<sup>nd</sup> and final reading: 9/13/2022

154

155 Sponsors: Mosher / Himschoot

## CITY AND BOROUGH OF SITKA

### RESOLUTION NO. 2022-18

#### A RESOLUTION OF THE CITY AND BOROUGH OF SITKA INCREASING THE ENERGY INDEPENDENCE OF THE CITY AND BOROUGH OF SITKA BY DECARBONIZING CITY OPERATIONS BY 2030

- WHEREAS,** we, the duly elected representatives of the City and Borough of Sitka (Sitka Assembly), are concerned for the well-being of our citizens and future generations; and,
- WHEREAS,** global and local prices and supplies of fossil fuels including heating oil, diesel, and gasoline are in flux due to increasing geopolitical conflict and decreasing stores of these fuels; and,
- WHEREAS,** Sitka, Alaska has access to plentiful, locally generated energy in the form of hydropower provided by the consistent rain the local temperate rainforest climate produces, along with forward-thinking investments made by the City and Borough of Sitka in regards to our hydroelectric infrastructure; and,
- WHEREAS,** the 11th UN Intergovernmental Panel on Climate Change (“IPCC”) report from October 2018 states that we have only until 2030 to limit devastating global warming and avoid a climate catastrophe, and the latest IPCC report from February 2022 confirms we have a “brief and rapidly closing window of opportunity to secure a livable and sustainable future for all”; and,
- WHEREAS,** global greenhouse gas emissions need to peak by 2025 (per the IPCC) if we are to achieve a goal of keeping global temperatures from rising above 2 degrees centigrade; and,
- WHEREAS,** the Sitka Assembly is concerned for the well-being of future generations and vulnerable populations that stand to be the most disproportionately impacted by the climate emergency, especially the Indigenous people of Alaska and their traditional ways of life which are particularly threatened due to their reliance on Alaska’s natural systems; and,
- WHEREAS,** the citizens of Sitka are reliant on our oceans and forests and the wildlife and resources contained within them, in our economies including fisheries and tourism and our way of life, including subsistence food gathering, and the oceans and forests hold their own inherent cultural and historical importance; and,
- WHEREAS,** the climate crisis poses an imminent, existential threat to all life on Earth that demands timely action at the scale and speed necessary to mitigate harm to all people, including the residents of the City and Borough of Sitka; and,

- WHEREAS,** in November 2020, the CBS declared a Climate Emergency through Resolution No. 2020-29A, which articulates the Sitka Assembly's recognition that a climate emergency threatens our city, region, state, nation, and calls for the re-establishment of Sitka's Climate Action Task force to "study and make recommendations to the Sitka Assembly on ways to plan for and mitigate the impacts of climate change on the City and Borough of Sitka's economy, infrastructure and future development, and methods the City and Borough of Sitka can employ to reduce the emission of greenhouse gasses;" and,
- WHEREAS,** the updated 2021 Municipal Greenhouse Gas Inventory identifies combined emissions from the City's municipal buildings (heating oil) and fleet (diesel and gasoline) contribute approximately 54% and 43% of total municipal emissions from the municipal operations of the City and Borough of Sitka, respectively, and we know that we cannot meet our municipal and broader community carbon reduction goals without tackling clean transportation and clean buildings as we move forward; and,
- WHEREAS,** the municipally-owned utility in Sitka provides customers plentiful clean hydropower energy and comparatively affordable electricity for powering the City's municipal operations, maintenance, and growth, along with all of its community-wide electricity needs; and,
- WHEREAS,** all the electricity that the City and the community as a whole purchase goes directly back into Sitka's local economy and supports maintaining affordable local electricity rates, instead of the funds leaving the community to support petrochemical corporations; and,
- WHEREAS,** the Sitka Assembly has voiced their desire to be a community that leads by example to make decisive, transformative, and sustainable changes in its municipal energy consumption during the work session with the CBS Climate Action Task Force held in May 2021, and this body has the power to significantly lower the City's greenhouse gas emissions and overall carbon impact; and,
- WHEREAS,** the City supports a legislative agenda that advances our community's energy independence and ability to decarbonize operations through maintenance and rehabilitation of our hydroelectric facilities and utility infrastructure; and,
- WHEREAS,** the City has repeatedly demonstrated successful efforts to plan for clean energy utilization in City assets, which represents a sound investment of the City's resources into long-term infrastructure that is in line with its energy independence and carbon reduction goals and which creates the opportunity for the rest of the community to transition to low or no emission heating and transportation options; and,



**WHEREAS,** electrification of land transportation for Sitka's tourists will provide options for businesses exposed to the impact of increasingly volatile fossil fuel prices, and increase income to our publicly-owned electric utility; and,

**WHEREAS,** assisting local businesses in switching to locally available clean power sources demonstrates leadership in stewardship of our land, which has been protected since time immemorial by the Tlingit people; and,

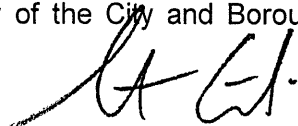
**WHEREAS,** the City desires to increase economic development opportunities in the community and recognizes the need for increased transmission line capacity out Halibut Point Road to provide for economic growth and increased electricity consumption from proposed and potential developments including: electrification of pilot ferries for the Alaska Marine Highway System, electrification of cruise ships while in port, electrification of visitor industry bus fleets, and to support the future development on the north end of the community.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY AND BOROUGH OF SITKA ASSEMBLY:**


Section 1. That the City and Borough of Sitka intends to decarbonize city operations (facilities and transportation) by 2030 through the implementation of clean energy infrastructure for heating, lighting, power, and transportation, and exclude fossil fuel energy sources, except where exemptions are necessary due to reliability and resiliency of resources, technical, or cost infeasibility.

Section 2. The City recognizes the greatest opportunity to decarbonize rests with the broader community, which comprises the vast majority of the carbon emissions originating in Sitka, and City staff will look for opportunities to collaborate, incentivize, set policy, and engage with local businesses, institutions, and residential and commercial developments to encourage similar decarbonization efforts in the private sector.

**PASSED, APPROVED, AND ADOPTED** by the Assembly of the City and Borough of Sitka, Alaska on this 24th day of May, 2022.

  
\_\_\_\_\_  
Steven Eisenbeisz, Mayor

ATTEST:

  
\_\_\_\_\_  
Sara Peterson, MMC  
Municipal Clerk

1<sup>st</sup> and final reading: 5/24/2022

Sponsors: Himschoot and Mosher