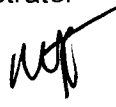

MEMORANDUM

To: Mayor McConnell and Assembly Members
Jay Sweeney, Interim Municipal Administrator

From: Michael Harmon, Public Works Director 

cc: Robin Koutchak, Municipal Attorney
Mark Danielson, Human Resource Director

Date: June 5th, 2013

Subject: Approval of SCIP Temporary Site Manager/Project Engineer

Background:

The Sawmill Cove Industrial Park (SCIP) has been without a site manager since 2010 and currently has record activity related to the various projects in the area. Historically a site manager has been a key resource in the operation of the park. In 2008, this position was diluted down to part-time with significantly reduced pay. As a result, this position became ineffective in managing the complex projects and goals of the park. In 2010 the position was not filled due to the low activity in the park and ineffective structure of the position to pursue new strategic goals to grow activity and projects. Now that the park is very active and has a number of major project goals and grants, we recommend this position to be returned as a major resource to assist in managing the park and perform project management duties for the life of the current projects (estimated 2-years). Please see the attached information from the SCIP Director for more background. Also attached you will find a draft job description of duties and responsibilities.

Analysis:

The primary duties related to this position revolve around engineering project management for the current Waterfront Development Feasibility Study and the construction of the SCIP Bulkhead Dock. In total these projects are in the range of \$8-million and are anticipated to be completed in 2-years. Additionally, discussions have circulated about CBS taking a active role on a potential public/private partnership to help perform project management duties on the design and construction of any necessary bulk water infrastructure. Although there is a potential for some of this work to extend past 2-years, it is clearly a temporary workload best suited for a temporary employee or potentially an engineering consulting firm. Although this position will also help in the day to day management of the park, it is anticipated this will be no more than 30% of the time allocated. This translates to a high reimbursement jobbing rate to grant funded projects that will be charged for the majority of the services provided.

The potential of hiring a consulting firm to provide the same services does exist and has been explored. However, the cost associated to hiring a private firm far exceeds a

temporary employee especially if we want the position to operate in Sitka versus remotely. Although most of the cost is borne by the grant funded projects, the more funding that is spent on project management the less we will have available for construction. The challenges are that it may be very difficult to find and retain a qualified project engineer that is willing to work as a temporary employee without turnover for 2-years. However, if we do succeed in finding the right person, this option is preferred due to the lower cost, ability to have them onsite every day, and the flexibility to have direct control over how the work is performed.

This position will report directly to the Public Works Director, but will be given a lot of responsibility and latitude to work independently in managing projects and assisting the SCIP Director in managing the park and associated lease tenants. If for some reason activities slow for a period, workload can easily be shifted to other grant funded projects in Public Works to keep the overhead cost to SCIP down, maintain a full workload, and to help project and staff turnover workload balancing. Given the anticipated SCIP duties, we do not anticipate this happening often or possibly at all if things progress as planned.

Pursuant to Section 6.7 of the Personnel Policies Handbook, the Administrator must approve all temporary employees including the recommended hourly wage or salary subject to the availability of budgeted funds. It is recommended that the wage or salary of this position be set based on qualifications. However, it should be anticipated that a position of this level and engineering background will require a pay rate exceeding \$50.00 per hour based on industry standards and past CBS experience.

Fiscal Note:

The FY14 budget currently has no funds budgeted in personnel to cover this position. Under Contracted Purchased Services a budget of \$40,000 was included to help fund a SCIP site manager by way of the SEDA contract. This funding can be moved to personnel to help fund this position. Although much of the cost of a temporary Site Manager/Project Engineer will be reimbursed by grants, the total cost of the position must be budgeted under "Salaried and Benefits Temporary Employees" on the expense side while an adjustment can be made to jobbing revenues to grants to help balance the budget and overall impact to the SCIP working capital. The net result should have no change to the balancing of the FY14 SCIP budget versus what is currently approved. We recommend the adjustments to be made after an employee is retained and the final costs are determined.

Recommendation:

Authorize the Administrator to advertise and hire a temporary SCIP Site Manager/Project Engineer at a wage based on qualifications set by the Administrator and approved by the SCIP Board. Additionally, the Administrator shall have the authority to make all necessary adjustments to the FY14 Budget to fund the position. The position will be temporary in nature for a period not to exceed the completion of the grant funded projects.

Thursday, May 30, 2013

MEMORANDUM

To: Michael Harmon – Public Works Director

From: Garry White, SCIP Director

Subject: SCIP Site Manager/Project Engineer

Introduction

Activity at the SCIP site has increased substantial with Blue Lake Dam project and other tenant activity. This increased activity has resulted in operational and site management issues.

Additionally, the SCIP has several large projects about to start or under way.

- Bulkhead Dock Construction
 - Permitting and engineering support will be needed.
- Marine Services Feasibility Study
 - The CBS/SCIP will be working closely with the consultants.
- Bulk Water Marine Distribution System
 - In 2012, the CBS received \$1million dollars to secure a 3 year bulk water contract. The contractor has requested CBS support with permitting and design of the system.
 - CBS support of this venture was the top project to move forward during the SEDA 2013 Economic Forum.
- Blue Lake Dam Project Staging Ground
 - A tremendous amount of rock is currently being stored at the SCIP. A plan for the rock needs to be determined.
 - Tenant management is ongoing.

The SCIP site needs additional resources to meet the increased demand.

In the past the CBS had employed a site manager to assist with the day-to-day operations and management.

SCIP Site Manager History

- Full Time Site Manager – 2000 – June 2008.
 - Switched to part time due to loss of tenants with large property sale, reduced tenants, and reduced lease income to SCIP.
- Part Time Site Manager – July 2008 – November 2010
 - Employee quit 11/10, position never filled.

- SCIP Site manager budgeted in FY12 – never filled
- SCIP Site Manager not budgeted in FY13
 - Low tenants, low lease revenue

Additional Information

- Currently there are 22 separate tenants at the park leasing multiple parcel of property. (Highest tenant amount in the history of CBS ownership of the park.)
- Current the entire 2nd floor of the Administration building is leased. A majority of the 1st floor is additionally leased. (first time in the history of CBS ownership of the park)
- Currently all leasable raw land at the park is leased. (First time in the history of CBS ownership of the park)

Action

After numerous meetings on the subject of SCIP site management, the SCIP Board of Directors approved unanimously the following motion at their 5/15/2013 meeting.

MOTION: **M/S Miller/Horan** moved to approve proposal 2, as presented in the memo dated May 13, 2013.
 Proposal #2.

The CBS hires a Project Site Manager/Engineer

- Person is responsible for Site Management duties (see attached job description).
- Responsible for project management of bulkhead dock construction.
 - In lieu of hiring a project manager.
 - Time associated with bulkhead project is charged to the grant.
- Responsible for providing engineering support for Bulk Water venture.
- Person is point of contact for feasibility studies.
- Responsible for project management of other capital project at the SCIP.
- Will cost more than the \$40k currently allocated. Estimated cost being researched.

City and Borough Sitka, Alaska

Class Specification

Class Title:

Class Code Number:

FLSA Designation:

Pay Grade and Range:

Effective Date:

General Statement of Duties

Plans, organizes and directs the capital improvement projects (CIP) for the Sawmill Cove Industrial Park (SCIP); manages the day-to-day, on-site operations of the SCIP; performs related work as required. This is a temporary position, estimated two years.

Distinguishing Features of the Class

The principal function of an employee in this class is a senior engineer performing the duties of a project manager and to assist the SCIP Executive Director with day-to-day site management. The employee will oversee engineering design, modification and implementation of capital projects and related Public Works for the SCIP. The work is performed under the direct supervision of the Public Works Director but extensive leeway is granted for the exercise of independent judgment and initiative. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with other Department and City employees, SCIP Executive Director, State and Federal officials, outside contractors/consultants and the public. The principal duties of this class are performed in both a general office environment and in various work sites at the Sawmill Cove Industrial Park and throughout the City and Borough.

Examples of Essential Project Management Work (Illustrative Only)

- Plans, organizes and directs Sawmill Cove Industrial Park capital improvement/construction projects;
- Conducts designs, design reviews and approval, cost estimates, scheduling and construction supervision;
- Coordinates public projects by outside consultants and/or private contractors and suppliers, including holding project oversight for adherence to contract specifications;
- Prepares Requests-for-Proposals for consulting services and related project specifications and bid documents, and participates in the selection process and monitors and evaluates consultant's project performance;
- Performs inspections and issues certifications for SCIP projects;
- Prepares plans and specifications and assembles other data related to capital construction and maintenance projects;
- Prepares and monitors grants, local assistance programs and budgets to assure all terms, conditions and budget limits are followed;

- Obtains Army Corps and State permits;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other related duties as assigned.

General Project Requirements

The SCIP Deep-water Dock Project is part of an overall waterfront development plan that potentially includes construction of a marine vessel haul-out facility and a moorage facility for large commercial vessels. Therefore, it is important that the planning phase of the Dock Project include consideration of the overall waterfront development plan and how the dock will fit with these other components. An RFP for a feasibility study to develop a Marine Industry Service Center at the SCIP has been released and the results of this study will be used to assist the Deep-water Dock Project Manager in determining dock design and placement.

All work must be in accordance with the standards and criteria of the CBS and the State of Alaska.

The CBS desires to begin construction as soon as practically possible. The selected employee should anticipate significant feedback from the Sawmill Cove Industrial Park Board of Directors and CBS Public Works staff during the design and permitting process. Public presentations to include presentations to the Port & Harbors Commission and/or Assembly should be anticipated at project kickoff and design milestones.

SCIP On-Site Park Management

ESSENTIAL DUTIES AND RESPONSIBILITIES are to provide project site management support to the SCIP Board. Includes but is not limited to:

- Direct contact for all lease holders at the the SCIP
- Assists with building and property maintenance at the SCIP.
- Provide onsite security for CBS buildings and property.
- Property management of all leases and tenants;
- Works with SCIP tenants on an as needed basis;
- Communicates and works with the SCIP Executive Director and SCIP Board;
- Communicates with CBS staff concerning SCIP operations;
- Maintains records on tenant relations;
- General building maintenance;
- Assists the CBS with major building maintenance;
- Property and ground maintenance;
- Maintains records of maintenance procedures and projects;
- Provides onsite security for buildings and property;

- Maintains records on security operations;
- Provide on-call assistance for site emergency;
- Follows all safety rules and regulations;
- Follows all Local, State, and Federal regulations.

The Site Manager will need to establish and maintain effective working relationships with City employees, SCIP Executive Director, SCIP tenants and the public.

Required Knowledge, Skills and Abilities

- Comprehensive knowledge of standard engineering principles as applied to civil projects;
- Comprehensive knowledge of engineering design, analysis, construction, construction inspection, project engineering, project management and contract administration;
- Comprehensive knowledge of local, State and federal laws, statutes and ordinances, assistance and grant programs for engineering projects;
- Comprehensive knowledge of cartography and related mapping procedures;
- Thorough knowledge of industrial design and architectural practices;
- Ability to use Computer Automated Drafting systems;
- Ability to use engineering, drafting, survey and testing tools;
- Ability to read, design and compose maps;
- Ability to communicate well with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations;
- Ability to operate or quickly learn to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

Preferred Experience and Training

- Graduation from an accredited college or university with a Bachelor's Degree in Engineering; and
- Extensive experience in civil engineering,
- A professional engineering license.

Required Special Qualifications

- Possession of a driver's license issued by the State of Alaska;

Essential Physical Abilities

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to survey public works structures and review work in progress;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate engineering tools and computer equipment;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to visit various work sites within the City and Borough.

... END ...